

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

2008 MOVING TO WORK ANNUAL REPORT



John DeStefano, Jr., Mayor

Board of Commissioners

Robert Solomon, Chairperson

Louise Pearsall

Rev. Jason Turner

Sheila Carmon

Eliezer Cruz

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

| | | |
|------|--|----|
| I. | Introduction..... | 6 |
| A. | Overview of Agency’s Moving to Work Goals and Objectives | 6 |
| II. | General Housing Authority Operating Information | 17 |
| A. | Housing Stock Information | 17 |
| B. | Lease Up Information | 19 |
| C. | Waiting List Information..... | 24 |
| III. | Long-Term MTW Planning | 28 |
| IV. | Proposed MTW Activities | 30 |
| V. | On-Going MTW Activities | 31 |
| A. | Activities Approved by HUD but not Implemented | 31 |
| 1. | Rockview Phase 1 | 31 |
| 2. | Disposition of 55 Division Street | 31 |
| 3. | Crawford Manor | 31 |
| B. | Description of Each On-going and Completed Activity | 31 |
| 1. | Complete Quinnipiac Terrace Revitalization..... | 35 |
| 2. | Complete Eastview Terrace Redevelopment | 35 |
| 3. | Complete Phase 1 of Brookside Development | 35 |
| 4. | Complete Modernization of Four Elderly Projects..... | 36 |
| 5. | Develop an Asset Management Plan for Rowe..... | 36 |
| 6. | Complete Cisneros Scattered Site Development | 36 |
| 7. | Complete CM Project at Six Sites | 36 |
| 8. | Complete Planned Capital Projects | 37 |
| 9. | Dispose of Properties in Accordance with HANH Development Plans | 37 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 38 |
| 11. | Implement 504 Transition Plan | 38 |
| 12. | Enhance Security and Capital Improvements | 39 |
| 13. | Achieve High Performance Status..... | 39 |
| 14. | Implement HUD Asset Management Model..... | 39 |
| 15. | Implement Rent Simplification | 40 |
| 16. | Resident Services..... | 40 |
| 17. | Supportive Services | 40 |
| 18. | Expand Family Self Sufficiency Program..... | 41 |
| 19. | Section 3 Employment and Training | 41 |
| 20. | Achieve High Performance Section 8 Status | 42 |
| 21. | Community Service Requirement | 42 |
| C. | Description of Each How On-going Each Activity Relates to Statutory Goals..... | 43 |
| 1. | Complete Quinnipiac Terrace Revitalization | 43 |
| 2. | Complete Eastview Terrace Redevelopment | 43 |
| 3. | Complete Phase 1 of Rockview Development | 43 |
| 4. | Complete Modernization of Four Elderly Projects..... | 44 |
| 5. | Develop an Asset Management Plan for Rowe..... | 44 |
| 6. | Complete Cisneros Scattered Site Development..... | 44 |

| | | |
|-----|---|----|
| 7. | Complete CM Project at Six Sites | 44 |
| 8. | Complete Planned Capital Projects | 44 |
| 9. | Dispose of Properties in Accordance with HANH Development Plans..... | 45 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 45 |
| 11. | Implement 504 Transition Plan | 45 |
| 12. | Achieve High Performance Status..... | 45 |
| 14. | Implement HUD Asset Management Model..... | 45 |
| 15. | Implement Rent Simplification Policy | 46 |
| 16. | Resident Services..... | 46 |
| 17. | Supportive Services | 46 |
| 18. | Family Self Sufficiency Program Expansion..... | 46 |
| 19. | Section 3 Employment and Training | 46 |
| 20. | Achieve High Performance Section 8 Status | 46 |
| 21. | Community Service Requirement..... | 46 |
| D. | Analysis of Each On-going Activity on Stated Objective | 48 |
| 1. | Complete Quinnipiac Terrace Revitalization..... | 48 |
| 2. | Complete Eastview Terrace Redevelopment | 48 |
| 3. | Complete Phase 1 of Rockview Development..... | 48 |
| 4. | Complete Modernization of Four Elderly Projects..... | 48 |
| 5. | Develop an Asset Management Plan for Rowe..... | 48 |
| 6. | Complete Cisneros Scattered Site Development..... | 48 |
| 7. | Complete CM Project at Six Sites | 48 |
| 8. | Complete Planned Capital Projects | 49 |
| 9. | Dispose of Properties in Accordance with HANH Development Plans..... | 50 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 50 |
| 11. | Implement 504 Transition Plan | 50 |
| 12. | Enhance Security and Capital Improvements | 50 |
| 13. | Achieve High Performance Status..... | 50 |
| 14. | Implement HUD Asset Management Model..... | 50 |
| 15. | Implement Rent simplification policy | 51 |
| 16. | Resident Services..... | 51 |
| 17. | Supportive Services | 51 |
| 18. | Family Self Sufficiency | 51 |
| 19. | Section 3 Employment and Training | 51 |
| 20. | Achieve High Performance Section 8 Status | 51 |
| 21. | Community Service Requirement..... | 52 |
| E. | Comparison of Actual Performance V. Targeted Benchmark, Baseline and Prior Year's Performance | |
| | 53 | |
| 1. | Complete Quinnipiac Terrace Revitalization..... | 53 |
| 2. | Complete Eastview Terrace Redevelopment | 53 |
| 3. | Complete Phase 1 of Rockview Development..... | 53 |
| 4. | Complete Modernization of Four Elderly Projects..... | 53 |
| 5. | Develop an Asset Management Plan for Rowe..... | 53 |
| 6. | Complete Cisneros Scattered Site Development..... | 53 |
| 7. | Complete CM Project at Six Sites | 53 |
| 8. | Complete Planned Capital Projects | 54 |

| | | |
|-----|--|----|
| 9. | Dispose of Properties in Accordance with HANH Development Plans..... | 54 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 55 |
| 11. | Implement 504 Transition Plan | 55 |
| 12. | Enhance Security and Capital Improvements | 55 |
| 13. | Achieve High Performance Status..... | 56 |
| 14. | Implement HUD Asset Management Model..... | 56 |
| 15. | Implement Rent simplification policy | 56 |
| 16. | Resident Services..... | 56 |
| 17. | Supportive Housing | 56 |
| 17. | Family Self Sufficiency | 57 |
| 18. | Section 3 Employment and Training | 57 |
| 19. | Achieve High Performance Section 8 Status | 58 |
| 20. | Community Service Requirement..... | 58 |
| F. | Narrative Explanation of Why Benchmarks were not Achieved | 59 |
| 1. | Complete Quinnipiac Terrace Revitalization..... | 59 |
| 2. | Complete Eastview Terrace Redevelopment | 59 |
| 3. | Complete Phase 1 of Rockview Development..... | 59 |
| 4. | Complete Modernization of Four Elderly Projects..... | 59 |
| 5. | Develop an Asset Management Plan for Rowe..... | 59 |
| 6. | Complete Cisneros Scattered Site Development..... | 59 |
| 7. | Complete CM Project at Six Sites | 59 |
| 8. | Complete Planned Capital Projects | 60 |
| 9. | Dispose of Properties in Accordance with HANH Development Plans..... | 60 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 61 |
| 11. | Implement 504 Transition Plan | 61 |
| 12. | Achieve High Performance Status..... | 61 |
| 14. | Implement HUD Asset Management Model..... | 62 |
| 15. | Implement Rent Simplification Policy..... | 62 |
| 16. | Resident Services..... | 62 |
| 17. | Family Self Sufficiency | 62 |
| 18. | Section 3 Employment and Training | 62 |
| 19. | Achieve High Performance Section 8 Status | 62 |
| 20. | Community Service Requirement..... | 63 |
| G. | Effectiveness of the Activity on Achieving Statutory Objective..... | 64 |
| 1. | Complete Quinnipiac Terrace Revitalization..... | 64 |
| 3. | Complete Phase 1 of Rockview Development..... | 64 |
| 4. | Complete Modernization of Four Elderly Projects..... | 64 |
| 5. | Develop an Asset Management Plan for Rowe..... | 64 |
| 6. | Complete Cisneros Scattered Site Development..... | 64 |
| 7. | Complete CM Project at Six Sites | 64 |
| 8. | Complete Planned Capital Projects | 64 |
| 9. | Dispose of Properties in Accordance with HANH Development Plans..... | 65 |
| | William T. Rowe Major Modernization: | 65 |
| 10. | Develop an Asset Management Plan for Non-Residential Assets..... | 65 |
| 11. | Implement 504 Transition Plan | 66 |
| 12. | Enhance Security and Capital Improvements | 66 |
| 13. | Achieve High Performance Status..... | 66 |

| | | |
|-------|---|----|
| 14. | Implement HUD Asset Management Model..... | 67 |
| 15. | Implement Rent Simplification Policy..... | 67 |
| 16. | Resident Services..... | 67 |
| 17. | Supportive Housing | 68 |
| 18. | Family Self Sufficiency..... | 68 |
| 19. | Section 3 Employment and Training | 68 |
| 20. | Achieve High Performance Section 8 Status | 69 |
| 21. | Community Service Requirement..... | 69 |
| H. | Specific Provision of Attachment C and Attachment D of MTW Agreement that Permitted Agency to Make Changes and why Waiver was Needed to Achieve Benchmark | 70 |
| VI. | Sources and Uses of Funding..... | 74 |
| VII. | Administrative..... | 75 |
| VIII. | Reporting compliance with Statutory MTW Requirements | 78 |

I. Introduction

A. Overview of Agency's Moving to Work Goals and Objectives

The Housing Authority of the City of New Haven (HANH) is a public housing agency created in 1938 for the purpose of administering affordable housing programs in the City of New Haven. HANH's mission is to provide quality affordable housing, in strong communities, for low income persons and families. Today, HANH operates approximately 2,400 public housing apartments in two dozen developments citywide. HANH also administers more than 4,300 Section 8 vouchers, which provide housing subsidies to low income families who rent in the private apartment market.

In 2001, HANH became one of 32 public housing agencies nationwide selected for participation in the Moving to Work (MTW) Deregulation Demonstration Project. MTW status provides unprecedented regulatory and fiscal flexibility for housing authorities to design and test innovative, locally-determined approaches to address local needs more effectively.

As an MTW agency, at the end of each fiscal year, HANH must submit an Annual Report that describes our agencies activities and progress in achieving our long-term goals as well as the objectives and performance measures established in our Annual Plan for the year. This MTW Annual Report for FY 2008 describes HANH's activities, outcomes, successes, and challenges during the fiscal year, October 1, 2007 through September 30, 2008, HANH's seventh year of MTW status.

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 Quinipiac 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 2008.

HANH's original MTW Agreement with HUD became effective retroactively to October 1, 2000. The initial seven-year term of HANH's MTW status expired 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. 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 rests 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 relationships 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.

The 2008 MTW Annual Report provides an update on HANH's progress toward these goals.

Goals Established for FY 2008

1. Redevelopment and Major Modernization Projects. HANH's primary MTW goal is to transform our deteriorated housing stock through redevelopment and modernization. HANH is engaged in major redevelopment or modernization projects of several public housing sites, including Quinnipiac Terrace, Eastview Terrace, Rockview, Brookside, and Prescott Bush Mall. When these projects are completed, HANH will have transformed more than 1,200 public housing units. A key priority for FY 2008 was to ensure continued progress in these major redevelopment and modernization projects.

2. Public Housing Rent Simplification and Recertification Policies. Section III of HANH's Amended and Restated MTW Agreement authorizes HANH to develop and test alternate methods for determining families' rent contributions. During FY 2008, HANH implemented alternate MTW rent and recertification policies. Our purpose is to develop a process that will provide fair and effective determinations of families' contributions, with significantly less administrative burden.

Some key features of HANH's MTW Rent Simplification Policies include:

- Annual recertifications are replaced with required recertifications every 3 years for elderly and disabled families, and every 2 years for all other families. There are restrictions on the number of interim recertifications a family may request each year.
- Detailed rent calculation procedures are replaced with a simple table of fixed rent amounts determined according to \$1,000-income tiers.
- Deductions are eliminated; in their place, a corresponding percentage reduction is incorporated into the rent table. Special rent reductions are available for families with excessive medical or childcare expenses or other expenses formerly deductible that, combined, exceed \$2,000 per year.
- Hardship provisions are provided for any families whose rent burden and other specified costs exceeds 40% of income, and transition policies are designed to minimize any impacts on existing tenants by spreading changes over a five-year period if necessary.

HANH's rent simplification procedure was approved by the Board of Commissioners during FY 2007 and HANH's MTW Annual Plan for FY 2008 indicated that implementation would begin in FY 2008. HANH began implementation of its MTW Rent Simplification Policies on January 1, 2008.

3. Reduce Vacancy Rates. HANH began FY 2008 with a significant backlog of vacancies and an occupancy rate of 91%. During FY 2008, a key priority was to reduce the backlog of routine vacancies to achieve a 5% vacancy rate. At the close of FY 2008, HANH's vacancy rate was 8%.

4. MTW Voucher Program. Under HANH's MTW Agreement (Attachment C, Section D) HANH is authorized to develop its own leased housing program through exceptions to the standard Section 8 (HCV) regulations, for the purpose of creating a successful program with stable landlords, high-quality properties, and mixed-income neighborhoods. This includes authority to develop and test methods for determining families rent contributions, as permitted under Article I.H of the Agreement. During FY 2008, HANH implemented an alternative MTW Voucher program and rent simplification policies.

Some key features of HANH's MTW Voucher Program include:

- Annual recertifications are replaced with required recertifications every 3 years for elderly and disabled families, and every 2 years for all other families. There are restrictions on the number of interim recertifications a family may request each year.
- Detailed rent calculation procedures are replaced with a simple table of fixed rent amounts determined according to \$1,000-income tiers.
- Deductions are eliminated; in their place, a corresponding percentage reduction is incorporated into the rent table. Special rent reductions are available for families with excessive medical or childcare expenses or other expenses formerly deductible.
- Hardship provisions are included to protect the most vulnerable families, and transition policies are designed to minimize any impacts on existing tenants by spreading changes over a five-year period if necessary.
- Alternative inspection policies in which property owners with a history of successful inspections will be subject to HQS inspection every two years, rather than annually.
- 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); to promote expanded housing opportunities in neighborhoods with low concentrations of poverty; new housing opportunities that include significant public investment to promote revitalization of neighborhoods and deconcentration of poverty; and other mixed-income housing opportunities that promote housing choice and deconcentration of poverty. In addition, HANH will approve budget-based rent increases for landlords who make major capital improvements in their property, including accessibility modifications. Requests for MTW Rent Standards will be reviewed on a case-by-case basis. Under no circumstances may HANH approve a MTW Rent Standard above 150% without prior HUD approval.
- Rent Burdens and Family Choice: After the first year of program participation, families may elect to lease an apartment with a rent that requires the family to contribute more than 30% of their income toward housing costs. For the purposes of increasing family choice, HANH will allow families to lease housing provided that the family's total contribution to housing costs does not exceed 40% of income.

5. Continued Improvements in Service Center Operations. In January 2006, HANH received a Section 8 Management Assessment Program (SEMAP) score that indicated troubled performance of HANH's Section 8 program. Subsequently, HANH has been committed to improvements in our Section 8 program according to a Corrective Action Plan. During FY 2008, HANH continued to focus on improvements in our Section 8 management and operations. In addition to program management improvements, HANH's priorities included improved customer service. During FY 2008, HANH received a satisfactory score on its SEMAP indicators and was no longer subject to a Corrective Action Plan. All items noted during the confirmatory review have subsequently been addressed.

6. Section 8 Lease-Up Rates. Throughout HANH's MTW status, Section 8 lease-ups remained steady or increased, until FYs 2006 and 2007, when lease-up rates declined as HANH focused its efforts on overall improvement of the administration of the Section 8 program. HANH proposed to keep Housing Choice Voucher utilization at a minimum of 3000 vouchers during FY 2008. As of September 30, 2008 HANH's voucher utilization was 2,947.

7. Implementation of HUD's Project-Based Management Model. 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)
- Project-based budgeting
- Project-based accounting
- Development of fee structures, and
- Allocation of reserves among AMPs

Implementation of HUD's Project-Based Management model continued to be a priority during FY 2008. It impacts not only HANH's property management but, also, HANH's long-term budget and asset management plans.

8. Resident Self-Sufficiency Initiatives. During FY2008, HANH made significant investments in resident self-sufficiency initiatives,. Three initiatives are particularly critical:

- HANH has invested in job training and employment opportunities for public housing residents, including construction trades training leading to resident employment in union construction jobs. The continued success of this program is particularly critical to aggressive Section 3 plans for HANH's redevelopment efforts. In addition, HANH hired more than twenty residents to perform grounds and laborer services at our public housing sites.
- HANH's Family Self-Sufficiency (FSS) Program has proven to be very effective. During FY 2008 HANH planned to expand the FSS program in order to provide intensive services to a broader range of families, including families with zero income or hardship

rents. In addition, HANH's FSS Program targeted former residents of Rockview and Brookside who wish to be candidates for homeownership opportunities in the West Rock redevelopment.

- HANH has made a significant investment in supportive services in our Mixed Population developments. On-site supportive services are intended to help residents with disabilities to maintain their housing and to live independently and effectively in their communities. The provision of on-site supportive services not only benefits the residents who receive intensive services but, also, improves the quality of life of their neighbors and fellow residents in HANH's public housing developments. 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.

D. Objectives for FY 2008

In accordance with the above FY 2008 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 2008 objectives.

HANH'S GOALS & OBJECTIVES: FY 2008 OBJECTIVES

| Three-Year Goals & Objectives FY 2007-2009 | Milestones & Current Status | FY 2008 Objectives |
|--|---|--|
| 1 Transform HANH's public housing portfolio through redevelopment, modernization, and effective asset management. | | |
| 1.1 Complete Quinnipiac Terrace revitalization. | HANH awarded HUD HOPE VI grant in FY03. ECCO Phase 1 (16 ownership units) completed FY05. Trinity Phase 1 (81 rental units) completed FY06. All Quinnipiac Terrace units demolished in FY07. Trinity Phase 2 (79 rental units) construction begun in FY07. Quinnipiac Ridge (29 off-site units) construction begun FY07. | Trinity Phase 2 (79 rental units) completed. Quinnipiac Ridge (29 off-site rental units) completed. |
| 1.2 Complete Eastview Terrace redevelopment. | All families relocated & site vacated in FY06. Demolition of 9 buildings completed in FY07. Abatement of all buildings in process in FY07. Tax credit application submitted in FY07. Contract with Construction Manager executed in FY07. Contract for property management executed in FY07. | Phase 1 closing. Mixed finance proposal submitted to HUD and approved. Disposition of property for mixed-finance purposes. Contract with construction contractor executed. Phase 1 construction begins (90 rehab + 12 new units) Phase 1 construction 30% complete by FY-end. |
| 1.3 Complete Phase 1 of Rockview redevelopment. Begin Brookside Phase 1 construction. | Significant master planning conducted FY00-07 Demolition of Rockview completed in FY04. Relocation of all Brookside families completed in FY07. HOPE VI application (unsuccessful) submitted in FY07. West Rock Master Developer selected in FY07. | West Rock Master Developer contract executed. Tax credit application submitted. Mixed finance proposal submitted to HUD. Phase 1 closing. |
| 1.4 Complete modernization of 4 elderly developments. | Constance Baker Motley modernization completed FY05. Katharine Harvey Terrace modernization completed FY06. Newhall Gardens modernization completed FY07. Prescott Bush Mall Construction Manager engaged FY07. | Newhall Gardens HVAC problems resolved. Prescott Bush Mall construction contractor engaged. Construction begins at Prescott Bush Mall. Construction at Prescott Bush Mall 80% complete by FY-end. |
| 1.5 Develop an asset management plan for WT Rowe. | RFP for Master Developer issued in FY07. Consultant engaged to secure supportive services funding. | Develop asset management plan. Submit application for Next Steps supportive housing funding. |
| 1.6 Complete Cisneros scattered site acquisition. | 183 scattered site units required by 1995 Cisneros agreement. 153 units acquired & occupied by end of FY06. 1 unit previously acquired was completed & occupied in FY07. | Fulton Street (6 units) renovated and occupied. 859 Woodward Ave (3 units) completed and occupied. 21 Long Hill (1 units) completed and occupied. |

| Three-Year Goals & Objectives FY 2007-2009 | Milestones & Current Status | FY 2008 Objectives |
|---|---|--|
| | <p>Consultant engaged for acquisition during FY07. 4 new units acquired during FY07. Turnkey construction begun at Fulton St (6 units) in FY07. Turnkey RFP issued in FY07. 10 units under construction; 19 units remain to be acquired</p> | <p>12 new units acquired or under turnkey or other development. Re-issue turnkey RFP, if necessary.</p> |
| <p>1.7 Complete CM capital projects at 6 sites. 1.8 Complete planned capital projects within HUD deadlines.</p> | | <p>See "Capital Planning" section.</p> |
| <p>1.9 Dispose of properties in accord with HANH development, mixed finance, and asset management plans.</p> | | <p>Disposition of St. Martin de Porres property to the City. Disposition of McConaughy Terrace vacant land to Cross Disposition of 7 Shelton Avenue. Disposition of 39 County Street. Possible disposition of HANH's warehouse. Disposition of Eastview Terrace for mixed-finance purposes. Disposition of Rockview for mixed-finance purposes. Disposition of Brookside for mixed-finance purposes. Disposition of William T. Rowe for mixed-finance purposes.</p> |
| <p>1.10 Develop asset management plans for nonresidential assets--including the warehouse, Jefferson Street, & other HANH assets.</p> | | <p>Negotiated sale of 620 Grand Ave. (warehouse)</p> |
| <p>1.11 Implement 504 Transition Plan.</p> | <p>HANH's current housing includes 185 accessible units (8%). In FY07, HUD completed a 504 review of HANH's programs. In FY07, HANH developed a Transition Plan. Recent modernization included significant accessibility. Quinnipiac Terrace Phase 1 includes 9 accessible units (10%) Constance Baker Motley includes 37 accessible units (82%). Katharine Harvey Terrace includes 17 accessible units (100%). Newhall Gardens includes 26 accessible units (100%).</p> | <p>Quinnipiac Terrace Phase 2 will include 9 accessible units Quinnipiac Ridge will include 3 accessible units (10%). Eastview Terrace Phase 1 will include 12 accessible units Prescott Bush Mall will include 52 accessible units (100%) Redevelopment plans will include at least 10% accessible McQueeney capital projects include 15 new accessible units Robert T. Wolfe capital projects include 5 new accessible units</p> |
| <p>1.12 Enhance security site & capital improvements.</p> | <p>Sparta security evaluation & report completed in 2000. Security cameras installed in all high-rises in FY06. HANH & consultant evaluated security at all sites in FY07. Site lighting evaluated & addressed in all sites in FY07. Fencing & gate improvements initiated in FY07. Security cameras in family sites activities begun in FY07. Cable access to intercom systems begun in FY07.</p> | <p>Fencing and gate installation complete at Valentina Macr Fencing and gate installation complete at Ribicoffs. Fencing and gate installation complete at Fairmont Heights Fencing improvements completed at Ruoppolo Manor. Security camera installation complete at 4 family develop Westville Manor, Farnam Courts, McConaughy, & Valley Security camera installation complete at Ribicoff Cottage Cable access intercom systems complete at all MP & elder sites.</p> |

| Three-Year Goals & Objectives FY 2007-2009 | Milestones & Current Status | FY 2008 Objectives |
|--|--|--|
| 2 Transform HANH public housing into housing of choice, in strong communities, through top-quality property management. | | |
| 2.1 Achieve high-performing PHAS status. | | Routine vacancy rate: 5% Emergency work orders completed within 24 hours: 99% Non-emergency work orders completed within 30 days: Non-emergency work order average turnaround time: 25 REAC scores of 80 for FY 2008. Rent collection rate of 95% PIC recertification rate of 95%. Scattered site property management by HANH. PIC development, building, & unit errors corrected. Begin implementation of MTW Rent Simplification Policy |
| 2.2 Implement HUD's Asset Management model. | HUD issued new Operating Subsidy Asset Mgmt Rule in 2006 HANH redefined its public housing developments in FY06. HANH incorporated new AMP groupings in FY07 Plan. HANH reorganized its property management in FY07. HANH decentralized work order functions in FY07. Site-based reporting & mgmt planning in FY07. Modified site-based application & waiting lists in FY07. HANH began implementing site-based budgeting in FY03. HANH enhanced site-based budgeting for FY08 budget. | Continued implementation of Asset Management model. |
| 3 Build strong communities through increased self-sufficiency and opportunities for program participants. | | |
| 3.1 Increase FSS Program participation & services. | HANH's FSS program began operating in FY02. HANH first received HUD grant funds for FSS in FY05. | FSS enrollment increased to 200 residents. Targeted \$0 income/hardship rent families. Outreach to former West Rock residents participating in homeownership program. |
| 3.2 Connect 200 families to training & employment. | Contract for construction trades training executed in FY07. Residents completed construction trades training in FY07: Graduates employed in union construction trades in FY07: Residents employed by HANH in grounds work in FY07. | Contract Executed .January 2007 |
| 3.3 Development of 3 resident-owned businesses. | Empower New Haven engaged to administer program in FY07. Implementation of resident-business development program. | Continue administration of business development program One resident owned business funded. |
| 3.4 10 families become first-time homeowners. | HANH implemented its SEHOP program in FY04. HANH implemented LIPH homeownership program FY04-07. | 5 new first-time homeowners. LIPH residents purchased home Former West Rock residents participating in program |

| Three-Year Goals & Objectives FY 2007-2009 | Milestones & Current Status | FY 2008 Objectives |
|---|---|--|
| | HANH-assisted homeowners (since FY04): | |
| 3.5 Supportive services for persons with disabilities. | <p>Ruoppolo SHP (23 service slots) established in 2001.</p> <p>McQueeney SHP (30 service slots) established in 2007.</p> <p>RT Wolfe SHP (25 service slots) established in 2007.</p> <p>Consultant engaged to secure funding for WT Rowe SHP.</p> | <p>SHP programs implemented in 2 additional developments Ruoppolo, Wolfe and McQueeney).</p> <p>Contracted with service provider to provide services to 3 residents.</p> <p>Contracted with service provider to provide supportive services to 25 residents</p> <p>Project deferred</p> |
| 3.6 Solicit and effectively manage grant funds. | | Secured ROSS grant funds for family developments |
| 4 Empower program participants for effective community leadership, advocacy, and participation in HANH's planning. | | |
| 4.1 Re-build & expand the Resident Advisory Board. | <p>VOICES citywide organization discontinued operations FY06.</p> <p>HANH began rebuilding a new RAB during FY06.</p> <p>RAB has held monthly meetings throughout FY07.</p> | <p>Expand RAB leaders from under-represented sites.</p> <p>Solicit S8 families for RAB or for separate advisory Board</p> <p>Continue to conduct monthly RAB meetings.</p> <p>Contracts for TA to RAB/TRCs for leadership training expanded RAB by-laws developed and officers elected.</p> <p>RAB officers have assumed responsibility for meetings & activities.</p> |
| 4.2 Ensure TRC leadership in each development. | | <p>Active TRCs at all developments.</p> <p>Contract executed to provide leadership training to TRCs</p> |
| 4.3 Provide leadership training & development. | Contract for TA & leadership development executed in FY07. | Implement TA & leadership development training. Contract executed, training provided |
| 4.4 Revamp the Building Attendants program. | BA program reorganized in FY07. BA program managed by Resident Services & RAB & TRCs. | BA representation at all developments BA services solicited - ongoing. |
| 4.5 Community service requirement compliance. | | Compliance at 38%. |
| 5 Transform our agency and build organizational capacity to move to high-performing agency status, and to effectively adapt and reposition our agency of a continually changing regulatory and funding environment. | | |
| 5.1 Achieve high performing management of Section 8. | | <p>Implement Rent Simplification Policies.</p> <p>Recertification rate: 95%</p> <p>Pre-lease-up inspections: 100% of all lease-ups</p> <p>Annual inspections: 100% of all required inspections.</p> |
| <p>5.2 Improve customer service agency-wide.</p> <p>5.3 Improve internal controls, & quality control.</p> <p>5.4 Improve technology and reporting systems.</p> <p>5.5 Implement enhanced routine employee training.</p> | | <p>Improve customer service agency-wide.</p> <p>Improve internal controls, & quality control.</p> <p>Improve technology and reporting systems.</p> <p>Implement enhanced routine employee training.</p> |

II. General Housing Authority Operating Information

A. Housing Stock Information

HANH's LIPH housing stock as of September 30, 2008 reflects a reduction of more than 600 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. HANH anticipated a total LIPH inventory for FY2008 of 2,200 units. The following table provides actual counts of units for FY2008. Included in the count are 115 new construction units at Quinnpiac Terrace, 282 units at Monterey Place and 16 new scattered site units purchased under Cisneros v HANH.

HANH has budget authority for 4,379 Housing Choice Vouchers. HANH has leased 2,947 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's MTW 2008 Annual Plan indicated that HANH would lease 3,420 HCV, however, it was determined that fewer vouchers would be leased as the surplus was needed for capital improvements and development needs. The table below provides detailed information.

Housing Stock Information

| Public Housing | As of 9/30/07 | Planned FY 08 | Units Removed During FY 2008 | Units Added During FY 2008 | Actual 9/30/08 | Difference between Planned FY08 and Actual |
|------------------------------------|------------------|------------------|---------------------------------------|-------------------------------------|-------------------|--|
| General | | | | | | |
| Occupancy | 1408 | 1023 | -385 | 0 | 1023 | 0 |
| Mixed Population | 920 | 748 | 0 | 0 | 920 | 172 |
| Elderly | 246 | 246 | 0 | 0 | 246 | 0 |
| Scattered Site | 155 | 183 | 0 | 12 | 167 | -16 |
| Public Housing Subtotal | 2729 | 2200 | -385 | 12 | 2356 | 156 |

| Section 8 (HCV) | As of 9/30/07 | Planned FY 08 | Vouchers Removed During FY2008 | Vouchers Added During FY 2008 | Actual 9/30/08 | Difference between Planned FY08 and Actual |
|-----------------|------------------|------------------|---|--|-------------------|--|
| Tenant Based | 2,998 | 3,275 | -278 | 94 | 2,814 | -461 |

| | | | | | |
|------------------------------------|--------------|--------------|-------------|-------------|--------------|
| PBV Fellowship I | 18 | 18 | 0 | 18 | 0 |
| PBV Fellowship II | 5 | 5 | 0 | 5 | 0 |
| PBV Norton Court- ALSO Cornerstone | 10 | 10 | 0 | 10 | 0 |
| Quinnipiac Terrace Phase 1 | 23 | 23 | 0 | 23 | 0 |
| PBV ALSO Cornerstone | 6 | 6 | 0 | 6 | 0 |
| NEW Project based QT II | 0 | 23 | 23 | 23 | 0 |
| Park Ridge | 0 | 60 | 48 | 48 | -12 |
| Section 8 (HCV) Subtotal | 3,060 | 3,420 | 165 | 2947 | -473 |
| HANH Total | 5,789 | 5,620 | -663 | 177 | 5,303 |
| | | | | | -317 |

HANH proposed to remove 172 LIPH Mixed Population units (William T. Rowe) for the purposes of redevelopment of this non-performing asset. During 2008 a developer was selected, however, the units were not taken off-line. Additionally, HANH had proposed to add 28 scattered site units in compliance with the Cisneros agreement. HANH completed acquisition of 12 units during FY2008. The additional 16 units are pending.

HANH proposed in FY2008 to increase the voucher utilization by 350. However HANH decided not to utilize the entire voucher pool, and instead utilized approximately 3,000 with the remaining MTW funds available for capital improvement and redevelopment projects identified in the plan. Lease up at Park Ridge was not completed by September 30, 2008.

B. Lease Up Information

LIPH

| DEVELOPMENT | Total units | Total units available for lease | Units leased as of 9/30/08 | Vacant as of 9/30/08 | Issues |
|------------------------------|-------------|---------------------------------|----------------------------|----------------------|--|
| Katherine Harvey Terrace | 17 | 16 | 16 | 0 | None |
| Newhall Gardens | 26 | 26 | 25 | 1 | Significant HVAC repair needed in one unit prior to lease up |
| Prescott Bush | 58 | 0 | 0 | 0 | Undergoing capital improvement –all units remain off line until July 2009 |
| Constance B. Motley | 45 | 44 | 40 | 4 | None |
| Edith Johnson Tower | 96 | 96 | 81 | 15 | None |
| William Griffin: | 4 | 4 | 4 | 0 | None |
| ELDERLY ONLY SUBTOTAL | 246 | 186 | 166 | 20 | |
| Farnam Courts | 240 | 238 | 210 | 28 | On-going vacancy reduction efforts continue through use of HANH staff and outside contractors. |
| County & Henry Streets | 7 | 6 | 6 | 0 | None |
| Essex Townhouses | 35 | 30 | 26 | 4 | On-going capital improvement program underway |
| Valley Townhouses | 40 | 39 | 36 | 3 | None |

| | | | | | |
|-------------------------------------|-------------|------------|------------|------------|--|
| Waverly Townhouses | 52 | 49 | 48 | 1 | None |
| McConaughy Terrace | 201 | 194 | 164 | 30 | On-going capital improvement program underway |
| Westville Manor | 151 | 146 | 109 | 37 | On-going capital improvement program underway |
| Monterey 1 | 43 | 43 | 38 | 5 | None |
| Monterey 2 | 7 | 7 | 6 | 1 | None |
| Monterey 3 | 45 | 45 | 43 | 2 | None |
| Monterey 4 | 42 | 42 | 40 | 2 | None |
| Monterey 5 | 17 | 17 | 17 | 0 | None |
| Monterey Place Phase 2R | 28 | 28 | 24 | 4 | None |
| Quinnipiac Terrace Phase One | 59 | 59 | 57 | 2 | None |
| Quinnipiac Terrace Phase Two | 56 | 56 | 52 | 4 | None |
| GENERAL OCCUPANCY SUBTOTAL | 1023 | 999 | 876 | 147 | |
| Winslow Celentano | 65 | 36 | 34 | 2 | Building undergoing capital improvement (elevator replacement) |
| George Crawford Manor | 109 | 107 | 94 | 13 | Capital improvement underway |
| Abraham Ribicoff Cottage | 40 | 39 | 37 | 2 | None |

| | | | | | |
|------------------------------------|------------|------------|------------|-----------|--|
| Robert T. Wolfe | 93 | | | | Capital improvement underway |
| | | 85 | 78 | 7 | |
| Matthew Ruoppolo Manor | 116 | | | | Capital improvement underway |
| | | 98 | 94 | 4 | |
| Ribicoff Cottages Extension | 60 | 59 | 50 | 9 | None |
| Valentina Macri Court | 17 | 16 | 14 | 2 | None |
| Charles T. McQueeney | 150 | | | | On-going capital improvement program underway |
| | | 123 | 111 | 12 | |
| William T. Rowe | 172 | | | | Units were not leased due to on-going plans for redevelopment of this site |
| | | 69 | 66 | 3 | |
| Fairmont Heights | 98 | 95 | 92 | 3 | None |
| MIXED POPULATION SUBTOTAL | 920 | 727 | 670 | 57 | |
| CT004044 - Scattered Site | 16 | 16 | 15 | 1 | None |
| CT004047 - Scattered Site | 7 | 7 | 7 | 0 | None |
| CT004050 - Scattered Site | 5 | 5 | 5 | 0 | None |
| CT004051 - Scattered Site | 11 | 11 | 11 | 0 | None |
| CT004052 - Scattered Site | 15 | 15 | 15 | 0 | None |
| CT004054 - Scattered Site | 6 | 6 | 6 | 0 | None |
| CT004055 - Scattered Site | 8 | 8 | 8 | 0 | None |

| | | | | | |
|----------------------------------|-------------|-------------|-------------|------------|------|
| CT004056 - Scattered Site | 10 | 10 | 9 | 1 | None |
| CT004057 - Scattered Site | 16 | 15 | 12 | 3 | None |
| CT004058 - Scattered Site | 13 | 13 | 13 | 0 | None |
| CT004059 - Scattered Site | 1 | 1 | 1 | 0 | None |
| CT004060 - Scattered Site | 12 | 12 | 11 | 1 | None |
| CT004061 - Scattered Site | 16 | 16 | 16 | 0 | None |
| CT004063 - Scattered Site | 12 | 12 | 12 | 0 | None |
| CT004064 - Scattered Site | 12 | 12 | 12 | 0 | None |
| CT004071 - Scattered Site | 7 | 7 | 4 | 3 | None |
| SCATTERED SITE SUBTOTAL | 167 | 166 | 157 | 9 | |
| GRAND TOTAL | 2356 | 2078 | 1869 | 209 | |

Housing Choice Voucher Lease Up

| Voucher Type | | Total vouchers | Vouchers utilized | Percentage | Issues |
|---------------------|-----------------------|-----------------------|--------------------------|-------------------|--|
| | | 4379 | | | |
| Tenant Based | | | 2,814 | | HANH uses HCV surplus to fund capital projects and redevelopment efforts |
| Project Based | | | | | |
| | Supportive Housing | | 39 | | None |
| | Quinnipiac Terrace I | | 23 | | None |
| | Quinnipiac Terrace II | | 23 | | None |
| | Park Ridge | | 48 | | Lease up underway as of close of FY2008 |
| | Rockview | | 0 | | Planned redevelopment |
| | Brookside | | 0 | | Planned redevelopment |

| | | | | | |
|--------------|------------------|--|-------------|------------|------------------------|
| | Eastview Terrace | | 0 | | Redevelopment underway |
| Total | | | 2947 | 67% | |

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 Waiting List | As of October 1, 2007 | As of September 30, 2008 |
|---|--------------------------------|---------------------------------|
| Public Housing - Accessible - Open | 24 | 26 |
| Public Housing - Elderly Only - Open | 47 | 38 |
| Site Based - Constance B. Motley - Open | N/A | 26 |
| Site Based - Newhall Gardens - Open | N/A | 27 |
| Site Based - Prescott Bush - Open | N/A | 1 |
| Site Based - Katherine Harvey Terrace - Open | N/A | 20 |
| Public Housing - Elderly/Disabled - Closed | 478 | 5 |
| Site Based - Abraham Ribicoff Cottage - Open | N/A | 45 |
| Site Based - Charles T. McQueeney - Open | N/A | 225 |
| Site Based - Fairmont Heights - Open | N/A | 69 |
| Site Based - George Crawford Manor - Open | N/A | 186 |
| Site Based - Mathew Ruoppolo Manor - Open | N/A | 97 |
| Site Based - Ribicoff Cottages Extension - Open | N/A | 37 |
| Site Based - Robert T. Wolfe - Open | N/A | 135 |
| Site Based - Valentina Macri Court - Open | N/A | 24 |
| Site Based - Winslow Celentano - Open | N/A | 120 |
| Public Housing - General Occupancy - Closed | 176 | 139 |
| Site Based - County & Henry - Closed | 580 | 529 |
| Site Based - Eastview Terrace - Closed | N/A | 925 |
| Site Based Essex Townhouses - Closed | 1005 | 935 |
| Site Based - Farnam Court - Closed | 828 | 640 |
| Site Based - McConaughy - Closed | 826 | 685 |
| Site Based - Valley Townhouses - Closed | 933 | 860 |
| Site Based - Waverly - Closed | 903 | 832 |
| Site Based - Westville Manor - Closed | 876 | 715 |
| Supportive Housing - McQueeney - Open | 3 | 14 |
| Supportive Housing - R. T. Wolfe - Open | 4 | 3 |
| Supportive Housing - Ruoppolo Manor - Open | 7 | 4 |
| Total Applications | 1998 unduplicated count | 2600 unduplicated count |

Public Housing General Occupancy Site-Based Waiting Lists. HANH maintained 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.

Throughout FY 2008 HANH's General Occupancy waiting lists were closed with the exception of (5) site based waiting lists for 4 and 5 bedroom units which were opened from April 2008 to June 2008 only. The developments were Farnam Courts, Essex Townhouses, Valley Townhouses, Waverly Townhouses and Westville Manor.

Public Housing Mixed Population Site-Based Waiting Lists. During FY 2008, HANH maintained 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 continued to remain open in FY2008.

Public Housing Elderly-Designated Site-Based Waiting Lists. During FY 2008 HANH received HUD approval for partial elderly designation for 4 properties. HANH maintained site-based waiting lists for its elderly 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 expired on July 31, 2007 while HANH sought reapproval of the designation. The lists re-opened on April 2008_ and remained open throughout the remainder of FY2008. HANH conducted a purge of the list on December 2007_.

Public Housing Accessible Units. During FY 2008 HANH created an Accessible Unit waiting list. 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. This waiting list remained open for applications, during FY 2008. HANH also received the partial elderly-designation of four projects totaling 143 designated units. In accordance with the Uniform Federal Accessibility Standards, the remaining 16 units in these four partially elderly-designated projects will remain as accessible units for both elderly and non-elderly disabled persons. 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 remained open throughout FY 2008.

Housing Choice Voucher Waitlists

The following table details the HCV program waitlists.

Waitlist

| <u>Section 8</u> | <u>Ending FY07</u> | <u>Elderly, Disabled and family</u> | <u>Single</u> | <u>Ending FY08</u> | <u>Elderly, Disabled and Family</u> | <u>Single</u> | <u>Status</u> |
|--------------------|------------------------|---|---------------|------------------------|---|---------------|---------------|
| Tenant Based | 534 | 252 | 142 | 501 | 386 | 115 | Closed |
| Project Based | 318 | 392 | 66 | 0 | 0 | 0 | Merged |
| Supportive Housing | 1 | 1 | 0 | 23 | 11 | 12 | Open |
| SRO | 8 | 3 | 5 | 8 | 3 | 5 | Open |

- 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. It was opened most recently during April 2005, at which time HANH selected through a lottery process 1,000 applicants for placement on this waiting list. HANH anticipates that we will re-open this waiting list during FY 2008. HANH last purged the tenant based wait list on January 7, 2007.
- 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 remained closed throughout FY 2008 with the exception of 1 week beginning On September 16-23, 2008 HANH open the waitlist for Elderly and Disable families. On October 21,2008 HANH selected through a lottery process 152 applicants for placement on this waiting list for Elderly and disabled families. HANH last purged the tenant based wait list on September 12, 2008.
- 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. These waiting lists are presently open, and HANH does not anticipate that they will close during FY 2006. The project wait list was purged on December 3, 2007.
- 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. These waiting lists are presently open, and HANH does not anticipate that they will close during FY 2009. The project wait list was purged on December 3, 2007.

During FY08, HANH merged 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 continues to maintain a waiting list for 80 SRO units that receive project-based voucher assistance.

Admission to *Cisneros* Scattered Site Public Housing

HANH owns 179 scattered site units developed under a *CCA v. Cisneros* Settlement Agreement. According to this Agreement, HANH will develop 4 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.

Admissions Policies for Mixed Finance Developments

HANH's public housing portfolio presently includes three mixed finance HOPE VI developments: Monterey Place, Quinnipiac Terrace and Eastview 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.

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.

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 Quinnipiac 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

Not applicable

V. On-Going MTW Activities

A. Activities Approved by HUD but not Implemented

1. Rockview Phase 1

The FY 2008 Plan called for start of Rockview Phase 1 during FY 2008. The project was not implemented as the phasing schedule has been changed to provide for start of West Rock development activities at Brookside rather than Rockview. One of the reasons for the shift in strategy is that by starting work at Brookside up-front infrastructure cost can be reduced.

2. Disposition of 55 Division Street

The disposition of this property is on hold pending the Agency's attempt to obtain HOPE VI grant for Brookside or Rockview. This property would then be used for off-site housing

3. Crawford Manor

The construction management initiative at this development has been postponed due to lack of funding.

B. Description of Each On-going and Completed Activity

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.

| Description of Approved On Going Activities | FY 2008 Objectives | Comparison of Actual Performance v. Benchm |
|---|--|--|
| 1 | | |
| 1.1 Complete Quinnipiac Terrace revitalization. | Trinity Phase 2 (79 rental units) completed. Quinnipiac Ridge (29 off-site rental units) completed. | Completed Completed |

| Description of Approved On Going Activities | FY 2008 Objectives | Comparison of Actual Performance v. Benchm |
|---|--|---|
| 1.2 Complete Eastview Terrace redevelopment. | Phase 1 closing. Mixed finance proposal submitted to HUD and approved. Disposition of property for mixed-finance purposes. Contract with construction contractor executed. Phase 1 construction begins (90 rehab + 12 new units) Phase 1 construction 30% complete by FY-end. | Completed Completed Completed Completed Completed Completed |
| 1.3 Complete Phase 1 of Rockview redevelopment. Begin Brookside Phase 1 construction. | West Rock Master Developer contract executed. Tax credit application submitted. Mixed finance proposal submitted to HUD. Phase 1 closing. | Completed In progress In progress In progress |
| 1.4 Complete modernization of 4 elderly developments. | Newhall Gardens HVAC problems resolved. Prescott Bush Mall construction contractor engaged. Construction begins at Prescott Bush Mall. Construction at Prescott Bush Mall 80% complete by FY-end. | Completed Completed Completed Construction at Prescott Bush Mall 60% complete by end |
| 1.5 Develop an asset management plan for WT Rowe. | Develop asset management plan. Submit application for Next Steps supportive housing funding. | In progress On hold |
| 1.6 Complete Cisneros scattered site acquisition. | Fulton Street (6 units) renovated and occupied. 859 Woodward Ave (3 units) completed and occupied. 21 Long Hill (1 units) completed and occupied. 12 new units acquired or under turnkey or other development. Re-issue turnkey RFP, if necessary. | 179 units have been acquired as of 12 – 05 – 2008. 167 units are occupied by HANH Residents as of 12 – 05 – 2008. Completed 12 units are presently in remediation and or rehab. 4 units are scheduled to close on acquisition by J 2008. On hold |
| 1.7 Complete CM capital projects at 6 sites. 1.8 Complete planned capital projects within HUD deadlines. | <i>See “Capital Planning” section.</i> | <i>See “Capital Planning” section.</i> |
| 1.9 Dispose of properties in accord with HANH development, mixed finance, and asset management plans. | Disposition of St. Martin de Porres property to the City. Disposition of McConaughy Terrace vacant land to Crossroads. Disposition of 7 Shelton Avenue. Disposition of 39 County Street. Possible disposition of HANH’s warehouse. Disposition of Eastview Terrace for mixed-finance purposes. Disposition of Rockview for mixed-finance purposes. Disposition of Brookside for mixed-finance purposes. Disposition of William T. Rowe for mixed-finance purposes. | Completed Completed In process In process In process Completed In process In process In process |

| Description of Approved On Going Activities | FY 2008 Objectives | Comparison of Actual Performance v. Benchm |
|--|--|---|
| 1.10 Develop asset management plans for nonresidential assets--including the warehouse, Jefferson Street, & other HANH assets. | | Warehouse – in process Remainder- on hold |
| 1.11 Implement 504 Transition Plan. | Quinnipiac Terrace Phase 2 will include 9 accessible units (10%). Quinnipiac Ridge will include 3 accessible units (10%). Eastview Terrace Phase 1 will include 12 accessible units (12%). Prescott Bush Mall will include 52 accessible units (100%). Redevelopment plans will include at least 10% accessible units. McQueeney capital projects include 15 new accessible units. Robert T. Wolfe capital projects include 5 new accessible units. | Completed Completed In process Prescott Bush Mall includes 6 accessible units of 56 units (10.7%) In process IN process In process |
| 1.12 Enhance security site & capital improvements. | Fencing and gate installation complete at Valentina Macri. Fencing and gate installation complete at Ribicoff Cottages and Extensions. Fencing and gate installation complete at Fairmont Heights. Fencing improvements completed at Ruoppolo Manor. Security camera installation complete at 4 family developments: Westville Manor, Farnam Courts, McConaughy, & Valley Security camera installation complete at Ribicoff Cottages. Cable access intercom systems complete at all MP & elderly sites. | Completed Completed On hold On hold Security camera installation completed at 1 family development: Farnam Courts . Westville Manor in progress. Complete other s FY2009. Security installation at Ribicoff Cottages in progress complete in FY2009. All mixed population sites completed. |
| 2 | | |
| 2.1 Achieve high-performing PHAS status. | Routine vacancy rate: 5% Emergency work orders completed within 24 hours: 99% Non-emergency work orders completed within 30 days: 100% Non-emergency work order average turnaround time: 25 days REAC scores of 80 for FY 2008. Rent collection rate of 95% PIC recertification rate of 95%. Scattered site property management by HANH. PIC development, building, & unit errors corrected. Begin implementation of MTW Rent Simplification Policies. | Achieved vacancy rate of 8% 99% was achieved; delay was due to deferred ca maintenance and aging building systems Achieved Achieved No HUD REAC Inspection FY 2008 Achieved HANH unable to submit to PIC during FY2008. In August 2007 HANH HANH unable to submit to PIC during FY2008. Completed |
| 2.2 Implement HUD's Asset Management model. | Continued implementation of Asset Management model. | On-going |

| Description of Approved On Going Activities | | FY 2008 Objectives | Comparison of Actual Performance v. Benchm |
|---|--|--|---|
| | | | |
| 3 | | | |
| 3.1 | Increase FSS Program participation & services. | FSS enrollment increased to 95-100% of capacity. Target \$0 income/hardship rent families. Target former West Rock residents for homeownership. | Targeted \$0 income/hardship rent families. Exp FSS program. Increased participation to 223 res 2 Former West Rock residents participating in homeownership program |
| 3.2 | Connect 200 families to training & employment. | Residents connected to training & employment opportunities. | On going |
| 3.3 | Development of 3 resident-owned businesses. | Continue administration of business development program. | On-going One resident owned business funded |
| 3.4 | 10 families become first-time homeowners. | 5 new first-time homeowners. Target former West Rock residents for homeownership services. | 2 first time Homeowners purchased homes 1 S8 |
| 3.5 | Supportive services for persons with disabilities. | Continue supportive services (80 residents, 3 developments). Submit application for Next Steps SHP funding for WT Rowe. Plan for sustainability of SHP programs. | Contracts executed in 3 developments Deferred |
| 3.6 | Solicit and effectively manage grant funds. | Solicit and effectively manage grant funds. | Obtained ROSS grant funds for Family Developp |
| 4 | | | |
| 4.1 | Re-build & expand the Resident Advisory Board. | Expand RAB leaders from under-represented sites. Solicit S8 families for RAB or for separate advisory Board. Continue to conduct monthly RAB meetings. Implement TA & leadership development training for RAB. RAB develops by-laws and elect officers. RAB officers assume responsibility for meetings & activities. | RAB leaders form all developments Section 8 participants participate in Citywide RA RAB meetings held monthly Contract for provision of leadership training execu By-laws developed and election of RAB officers RAB officers now chair meetings |
| 4.2 | Ensure TRC leadership in each development. | Coordinate TRC elections so each site is current. Implement TA & leadership development training for TRCs. | Each development has active active TRC Contract for provision of leadership training execu |
| 4.3 | Provide leadership training & development. | Implement TA & leadership development training. | Contract for provision of leadership training execu |
| 4.4 | Revamp the Building Attendants program. | Continue BA program at existing sites. Solicit new BAs to expand services. | BA hired from all developments |

| Description of Approved On Going Activities | FY 2008 Objectives | Comparison of Actual Performance v. Benchm |
|--|--|--|
| 4.5 Community service requirement compliance. | Ensure compliance with HUD's requirement. | Compliance rate 38% |
| 5 | | |
| 5.1 Achieve high performing management of Section 8. | Implement Rent Simplification Policies. Recertification rate: 95% Pre-lease-up inspections: 100% of all lease-ups Annual inspections: 100% of all required inspections. | FY 07 Recertification rate was 98% FY 08 Recertification rate was 91% FY 07 Pre lease up inspection rate was 100% FY 08 Pre Lease up inspection rate was 100% FY 07 Annual Inspection rate 96% FY 08 Annual Inspection rate 95% |
| 5.2 Improve customer service agency-wide. 5.3 Improve internal controls, & quality control. 5.4 Improve technology and reporting systems. 5.5 Implement enhanced routine employee training. | Improve customer service agency-wide. Improve internal controls, & quality control. Improve technology and reporting systems. Implement enhanced routine employee training. | On-going On-going On-going Completed |

1. Complete Quinnipiac Terrace Revitalization

Phase 2 of the Quinnipiac Terrace HOPE VI Project called for the completion of 79 units of Mixed Finance housing during FY 2008. The units were financed with a combination of Low Income Housing Tax Credits issued by the State of Connecticut Housing Finance Agency, public housing funds provided by the Authority and other non-public housing funds. These units replaced the previously obsolete Quinnipiac Terrace units that were previously demolished.

2. Complete Eastview Terrace Redevelopment

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. During FY2008 HANH had a March 2008 closing for mixed finance redevelopment of the site. Phase 1 construction began in fall of 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.

3. Complete Phase 1 of Brookside Development

During FY 2008, HANH procured a Master Developer for West Rock redevelopment. Phase I of this project includes Brookside, which 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 submitted an application for HOPE VI funding for Rockview redevelopment, but was not selected. During FY2008 HANH initiated demolition of Brookside.

4. Complete Modernization of Four Elderly Projects

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 began at the fourth and final elderly development, Prescott Bush Mall, which is projected for completion and reoccupancy during FY 2009 .

5. Develop an Asset Management Plan for Rowe

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.

6. Complete Cisneros Scattered Site Development

During FY 2008 HANH completed the purchase of 179 scattered site units under a *CCA v. Cisneros* Settlement Agreement. HANH has executed two purchase and sale agreements for 4 additional scattered site units that are scheduled to close by January 9, 2009.

7. Complete CM Project at Six Sites

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.

Charles McQueeney Towers:

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, weather proofing the exterior façade and balconies.

Essex Townhouses:

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.

Robert T. Wolfe

Robert T. Wolfe is in the process of undergoing a modernization which shall include the weather-proofing of the exterior façade and balconies, remodeling 10 units to 504 compliance, installation of new skylight and flashing.

Crawford Manor:

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.

Ruoppolo Manor:

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.

8. Complete Planned Capital Projects

Winslow-Celentano Elevator Replacement:

HANH is completing elevator upgrades at Winslow-Celentano by replacing the single elevator with a 504 compliant cab and hole-less elevator system servicing the “B” units of the development. The elevator servicing the “A” units was replaced in 2006. HANH awarded the contract after presenting staff’s recommendation to the Board of Commissioner’s at a Public Board Meeting on August 26, 2008 and receiving approval.

9. Dispose of Properties in Accordance with HANH Development Plans

St. Martin DePorres

The FY 2008 called for the disposition of excess land at this development to Crossroad so that the organization could expand it residential care facility.

Excess Land at McConaughy Terrace

The FY 2008 plan called for the disposition of this vacant land to the City of New Haven.

Warehouse

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. The FY 2008 Plan called for HANH to develop an asset management plan for it non-residential assets, including it warehouse.

Eastview Terrace

HANH intends to dispose of Eastview Terrace to Glendower, Inc., an affiliated corporation, for the purposes of securing financing for mixed finance redevelopment.

Rockview and Brookside

HANH intends to develop a mixed finance redevelopment of Rockview and Brookside, which will require disposition to an eligible owner corporation

William T. Rowe

HANH is preparing a redevelopment plans for William T. Rowe, which is expected to include mixed finance component. During FY 2008, HANH plan to dispose of William T. Rowe for mixed finance redevelopment purposes.

7 Shelton Avenue:

HANH encountered a delay in the disposition of 7 Shelton Street property due to the City of New Haven concerns with Environmental Review Clearance and Zoning issues. This property has received Board of Commissioners approval for disposition. The Disposition Application is scheduled for submittal to HUD during the month of December 2008. 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.

39 County Street:

The City of New Haven has requested that HANH delay the disposition of 39 County Street. The City wants to do an Environmental clearance under an Umbrella Programmatic Clearance. The disposition has been placed in a hold status while the City complete their review. Disposition is now being planned under an Umbrella Programmatic Environmental Clearance that is being created by the City of New Haven Plan Department. It was originally included as an offsite parcel as part of the 2008 Rockview Hope VI application.

10. Develop an Asset Management Plan for Non-Residential Assets

HANH owns several non-residential properties. The FY 2008 Plan called for HANH to develop an asset management strategy for each of these properties in order to maximize their uses.

11. Implement 504 Transition Plan

HANH executed the Voluntary Compliance Agreement (VCA) in June 2007 and has designated a Reasonable Accommodations Coordinator and the Accessible-Unit Construction/Rehabilitation Coordinator. Quarterly reports on HANH's compliance with the VCA's obligations have been submitted in a timely manner in FY2008.

12. Enhance Security and Capital Improvements

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.

13. Achieve High Performance Status

Routine Vacancy Rate

During FY 2008, the Authority established the goal of becoming a high performing authority under PHAS, albeit the agency is exempt PHAS scoring. As a part of this objective, HANH set a goal of achieving an Authority wide vacancy rate of 95 percent.

Emergency Work Orders

During FY 2008, the Agency set a goal of abating or correcting 99 percent of its emergency work orders within 24 hours.

Non Emergency Work Orders

During FY 2008, the Authority set a goal of addressing 100 percent of its non-emergency work order within 30 days.

REAC (PASS) Score

During FY 2008 the Agency set a goal of obtaining an overall PASS score of 80 percent (24 of 30 possible PASS points).

Rent Collection Rate

HANH set a goal of achieving a 95 percent rent collection rate during FY 2008.

PIC Recertification Rate

HANH set a goal of completing 95 percent of its annual re-examination during FY 2008.

Implement Scattered Site Management

During FY 2007, HANH took over the operation of its Scattered site portfolio. HANH's goal during FY 2008 was to improve the overall operation and maintenance of these properties.

PIC Development Building Errors Corrected

HANH undertook an effort during FY 2008 to correct the data in PIC Building Development Module.

14. Implement HUD Asset Management Model

During FY 2007 HANH decentralized staff and operations in order to provide effective property management and maintenance so that Property Managers would have control over their own budgets,

their own staff and contracts, and the resources needed to provide effective service for the buildings for which they are responsible. In addition, fees were established for legal services, management, and central maintenance. Training was also provided for Property Managers, Maintenance Staff, and AMP.

15. Implement Rent Simplification

As an MTW agency, HANH is authorized to develop and test alternate policies for more effective administration of its housing programs. HANH implemented its Rent Simplification Policy on January 1, 2008. To date, 1,002 LIPH and 2,142 HCV families have been recertified under the new program.

During FY 08 HANH revised its Admissions and Continued Occupancy Policy and Administrative Plan 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.

16. Resident Services

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.

17. Supportive Services

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.).

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 intended to expand its supportive housing programs to 2 additional Mixed Population developments: Crawford Manor (109 units) and Fairmont Heights (98 units).

18. Expand Family Self Sufficiency Program

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. 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.

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.

19. Section 3 Employment and Training

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 dedicated a staff person to coordinate all Section 3 activities. This individual 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 staff person 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. During FY2008 the program had 13 participants.

20. Achieve High Performance Section 8 Status

During FY 2008 HANH proposed to achieve High Performance Status for its Section 8 program despite being exempt from scoring systems such as SEMAP. HANH proposed to maintain a recertification rate of 95% and inspection rates of 100% .

21. Community Service Requirement

During FY 2008 HANH proposed to increase resident compliance with Community Service requirements. 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.

C. Description of Each How On-going Each Activity Relates to Statutory Goals

1. Complete Quinnipiac Terrace Revitalization

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. Completion of the 79 units of Mixed Finance housing in Phase 2 will provide safe and affordable housing in high quality units with less density than the prior development. The development also provides wide range of supportive services designed to promote economic opportunities for low income families with children.

2. Complete Eastview Terrace Redevelopment

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. Completion of the 102 units of Mixed Finance housing in Phase 1 will provide safe and affordable housing in high quality units with less density than the prior development, urban streetscape, a wider range of income mixes. The development also provides wide range of supportive services on site in the new community center designed to promote economic opportunities for low income families with children.

3. Complete Phase 1 of Rockview Development

The implementation of this project has been postponed until FY 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. Completion of the 79 units of Mixed Finance housing will provide safe and affordable housing in high quality units with less density than the prior development. The development also provides wide range of supportive services designed to promote economic opportunities for low income families with children.

4. Complete Modernization of Four Elderly Projects

Prescott Bush Mall

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

5. Develop an Asset Management Plan for Rowe

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

6. Complete Cisneros Scattered Site Development

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. The acquisition of these sites will further this objective.

7. Complete CM Project at Six Sites

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. Capital investments in the identified developments (McConaughy Terrace, McQueeney Towers, Essex Townhouses, Robert T. Wolfe, Crawford Manor and Ruoppolo Manor) will further this objective.

8. Complete Planned Capital Projects

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. Completion of

the following capital projects will further this objective: *Winslow-Celentano Elevator, Fairmont window replacement, Security improvements, vacancy upgrades, fencing at Ribicoff and Extensions, and Playgrounds at St. Anthony's I and II and Quinnipiac Ridge.*

9. Dispose of Properties in Accordance with HANH Development Plans

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. The disposition of these sites will further this objective: *St. Martin de Porres, Excess land at McConaughy Terrace, Warehouse, 55 Division St Eastview Terrace, Rockview and Brookside, William T. Rowe, 7 Shelton and 39 County St..*

10. Develop an Asset Management Plan for Non-Residential Assets

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. More efficient use or disposition of these assets will help to achieve this goal.

11. Implement 504 Transition Plan

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

12. Achieve High Performance Status

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.

14. Implement HUD Asset Management Model

Implementation of the asset base management approach will help increase the efficiency of the agency by making property management more accountable for the day to day activities of their properties. Asset Based Management will also help to reduce operating expenses by relating management and legal fees to services actually provided to each property. It will also enable HANH to determine more effective ways of providing services. 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.

15. Implement Rent Simplification Policy

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.

16. Resident Services

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

17. Supportive Services

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.

18. Family Self Sufficiency Program Expansion

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.

19. Section 3 Employment and Training

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.

20. Achieve High Performance Section 8 Status

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.

21. Community Service Requirement

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.

D. Analysis of Each On-going Activity on Stated Objective

1. Complete Quinnipiac Terrace Revitalization

Completion of the 79 mixed finance units as set forth in the FY 2008 Plan promoted increased housing opportunities for the residents, while the provision of Community and Support Services help to promote employment opportunities for families with children.

2. Complete Eastview Terrace Redevelopment

Completion of the 102 units of mixed finance housing will promote increased housing choices for low income and very low income families. The community center will provide the Authority with the opportunity to offer a wide array of programs that will increase employment opportunities to low income families with children.

3. Complete Phase 1 of Rockview Development

This project was not implemented in FY 2008.

4. Complete Modernization of Four Elderly Projects

Completion of Prescott Bush (final one of the four projects) 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

5. Develop an Asset Management Plan for Rowe

Completion of the redevelopment of this underperforming asset will promote increased housing choices for low income and very low income families.

6. Complete Cisneros Scattered Site Development

Completion of these acquisitions will promote increased housing choices for low income and very low income families.

7. Complete CM Project at Six Sites

• McConaughy Terrace

Completion of the 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 rate thereby promoting increased housing choices for low income and very low income families.. The units will not have water infiltration from the roofs and windows, routine ponding on site and sanitary backups.

• Charles McQueeney Tower

Completion of the 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.

- **Essex Townhouses**

Completion of the project provides improved living conditions and housing of choice 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.

- **Robert T. Wolfe**

Completion of the project provides improved living conditions and housing of choice to New Haven's elderly and disabled.

- **Ruoppolo Manor**

Completion 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.

8. Complete Planned Capital Projects

- **Winslow-Celentano Elevator Replacement**

Completion of the project provides reliable and UFAS compliant access to the units located in Building B supplying quality housing of choice for the elderly-disabled population.

- **Fairmont Window Replacement**

Completion of the 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 resulting in reduced costs and greater cost effectiveness .

- **Security Improvements**

Completion of the project provides reduced crime against HANH's residents improving housing choice, reduced illegal and unwanted activity within the development and provides identity and ownership to the residents.

- **Vacancy Upgrades**

Completion of 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 thereby increasing housing choice t.

- **Fencing at Ribicoff Cottages and Extensions**

The completed project shall improve the quality of the community and the safety of HANH's residents thereby increasing housing choice.

- **Two New Playgrounds at Quinnipiac Ridge and St Anthony's I**

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.

9. Dispose of Properties in Accordance with HANH Development Plans

Warehouse

Sale of warehouse will help to reduce operating cost as well as provide HANH with up to \$800,000 in increased revenues. HANH began conversation with potential purchaser during FY 2008.

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.

55 Division Street

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.

10. Develop an Asset Management Plan for Non-Residential Assets

More efficient use of these assets would further the objective under 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 reducing expenditures and operating more effectively.

11. Implement 504 Transition Plan

The implementation of the 504 Transition Plan is effective as units come online to provide increased housing choices for the low income families and elderly consistent with the goal of increasing housing choice.

12. Enhance Security and Capital Improvements

Completion of the security enhancements and capital improvements will serve to decrease vacancy rates by addressing the lease violations and criminal activity on sites. Creating safer communities serves to increase housing choice for low-income families.

13. Achieve High Performance Status

The FY2008 agency goals of reduced vacancies, improved response to work orders, improved REAC scores, improved rent collection rates and other measures of high performance will reduce cost and achieve greater cost effectiveness for the agency.

14. Implement HUD Asset Management Model

Implementation of the Asset Base Management Approach increased the efficiency of the agency by making property management more accountable for the day to day activities of their properties. Asset Based Management also helped to reduce operating expenses by relating management and legal fees to services actually provided to each property. It enables HANH to reduce costs and achieve greater cost effectiveness.

15. Implement Rent simplification policy

Implementation of the Rent Simplification Policy increased the efficiency of the agency by streamlining the certification process. This reduces the administrative burden on staff and residents/participants. Rent simplification also helped to reduce operating expenses by allowing for a reduced staffing level and reduced administrative costs. It enables HANH to reduce costs and achieve greater cost effectiveness.

16. Resident Services

Expansion of the Resident Services program will assist residents in lease compliance leading to reduced costs and greater cost effectiveness.

17. Supportive Services

Residents participating in the program are engaged in appropriate treatment and medication therapy therefore decreasing symptoms that prevent them from living independently and effectively in their communities. Case management services have enabled residents to better organize their lives and be referred for other services they may need. Services have assisted residents of mixed population to live independently and effectively in their communities. This supports the goal of increasing residents' self sufficiency.

18. Family Self Sufficiency

Expansion of the Family Self Sufficiency program will assist residents in building, employment and training and increased income all of which supports the MTW goal of greater self sufficiency.

19. Section 3 Employment and Training

HANH's investment in the CEO Career Development School, the Section 3 contracting and hiring practices and the Revolving Loan Fund all provide opportunities for HANH's residents to improve skills, obtain employment and move toward business development- all goals that support residents moves toward self-sufficiency. HANH's capital projects will result in economic opportunities for its public housing residents. CEO Construction training school allows HANH residents to increase their employability. Finally, the Revolving Loan Fund supports the development of resident owned businesses which promote self sufficiency. These programs are consistent with the MTW goal of increased family self-sufficiency.

20. Achieve High Performance Section 8 Status

HANH's achievement of high performance Section 8 status will improve HANH's cost effectiveness and efficiency consistent with the goal of reduce costs and achieve greater cost effectiveness.

21. Community Service Requirement

Economically eligible residents will comply with the Community Service Requirement by completing 8 hours of service or will be enrolled in FSS program. This is consistent with the MTW goal of increasing family self-sufficiency.

E. Comparison of Actual Performance V. Targeted Benchmark, Baseline and Prior Year's Performance

1. Complete Quinnipiac Terrace Revitalization

The targeted benchmark for FY 2008 was the completion of Phase 2 of this HOPE VI project. The benchmark was met and exceeded as project reach full occupancy during FY 2008.

2. Complete Eastview Terrace Redevelopment

The targeted benchmark for FY 2008 was the disposition of the property to the developer and the financial closing of the property and the completion of 30 percent of the units. This benchmark was met. Currently more than 40 percent of the units have been completed.

3. Complete Phase 1 of Rockview Development

The phasing schedule was modified in FY 2008 so that construction will began at Brookside.

4. Complete Modernization of Four Elderly Projects

The targeted benchmark for FY2008 was to resolve HVAC problems at Newhall Gardens. The benchmark was met, the installed radiant heating system is working as designed. HANH is in the process of installing supplemental heat in the units to provide the residents with the ability for the units to be warmed above the design temperature of 78 degrees.

The targeted benchmarks for FY2008 for a construction contractor to be engaged and the construction to begin at Prescott Bush Mall were met.

The construction at Prescott Bush Mall is 60% completed and did not meet the FY2008 benchmark to be 80% complete by FY-end

5. Develop an Asset Management Plan for Rowe

The targeted benchmark to develop an asset management plan was met. HANH has identified an interim developer for this property and is negotiating the development agreement.

The targeted benchmark to apply for Next Steps Supportive Housing Funds was not pursued during this FY.

6. Complete Cisneros Scattered Site Development

This benchmark was not met during FY 2008. HANH anticipated completing all 183 purchases. Instead, HANH purchased 179 of the 183 targeted units during FY 2008.

7. Complete CM Project at Six Sites

| Benchmark | Performance |
|-----------|-------------|
|-----------|-------------|

| | |
|---|------------------------------|
| McConaughy Terrace: Complete 75% of construction management tasks | Achieved 75% |
| McQueeney Towers: Complete 50% of CM tasks | Partially met - Achieved 35% |
| Essex Townhouses: Complete 65% of CM tasks | Achieved 65% |
| Ruoppolo Manor: Complete 25% of CM tasks | Partially met – Achieved 10% |
| Robert T. Wolfe: Complete 50% of CM tasks | Partially met – Achieved 25% |

8. Complete Planned Capital Projects

| Benchmarks | Performance |
|--|--------------------|
| Westville Manor- roof, doors and community center improvements | Completed |
| Ribicoff Cottages and Extension- paving | Completed |
| Valley and Waverly Townhouses- baseboard radiation and doors | Completed |
| Newhall Gardens heating system repairs | Completed |
| Constance B. Motley- water intrusion and site drainage | Partially met- 50% |
| Winslow Celentano elevator replacement | Partially met |
| Valentina Macri- fencing and gate | Completed |
| Fairmont Heights-roof and window | Partially met- 50% |
| Security cameras –multiple sites | Partially met- 45% |
| Paving- agency wide | Completed |

9. Dispose of Properties in Accordance with HANH Development Plans

St. Martin DePorres

FY 2008 benchmark for the disposition of this property was met. Property was disposed of to the City of New Haven during the fiscal year.

Vacant Land at McConaughy

A portion of vacant and unused land at this property was disposed of to Crossroad for the development on residential care facility.

William T. Rowe

The benchmark for this property was for it to be sold as part of a Mixed Finance development. An Interim Developer has been chosen for the property.

55 Division

FY 2008 benchmark called for the disposition of this property. Disposition is on hold.

7 Shelton

FY 2008 benchmark provided for this disposition of this property. This benchmark was not met.

Eastview Terrace

FY 2008 benchmark called for the disposition of this property. This benchmark was met as property was disposed of during March 2008.

39 County

FY 2008 benchmark called for disposition of this property. This benchmark was not met.

10. Develop an Asset Management Plan for Non-Residential Assets

This benchmark was deferred to FY09.

11. Implement 504 Transition Plan

Quarterly reports related to the Voluntary Compliance Agreement were submitted on a timely basis during FY 2008.

The following chart depicts progress on individual benchmarks:

| Benchmark | Performance |
|---|---|
| Quinnipiac Terrace II -9 accessible units | Completed |
| Quinnipiac Ridge -3 accessible units | Completed |
| Eastview Terrace I – 12 accessible units | In progress |
| Prescott Bush Mall- 52 accessible units | Goal revised to reflect 6 accessible units: In progress |
| Redevelopment plans include at least 10% accessible units | In progress |
| McQueeney capital projects include 15 new accessible units | In progress |
| Robert T. Wolfe capital projects include 5 new accessible units | In progress |

12. Enhance Security and Capital Improvements

| Benchmark | Performance |
|---|--------------------|
| Ribicoff Cottages and Extensions- fencing and gates | Partially met -90% |
| Fairmont Heights- fencing and gate | Not met- deferred |
| Ruoppolo Manor- fencing improvements | Not met |
| | |

13. Achieve High Performance Status

| <u>Benchmark</u> | <u>Goal</u> | <u>FY2008</u> |
|--|--------------------------------------|--|
| <u>Reduce vacancy rate</u> | <u>5%</u> | <u>8%</u> |
| <u>Emergency Work Orders</u> | <u>100% within 24 hours</u> | <u>99%</u> |
| <u>Non Emergency Work Orders</u> | <u>100% within 30 days</u> | |
| <u>REAC PASS scores</u> | <u>80% agency wide average score</u> | <u>REAC inspections not conducted</u> |
| <u>Rent Collection Rate</u> | <u>95%</u> | <u>93%</u> |
| <u>PIC recertification rate</u> | <u>95%</u> | <u>HANH was unable to submit to PIC for FY2008</u> |
| <u>PIC Development Building Errors Corrected</u> | <u>100% of errors corrected</u> | <u>Completed</u> |

14. Implement HUD Asset Management Model

FY 2008 Plan called for transition to AMP Model for establishing fees, decentralizing management, establishing project based budgets and training of staff. All of these bench marks were met.

15. Implement Rent simplification policy

HANH's FY2008 goal was full implementation of Rent Simplification on January 1, 2008. This was achieved.

16. Resident Services

Performance measures in this area were met.

| <u>Benchmark</u> | <u>FY2008</u> |
|--|---------------|
| <u>225 Completed assessments and action plans on residents</u> | <u>258</u> |
| <u>150 Resident referrals to supportive services and other social service agencies</u> | <u>244</u> |
| <u>100 Residents referred to FSS</u> | <u>111</u> |

17. Supportive Housing

Performance measures in this area were met.

| <u>Benchmark</u> | <u>FY2008</u> |
|------------------------------------|--|
| <u>Programs reach 60% capacity</u> | <u>All programs are at capacity to</u> |

| | |
|---|---|
| within six months and 100% capacity in twelve months. | date. |
| Lease violations will decrease | McQueeney: 0 participants in lease violation Ruoppolo: 2 participants in lease violation Wolfe: 2 participants in lease violation |

17. Family Self Sufficiency

Performance goals were achieved.

| Benchmark | Actual Performance |
|--|--|
| 100 residents enrolled in FSS | 238 Residents enrolled |
| 10% of FSS Residents improved credit scores | 10% (23) residents improved credit scores |
| 5 Residents purchased homes | 5 purchased during FY2008; total of 16 HANH residents have purchased homes |
| 20% Residents increase their income | 37% of participants increased their income and saved |
| 100 Residents participate in self-sufficiency programs | 238 |
| 30 Residents participate in job skills program | 31 enrolled; 16 completed – partially met |
| Increase Residents enrolled in SEHOP | 89 families enrolled |

18. Section 3 Employment and Training

| Benchmark | Actual Performance |
|--|--|
| <ul style="list-style-type: none"> Develop database of Section 3 residents and skills | In progress. HANH has identified a staff member to monitor all Section 3 activities and the database has been created and is being populated with resident data. |
| <ul style="list-style-type: none"> Identify contracting opportunities for residents by matching Section 3 residents with available employment opportunities. HANH will meet the following benchmarks: <ul style="list-style-type: none"> 10% Section 3 residents 20% Section 3 businesses 20% MBE 6.9% WBE | <ul style="list-style-type: none"> Section 3 new hires – of all new hires, 175 were Section 3 residents - 33% Section 3 business contract awards – of a total contract award amount of \$31,396,867, Section 3 businesses were awarded contracts in the amount of \$10,495,590. This represents 33% of contract awards. Benchmark was met. 4.6% MBE contracts- benchmark not yet \$1,409,250 WBE contracts (4.5%) –not met |

| | |
|---|--|
| <ul style="list-style-type: none"> • CEO Career Development School– Enroll 16 residents/session (total 64) • 64 Participants will complete training and become union members • 64 Participants will be employed as apprentices | Partially met. 28 residents enrolled Not achieved. HANH has adjusted this measure to reflect 12 graduates per year. 7 participants employed as apprentices |
| <ul style="list-style-type: none"> • ENH – Conduct 2 sessions/year • Graduate 10 residents per session • Residents will have a viable business plan 3 months after graduation | HANH graduated 13 participants. 1 resident has received a revolving loan for business start up. |

19. Achieve High Performance Section 8 Status

HANH is still continuing to achieve a High Performance status by maintaining a recertification rate of at least 95%. In the beginning months of FY 08 the recertification rate continued at a rate of 98%, as it was at the end of FY 07. In mid January HANH finalized the new recertification forms and 50058's. HANH started interviewing January's participants at the end of January and rolled out the MTW Rent Simplification Recertification. Although the Section 8 department started interviews 3 months late a recertification rate of 91% was achieved for FY 08.

HANH strives to ensure that an inspection is conducted and has a pass result for every unit before a lease up is conducted. HANH continues to maintain a rate at 100%.

HANH continues to have the City of New Haven Department of Livable City Initiatives (LCI) conduct all inspections. HANH has provided LCI access to our Elite Section 8 Inspection module, which allows them to request, schedule and input the results for the annual inspections. In FY 08 the annual inspection rate was 95%.

| | Recertification Rate | Pre Lease up Inspections | Annual Inspection |
|---------------------------------|----------------------|--------------------------|-------------------|
| Actual Performance | 91% | 100% | 95% |
| Targeted benchmark | 95% | 100% | 100% |
| Baseline Prior Year FY07 | 98% | 100% | 96% |

20. Community Service Requirement

Benchmark achieved.

| | |
|----------------|---|
| Benchmark | Performance |
| 30 % compliant | 38% of CSR required residents are compliant |

F. Narrative Explanation of Why Benchmarks were not Achieved

1. Complete Quinnipiac Terrace Revitalization

Benchmarks Achieved

2. Complete Eastview Terrace Redevelopment

Benchmarks Achieved

3. Complete Phase 1 of Rockview Development

Benchmark was not achieved because phasing plan was modified to provide for construction at Brookside rather than at Rockview in order to reduce infrastructure cost.

4. Complete Modernization of Four Elderly Projects

Benchmark of 80% completion at Prescott Bush Mall was not achieved due to the project being advertised and awarded to multiple contractors in an effort to promote competition for procurement of Section 3 Businesses, WBE and MBE enterprises. Multiple contracts were executed and caused a start up delay.

5. Develop an Asset Management Plan for Rowe

HANH is pursuing the redevelopment of this property. During FY2008, the resident population in this development was stable and not desirous of supportive services providers. Due to these reasons, the Next Step application was not pursued.

6. Complete Cisneros Scattered Site Development

This benchmark was not fully accomplished. Final four acquisitions were complicated by relocation on existing tenants. Closings are anticipated within the first 6 months of FY2009.

7. Complete CM Project at Six Sites

McConaughy Terrace project timeframe requires FY2009 to complete.

Charles McQueeney Terrace project timeframe requires FY2009 to complete.

Essex Townhouses had the scope of work divided into multiple projects. The hatchway doors, entry doors and window replacement project has been completed and met the FY 2008 benchmark. The replacement of kitchens and baseboard heating upgrades is in progress and due to the additional scope of work from unforeseen conditions and additional time for interim relocation of residents in the scheduling of the project the completion date is February 2009.

Robert T. Wolfe did not meet its benchmark because the solicitation did not receive any submittals from proposers. The construction documents are being reviewed to be advertised for a second solicitation.

Crawford Manor has had vacancy units rehabilitated. The weatherproofing project has not met the targeted FY2008 benchmark and has been postponed due to availability of funding.

Ruoppolo Manor has construction documents in development. The construction did not begin in FY2008.

8. Complete Planned Capital Projects

Constance B. Motley the water intrusion project was completed and benchmark met. The site drainage had to be re-solicited and is in progress with completion scheduled for July 2009. Winslow-Celentano benchmark for FY2008 has not been met. The elevator replacement project has been awarded and construction to be completed in FY2009. The roof replacement project did not meet the FY2008 benchmark due to the delay in awarding the project to an A/E for development.

Fairmont Heights the roof replacement installation was completed and benchmark met. The window replacement project has the construction documents completed and will begin construction in Spring 2009.

Agency-wide the security camera installation at multiple sites is ongoing. Delays were caused during installation at Farnam Court due to availability of specified equipment, unforeseen conditions and contractor issues. The remaining sites are scheduled for completion in FY2009.

9. Dispose of Properties in Accordance with HANH Development Plans

Warehouse

The process of disposing of the warehouse is on-going. HANH and the potential buyer have tentatively agreed upon a purchase price. A Purchase and Sale Agreement is now in draft form and will be submitted to potential purchaser after review by HANH. The disposition of this property may not require HUD approval since it was not purchased with public housing funds. Disposition is expected in FY 2009.

William T. Rowe Disposition

An Interim Developer has been selected for this project. HANH expects to execute a Development Agreement for the site by December 29, 2008. Once the Agreement is executed the financial closing is expected to occur in FY 2010. Rowe will either be redeveloped or replaced with new housing. Delay in achieving this objective is due to the complexity of the project, the significant amount of funds needed for the modernization or replacement, the need to relocate a large number of residents, and the lack of grants for affordable housing.

51-55 Division

The disposition of this project is on hold. The site is a part of the agency's HOPE VI proposal for West Rock. Site plan and schematic drawings were developed for the site as a part of the agency's June 2008 HOPE VI application.

7 Shelton

HANH encountered a delay in the disposition of 7 Shelton Street property due to the City of New Haven concerns with Environmental Review Clearance and Zoning issues. This property has received Board of Commissioners approval for disposition. The Disposition Application is scheduled for submittal to HUD during the month of December 2008.

39 County

The City of New Haven has requested that HANH delay the disposition of 39 County Street. The City wants to do an Environmental clearance under an Umbrella Programmatic Clearance. The disposition has been placed in a HOLD status while the City complete their review. Disposition is now being planned under an Umbrella Programmatic Environmental Clearance that is being created by the City of New Haven Plan Department. It was originally included as an offsite parcel as part of the 2008 Rockview Hope VI application

10. Develop an Asset Management Plan for Non-Residential Assets

This initiative will be pursued during FY2009.

11. Implement 504 Transition Plan

The number of UFAS compliant units at Prescott Bush Mall was reduced to 6 of a total of 56 units from the 52 units because the cost to reconfigure the building could not be met with the committed funding. The 6 UFAS compliant units meet HANH's obligation to the executed Voluntary Compliance Agreement Section 504.

12. Achieve High Performance Status

Routine Vacancy Rate

During FY 2008, the Authority established goal of becoming a high performing authority under PHAS, albeit the agency is exempt PHAS scoring. The Agency goal for FY 2008 was to achieve a 95 percent vacancy rate, as opposed to the actual rate for FY 2008 of 92 percent. Goal was not achieved due to vandalism to units before, during and after renovation work. Deferred capital improvement along with aging building system caused numerous unanticipated vacancies during the year.

Emergency Work Orders

During FY 2008, the Agency set a goal of abating or correcting 100 percent of its emergency work orders within 24 hours. The actual rate for FY 2008 was 99 percent of emergency work orders addressed within 24 hours. Goal was not accomplished due to deferred capital maintenance and aging building systems created emergencies that could not be abated within 24 hours due to extensive repair or replacement of the entire system.

Non Emergency Work Orders

During FY 2008, the Authority set a goal of addressing 100 percent of it non-emergency work order within 30 days. This goal was not achieved to failure of staff to close out work orders in a timely fashion.

REAC (PASS) Score

During FY 2008 the Agency set a goal of obtaining an overall PASS score of 80 percent (24 of 30 possible PASS points). There was no PASS inspection during the FY 2008.

PIC Development Building Errors Corrected

HANH undertook an effort during FY 2008 to correct the data in PIC Building Development Module. This objective was achieved.

14. Implement HUD Asset Management Model

Benchmarks achieved

15. Implement Rent simplification policy

Benchmarks Achieved

16. Resident Services

Performance measures were met.

17. Family Self Sufficiency

Benchmarks Achieved.

18. Section 3 Employment and Training

HANH staffing changes due to staff turnover complicated the realization of the Section 3 hiring outreach program, however, HANH still realized improvements in the Section 3 contracting and employment numbers over FY2007's performance. This continues to be an area of focus. Section 3 contracting goals were met and exceeded. Growth was seen in MBE and WBE contract awards although still not at expected levels.

Performance measures were not fully achieved in the Career Development School due to the numerous barriers to success that participants experienced. HANH has worked with its partners to revamp the program to address such barriers and to improve the program outreach component.

19. Achieve High Performance Section 8 Status

In the beginning months of FY 08 the recertification rate continued at a rate of 98%, as it was at the end of FY 07 using the standard forms and 50058's. In mid January HANH finalized the new recertification forms and 50058's. HANH started interviewing January's participants at the end of January and rolled out the MTW Rent Simplification Recertification. Although the Section 8 department started interviews 3 months late a recertification rate of 92% was achieved for FY 08.

HANH continues to maintain a rate at 100% on the Pre lease Inspections.

In FY 08 the annual inspection rate was 95%. HANH utilized 2947 end of FY 08 and approximately 141 units did not get inspected or no results of scheduled inspection were entered in Elite. LCI experience a higher rate of “no entries into units, in addition the high rate of foreclosed homes caused contributed to this cause.

Please note that that under the Amended and Restated MTW Agreement, HANH is no longer subject to the requirements of SEMAP or PHAS. HANH has not elected to be scored under either PHAS or SEMAP and therefore cannot be subject to review of these items during the term of the agreement.

20. Community Service Requirement

Benchmark met.

G. Effectiveness of the Activity on Achieving Statutory Objective

1. Complete Quinnipiac Terrace Revitalization

The completion of the 79 Mixed Finance units as part of Phase 2 of the HOPE VI project was highly effective in terms of increasing housing choices for low income families along with increasing employment opportunities for families with children.

2. Complete Eastview Terrace Redevelopment

The start of construction of this development along with meeting the benchmark of completing 30 percent of the units during the FY 2008 helped to increase housing choices for low income families by providing 42 units of Mixed Finance housing.

3. Complete Phase 1 of Rockview Development

The phasing schedule was changed and the start of construction of this project was moved to FY 2010.

4. Complete Modernization of Four Elderly Projects

Prescott Bush Mall is currently under construction and upon completion will increase housing choices for the elderly providing 56 units.

5. Develop an Asset Management Plan for Rowe

Redevelopment of this under-performing asset will increase housing choices for HANH's mixed population.

6. Complete Cisneros Scattered Site Development

Completion of this acquisition will increase housing choices for HANH's families.

7. Complete CM Project at Six Sites

All six identified projects are in varying forms of construction and will provide additional housing choices for low income families upon completion in FY2009.

8. Complete Planned Capital Projects

- **Winslow-Celentano Elevator Replacement**

The project upon completion will be effective in providing increased housing choices for the elderly-disabled population.

- **Fairmont Window Replacement**

The project will be effective in providing increased housing choices for low income families upon completion of the window replacement.

- **Security Improvements**

The completed projects have been effective in providing increased housing choices for low income families and elderly with reduced crime against HANH's residents, reduced illegal and unwanted activity within the development identity and ownership to the residents of the development.

- **Vacancy Upgrades**

The turnover of the completed vacancy rehabilitations has been effective in terms of increasing housing choices for low income families.

- **Fencing at Ribicoff Cottages and Extensions**

During FY2008, the fence was constructed; however, telephone lines required for the complete installation of the security gates did not exist. The installation of the telephones lines is in progress and the gates shall be completed and operational in the first quarter of FY2009. The effectiveness on achieving the statutory objective will be tracked upon completion.

- **Two New Playgrounds at Quinnipiac Ridge and St Anthony's I**

With the project being completed in December 2008, the effectiveness on achieving the statutory objective to improve lease up rates and decrease turnover rates by the installation of an additional amenity for the children has not had time to track an impact.

9. Dispose of Properties in Accordance with HANH Development Plans

St. Martin DePorres

The disposition of this surplus land to City of New Haven for the development of a park will provide \$250,000 of increased revenues over the next ten years thereby helping to increase effectiveness.

Excess Vacant Land at McConaughy

The sale of this excess property to Crossroad will help meet the goal of making the Agency more effective by providing non-Federal income, as well as help to reduce expenditures associated with maintaining the property.

Warehouse

Eliminating the property from the Agency's inventory will reduce expenses for maintenance and operation of the property thereby helping to make HANH more efficient.

William T. Rowe Major Modernization:

It is anticipated that HANH will experience a reduction in operating expenses and enhanced revenues as we increase our mix of tenancy and reduce vacancy rate.

Disposition of 51-55 Division St.

With the completion of the construction of the new off-site units in the as a part of the Brookside or Rockview redevelopment, it is anticipated that the additional quality units will improve lease up rates and decrease turnover rates, as well as increase housing choices for low income families.

10. Develop an Asset Management Plan for Non-Residential Assets

Initiative deferred to FY2009.

11. Implement 504 Transition Plan

Completion of the 504 Transition Plan will improve housing choice for HANH's families through compliance with the Voluntary Compliance Agreement.

12. Enhance Security and Capital Improvements

Completion of enhanced security and capital improvements improve housing choice for HANH's families.

13. Achieve High Performance Status

Routine Vacancy Rate

During FY 2008, the Authority established goal of becoming a high performing authority under PHAS, albeit the agency is exempt PHAS scoring. Reducing the vacancy rate as stated above has increase operating revenues to the Agency; thereby helping it to achieve the goal of increasing effectiveness and improving the use of Federal revenues. Reducing vacancy rate from 12 percent in FY 2007 to eight percent in 2008 meant an additional \$1,000,000 in gross rent potential. Based upon the significant decrease this activity was very effective in terms of increasing the agency's effectiveness and improving the use of Federal funds.

Emergency Work Orders

During FY 2008, the Agency set a goal of abating or correcting 99 percent of its emergency work orders within 24 hours. 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. Abating 99 percent of emergency work orders within 24 hours effectively reduce expenditures and improved the Agency's efficiency.

Non Emergency Work Orders

During FY 2008, the Authority set a goal of addressing 100 percent of it non-emergency work order within 30 days. Completing non-work orders within 30 days is an effective means of reducing expenditures, increasing effectiveness and enhancing the use of Federal funds.

REAC (PASS) Score

During FY 2008 the Agency set a goal of obtaining an overall PASS score of 80 percent (24 of 30 possible PASS points). There were no PASS evaluation during the year.

Rent Collection Rate

HANH set a goal of achieving a 95 percent rent collection rate during FY 2008. 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. Each

one percent increase in rent collection represents about \$40,000 in additional rental income. Thus, an 11 percent increase in year to year rent collection meant an additional \$440,000 in non-Federal revenues.

PIC Recertification Rate

HANH set a goal of completing 95 percent of its annual re-examination during FY 2008 increasing the efficiency and cost effectiveness of the program.

Implement Scattered Site Management

During FY 2007, HANH took over the operation of its Scattered site portfolio. HANH’s goal during FY 2008 was to improve the overall operation and maintenance of these properties. 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. Improving the operation of these properties will help improve customer relations, enhance curb appeal and reduce maintenance cost; thereby increase revenues and reducing expenditures.

PIC Development Building Errors Corrected

HANH undertook an effort during FY 2008 to correct the data in PIC Building Development Module.

14. Implement HUD Asset Management Model

Implementation of Asset Based Management was effective in terms of increasing efficiency, reducing expenditures and utilizing federal funds more effectively

15. Implement Rent Simplification Policy

Streamlined rent calculation procedures were implemented during FY2008. Staff reports reduced administrative load and families benefited from less paperwork. Staffing levels were reduced due to change in workload under Rent Simplification. This supports the MTW goal of increased efficiency and cost effectiveness.

16. Resident Services

Resident Services goals were met and represent an increase over FY2007 with the exception of completed assessments. Assessments during FY2007 were elevated due to new program implementation that required baseline assessments on families. This level was not expected to be performed in future years.

| Benchmark | FY 2007 | FY2008 |
|---|---------|--------|
| Completed assessments and action plans on residents | 800 | 258 |
| Resident referrals to supportive services and other social service agencies | 214 | 244 |
| Residents referred to FSS | 90 | 111 |

17. Supportive Housing

| Benchmark | FY 2007 | FY2008 |
|---|---|---|
| Programs reach 60% capacity within six months and 100% capacity in twelve months. | 90% capacity achieved | All programs are at 100% capacity to date. |
| Lease violations will decrease | McQueeney: 19 participants in lease violation Ruoppolo: 13 participants in lease violation Wolfe: 20 participants | 0 participants in lease violation 2 participants in lease violation 2 participants in lease violation |

18. Family Self Sufficiency

Program participation in FSS was increased significantly during FY2008 due to the expansion of the FSS program to include classes/programs to assist residents in addressing barriers they face, i.e. GED prep, literacy, etc. Family's participation in the range of services offered in the FSS program is consistent with the MTW goals of increased family self-sufficiency.

The decrease in home purchases during FY2008 is reflective of the current local economy.

| Benchmark | FY07 | FY08 Actual Performance |
|-------------------------|-----------------|--|
| Increase FSS enrollment | 76 | 238 Residents enrolled |
| Improve credit scores | Not available | 10% (23) residents improved credit scores |
| Purchase homes | 7 new purchases | 5 purchased during FY2008; total of 16 HANH residents have purchased homes |
| Increase income/savings | | 37% of participants increased their income and saved |
| Job skills/employment | Not offered | 31 enrolled; 16 completed – partially met |
| Enrolled in SEHOP | 76 | 89 families enrolled |

19. Section 3 Employment and Training

Benchmarks not fully met. However, the following improvements have been noted:

| Benchmark | FY2007 | FY2008 |
|--|------------------|------------------------|
| Section 3 contract awards (# of contracts) | 27% | 33% of contract awards |
| Section 3 contract dollars | \$4.6 M of \$17M | \$10.5 M of \$31M |
| New section 3 hires | 105 | 175 |
| CEO program graduates | 7 | 12 |
| Revolving loan fund participants | 0 | 13 |

20. Achieve High Performance Section 8 Status

Achieving High Performance Status for the Section 8 program was effective in terms of increasing efficiency, reducing expenditures and utilizing federal funds more efficiently through accurate rent calculation, and increase housing choice through timely HQS inspections.

21. Community Service Requirement

HANH's focus on compliance with the community service requirement has significantly increased residents' compliance. Compliance is consistent with the MTW goal of increasing family self sufficiency.

| Benchmark | FY2007 | FY2008 |
|---|--------|--------|
| Community Service Requirement –Percent of residents compliant | <30% | 38% |

H. Specific Provision of Attachment C and Attachment D of MTW Agreement that Permitted Agency to Make Changes and why Waiver was Needed to Achieve Benchmark

1. Complete Quinnipiac Terrace Redevelopment

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. Complete Eastview Terrace Redevelopment

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. Completed Phase I of Brookside Development (West Rock)

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.

4. Complete Modernization of Four Elderly Projects

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. Develop an Asset Management Plan for Rowe

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.

6. Complete Cisneros Scattered Site Development

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.

7. Complete Construction Management Project at Six Sites

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.

8. Complete Planned Capital Projects

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.

9. Dispose of Properties in Accordance with HANH Development Plans

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. Develop an Asset Management Plan for Non-Residential Assets

No authorization required

11. Implement 504 Transition Plan

No authorization required

12. Enhance Security and Capital Improvements

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.

13. Achieve High Performance State in LIPH Program

No authorization required

14. Implement HUD Asset Management Model

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

15. Implement Rent Simplification

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

16. Resident Services

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.

17. Supportive Services

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.

18. Expand Family Self Sufficiency Program

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.

19. Section 3 Employment and Training

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.

20. Achieve High Performance Section 8 Status

No authorization required

21. Community Service Requirement Compliance

No authorization required

VI. Sources and Uses of Funding

A. Unaudited Financial Statements

See attached Operating and Capital Budgets

B. Planned vs. actual by development

During FY 2008, HANH started the process of converting to a new financial software system called Emphasys Elite. The new system when completed will allow the financial data to flow more accurately and efficiently. Due to the current status of the conversion, HANH is unable to produce a planned vs. actual report by development. This conversion will be completed in time to submit the FDS.

Overall, HANH is looking at using at some of the excess funds from Section 8 to fill the deficit from the Low Income Public Housing program. Based on the unaudited financial statements the estimate is \$ 540,000.00. Based on the budget that was submitted in the 2008 MTW plan the deficit increased due to severance packages and increase in service contracts for HANH's housing portfolio.

C. Planned vs. actual for capital activities

The 2008 Capital Plan included many capital activities that were funded by CFP, MTW, RHF and other special financing. The attachment gives detail to the planned projects and the funds that HANH anticipated to be obligated during FY 2008. HANH has updated the schedule with the amounts that are now obligated or status change. As most of the large projects started late in the fiscal year, it is too early to report on any variances in dollar amounts. These projects are currently ongoing.

D. Explanation of fungibility

According to our MTW agreement, HANH has the ability to co-mingle funds to assist with the redevelopment of its housing stock. HANH has used the excess HCV revenue to fund varies capital projects according the to the proposed capital plan.

VII. Administrative

A. Results of Agency Directed evaluations of demonstration

None conducted beyond what is reported in the MTW Annual Report

B. Performance and Evaluation Report for Capital Fund activities not included in the MTW Block Grant –RHF funds

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. See attached.

C. Description of progress on the correction of elimination of observed deficiencies cited in monitoring visits, physical inspections, submissions to REAC or other oversight and monitoring mechanisms

Voluntary Compliance Agreement

HANH executed the Voluntary Compliance Agreement (VCA) regarding Fair Housing and Equal Opportunity in June 2007 and has designated a Reasonable Accommodations Coordinator and the Accessible-Unit Construction/Rehabilitation Coordinator. Throughout FY2008 Quarterly reports on HANH's compliance with the VCA's obligations have been submitted in a timely manner.

HANH was subject to a VCA monitoring visit on May 21, 2008 and received results of that review on November 4, 2008. HANH's compliance with items identified in that letter will be reported in the MTW Annual Report for FY2009.

SEMAP Monitoring

During FY 2008 HANH was subject to a SEMAP monitoring visit. HANH was deemed to be a "standard Performer" and no longer subject to a Corrective Action Plan regarding management of the Housing Choice Voucher program. HANH did not receive points for the following indicators: #1 Selection from the Waitlist; #5 HQS Quality Control Inspections; and #6 HQS enforcement.

- **Selection from the Waitlist.** HANH provide HUD with a written response to these indicators and has continued to monitor these areas despite being exempt from SEMAP reviews under the MTW Agreement. HANH implemented changes to the ELITE reporting system that has facilitated correct waitlist selection and use of the historical waitlist report has corrected this deficiency. HANH undertook the following actions: created preference categories in Elite, created report templates for use by Intake staff, restricted access to the waitlist, restricted access to conduct draws, creation of a separate waitlist for supportive housing programs, merger of PBV and TBV and review of Elite computer system.
- **HQS Quality Control Inspections.** HANH had selected an incorrect sample size for review leading to a loss of points in this area. This was corrected for HANH's internal quality control purposes.
- **HQS Enforcement.** HANH has resolved issues with its inspection vendor, the City of New Haven's Livable City Initiative that led to a finding in this area. Through full use of shared databases and computer systems, HANH's follow up inspections now occur in a timely manner. HANH has undertaken the following actions: access to HQS module in Elite for inspection vendor, modified the 30 day cure period to 15 day increments, allow vendor the ability to automatically schedule the final inspection and modify Elite to allow viewing of the status of inspections conducted on a daily basis and development of custom reports that allow for tracking of 24-hour and 30-day inspections.

HANH continues to monitor these areas despite no further reporting requirement.

VIII. Reporting compliance with Statutory MTW Requirements

A. Initial Incomes of Families Assisted by MTW

B. Baseline for the Number of Eligible Low-Income Families to Be Served

C. Baseline for the Mix of Family Sizes to Be Served

Attachment 1: Unaudited Financial Statements and Capital Budget