

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

2009 MOVING TO WORK ANNUAL REPORT



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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, Connecticut. 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 4,000 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 2009 describes HANH's activities, outcomes, successes, and challenges during the fiscal year, October 1, 2008 through September 30, 2009, HANH's ninth 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 Quinnipiac Terrace/Riverview, any future HOPE VI Revitalization grants and other competitive grant funds awarded for specific purposes. These grant funded programs committed to specific purposes require HANH to provide periodic reports to HUD. Although these grant funded programs are not included in HANH's MTW program, HANH has included information, where relevant, regarding these grant funded programs in this MTW Annual Plan for FY 2009.

HANH's original MTW Agreement with HUD became effective retroactively to October 1, 2000. The initial seven-year term of HANH's MTW status 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 agency is currently updating this plan for the next three year period of October 1, 2009 to September 30, 2012.

The 2009 MTW Annual Report provides an update on HANH's progress toward these goals.

Goals Established for FY 2009

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 Quinpiac 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 2009 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 re-certifications are replaced with required re-certifications every 3 years for elderly and disabled families, and every 2 years for all other families. There are restrictions on the number of interim re-certifications 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 with all families being recertified according to new rent tiers. During FY2009 the alternative recertification cycle was implemented.

3. Reduce Vacancy Rates. HANH began FY 2009 with a significant backlog of vacancies and an occupancy rate of 90%. During FY 2009, a key priority was to reduce the backlog of routine vacancies to achieve a 5% vacancy rate. At the close of FY 2009, HANH's vacancy rate was 11%. This unanticipated vacant unit increase was the result of a number of factors. The return to the portfolio of units that had been under construction led to extensive transfers of existing residents back to the rehabilitated properties. The pace of relocations exceeded the authority's ability to turn the vacated units and re-lease in a timely manner. Second, the extensive need for remediation of vacant units (asbestos and mold) exceeded the authority's expectation. Some delay was incurred as the agency realigned funding and conducted public procurement to obtain additional abatement contractors. The agency undertook an effort to relocate residents who lived in UFAS compliant units who no longer need such features. The number of transfers related to this also adversely impacted our vacancy rate. Finally, project delays at Prescott Bush redevelopment led to lease up in October 2009 as opposed to September 2009 as originally anticipated. The positive impact of lease up at this development will be reported in the MTW 2010 Report as opposed to the 2009 Report.

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 re-certifications are replaced with required re-certifications every 3 years for elderly and disabled families, and every 2 years for all other families. There are restrictions on the number of interim re-certifications 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 de-concentration of poverty; and other mixed-income housing opportunities that promote housing choice and de-concentration 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.

During FY09 HANH implemented the alternate year recertification cycle.

5. 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) Groups
- 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 2009. After execution of the First Amendment to the Amended and Restated Moving to Work Agreement which authorized HANH to develop its Local Asset Management Program, HANH developed, publicly noticed and the Board approved a Local Asset Management Program. The highlights of the Program include:

- Project deficits will continue to be funded from excess operating reserves and the use of these funds to cover these deficits will be done via journal entry once per year.
- HANH will use property level management accounting and budgeting for direct cost incurred by each property. Each project should be charged a management fee; bookkeeping fee, asset management fee and other fees that are responsible and appropriate for services that are carried out by Central Office Cost Center for direct services,
- HANH will use an indirect cost approach to allocate the following cost: Capital Fund Program, Leasing, Waitlist, Resident Services Supervisory Staff, Rent Collection and Security.

6. Resident Self-Sufficiency Initiatives. During FY2009, 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 continues to employ thirteen 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 2009 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. During FY 2009 this program was expanded to an additional site.

Since inception of the MTW Status, HANH has implemented the following initiatives:

Year Implemented	Initiative
1. 2002	<p>Transform HANH's existing public housing portfolio</p> <p>Expand housing choice in areas surrounding New Haven while maintaining the City's level of subsidized, affordable housing at 30% of rental units.</p> <p>Increase operating efficiency while improving marketability.</p> <p>Strengthen cooperative efforts with area service providers and implement a comprehensive intervention protocol that provides point of assessment of resident needs (including intake and recertification) and matches those needs to available housing and services.</p> <p>Create opportunities for economic development for HANH program participants.</p> <p>Elm Haven/Monterey HOPE VI</p>
2003	<p>Develop and implement strategies to address non-viable projects</p> <p>Develop and implement plan to build new Victory Gardens rental and homeownership units to replace Winter Gardens</p> <p>Develop and implement plan for Monterey area properties including Sheffield Manor and St. Martin de Porres.</p> <p>Develop and implement revitalization plan for Quinnipiac Terrace and Riverview</p> <p>Develop and implement West Rock Master Plan including all five developments (Rockview, Brookside, Westville</p>

<p>Manor, Ribicoff Cottages and Extension).</p> <p>Sales strategy for scattered site Project 4-15</p> <p>Implement revised warehouse plan.</p> <p>Modernize all viable properties to highest feasible quality level</p> <p>Implement modernization plan for C.B. Motley</p> <p>Implement modernization plan for Newhall Gardens</p> <p>Implement modernization plan for Prescott Bush</p> <p>Implement modernization plan for Katherine Harvey</p> <p>Redevelop large properties in support of broader neighborhood revitalization initiatives.</p> <p>Prepare and implement redevelopment plan for McConaughy Terrace</p> <p>Implement Phase 2 Master Plan activities at Eastview Terrace</p> <p>Create Supportive housing opportunities for residents</p> <p>Expand Ruoppolo Manor extended day services supportive housing program</p> <p>Implement Ruoppolo Manor extended day services model at one additional site</p> <p>Develop Senior assisted living strategy</p> <p>Develop plan for establishing supportive housing facility and related development activities at William T. Rowe (904 Howard)</p> <p>Collaborate with ALSO-Cornerstone for supportive housing at 90 Park Street (Crawford Manor).</p> <p>Create mutually beneficial relationship with Crossroads including negotiating agreement for resident placements at Crossroads rehabilitation facility and land sale to Crossroads for new facility.</p> <p>Utilize project based Section 8 to create supportive housing and affordable housing opportunities in suburban, non-impacted areas.</p> <p>Designate selected properties as “elderly only” buildings.</p> <p>Obtain new allocation of Section 8 vouchers for persons with disabilities as part of previously submitted designation plan for four sites.</p> <p>Prepare designation plan for fifth site (Fairmont Heights)</p> <p>Implement enhanced security, safety and management at HANH developments.</p> <p>Implement recommendations resulting from SPARTA report to enhance safety and stability of HANH communities.</p> <p>Expand Ruoppolo building monitor program to additional sites.</p> <p>Implement expanded security and resident orientation programs in collaboration with Tenant Resident Councils and New Haven Police Department.</p> <p>Develop management improvement plan and planning options for Valley Townhouses.</p> <p>Develop management improvement plan and planning options for Essex Townhouses.</p>
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	<p>Identify new opportunities for mixed-income housing to replace non-viable public housing units.</p> <p>Expand homeownership opportunities through agreement with Habitat for Humanity.</p> <p>Identify and secure development opportunities using diverse funding sources.</p> <p>Reduce concentrations of poverty within New Haven's boundaries</p> <p>Complete development and/or acquisition of Elm Haven scattered site units.</p> <p>Enhance mobility counseling and outreach to owners to support expanded housing choice.</p> <p>Implement asset management approach for HANH developments.</p> <p>Establish site based waiting lists to support development choice.</p> <p>Implement asset management protocols for Alternative Management Entities (AMEs)</p> <p>Define overall management performance measures and standards.</p> <p>Negotiate union contracts.</p> <p>Implement ESCO energy performance based contract system.</p> <p>Implement enhanced quality control systems for maintenance delivery.</p> <p>Improve responsiveness to customer concerns including upgrading Customer Service Center operations.</p> <p>Assess feasibility of conducting site based re-certifications.</p> <p>Establish and monitor customer service performance measures.</p> <p>Continue to explore opportunities for paperwork reduction and use of enhanced technology.</p> <p>Revise rent systems including conducting an assessment of revised rent structures to promote economic self sufficiency.</p> <p>Refine existing bi-annual recertification process for residents who are disabled and/or elderly.</p> <p>Improve awareness of a compliance with ADA and Fair Housing regulations and policies.</p> <p>Implement enhancements to Section 8 that will improve program operations and support the agency's overall affordable housing delivery strategy.</p> <p>Review and assess current staffing and resource needs for Section 8 inspections.</p> <p>Update rent reasonableness databases.</p> <p>Implement Section 8 Homeownership Program.</p> <p>Expand housing choice opportunities for Section 8 program participants including persons with disabilities.</p> <p>Enhance capacity to provide employment, training and supportive services and service referrals for residents.</p> <p>Develop needs assessment and service referral manuals and protocols for use by Asset Manager Staff.</p> <p>Enhance and expand Family Self Sufficiency Program operations including enrolling new public housing and Section 8 residents.</p> <p>Expand resident access to case management, social services and economic opportunities.</p>
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	<p>Continue and expand collaboration with STRIVE to provide Youth Leadership Academy and job readiness program services.</p> <p>Expand Section 3 and job opportunities.</p> <p>Develop and implement plan to comply with federal Community Service requirements.</p> <p>Develop and implement revised plan for the provision of services to HANH residents.</p> <p>Support the creation of resident equity development and business creation.</p> <p>Implement support programs for Section 3, MBE/WBE and resident business development.</p> <p>Enhance opportunities for resident involvement in development and management decision-making.</p> <p>Involve residents in all major redevelopment, modernization and master planning initiatives.</p> <p>Involve residents in MTW planning and implementation activities.</p> <p>Continue Resident Stipend Program to provide service opportunities for residents.</p> <p>Provide ongoing technical assistance for resident leadership development activities.</p> <p>Monitor and report on MTW and overall agency performance.</p> <p>Develop and implement MTW work plan tracking system.</p> <p>Develop post-MTW transition plan including identification of budget and performance targets.</p> <p>Establish routine, formal performance reporting system for agency operations.</p> <p>Modify Central Office to address current and projected space needs.</p> <p>Develop and implement space utilization and construction plan.</p> <p>Implement central filing system for all applicant and participant files.</p> <p>Implement improvements to financial management and budgeting systems.</p> <p>Establish formal budget development and review process.</p> <p>Strengthen analysis role of Finance Department and Performance Auditor.</p> <p>Develop and Implement Audit Plan.</p> <p>Implement improvements to Human Resources Management systems.</p> <p>Conduct an assessment and implement required changes to benefits package.</p> <p>Implement revised performance evaluation system.</p>
2004	<p>Develop and implement plan to build new Victory Gardens rental and homeownership units to replace Winter Gardens.</p> <p>Develop and implement plan for Monterey area properties including Sheffield Manor and St. Martin de Porres.</p> <p>Develop and implement revitalization plan for Quinnipiac Terrace and Riverview.</p> <p>Implement Phase 2 Master Plan activities at Eastview Terrace.</p> <p>Expand Ruoppolo Manor extended Day Services supportive housing program.</p>

	<p>Implement above at one additional site.</p> <p>Improve awareness of compliance with ADA and Fair Housing regulations and policies.</p> <p>Facilitate resident access to case management, social services and economic opportunities.</p> <p>Continue and expand collaboration with area service providers to provide youth job readiness program services.</p> <p>Develop and implement plan to comply with federal Community Service requirements.</p> <p>Create opportunities for economic development for HANH program participants.</p> <p>Implement support programs for Section 3, MBE/WBE and resident business development.</p> <p>Expand resident involvement initiatives to promote community input, resident and agency accountability.</p> <p>Involve residents in MTW planning and implementation activities.</p> <p>Continue resident stipend program to provide service opportunities for residents.</p> <p>Provide ongoing technical assistance for resident leadership development activities.</p> <p>Enhance HANH's management systems to ensure high performing agency status.</p> <p>Establish formal budget development and review process.</p> <p>Strengthen analysis role of Finance Department and Performance Auditor.</p> <p>Develop and implement Audit Plan.</p> <p>Implement revised performance evaluation system.</p>
2005	<p>Develop and implement strategies to address non-viable projects.</p> <p>Finalize strategy for scattered site Project 4-15 (County Street)</p> <p>Modernize all viable properties to highest feasible quality level.</p> <p>Redevelop large properties in support of broader neighborhood revitalization initiatives.</p> <p>Designate selected properties as "elderly only" buildings</p> <p>Implement elderly designation procedures for HUD-approved elderly designated sites as each development is renovated and returns on line.</p> <p>Consider elderly designation plan for fifth site.</p> <p>Identify new opportunities for mixed income housing to replace non viable public housing units.</p> <p>Expand housing choice in nearby communities while maintaining City's level of subsidized, affordable housing at 30% of rental units.</p> <p>Reduce concentration of poverty within New Haven's boundaries.</p> <p>Define overall management performance measures and standards.</p> <p>Implement ESCO energy performance based contract system.</p> <p>Implement enhanced quality control systems for maintenance delivery.</p>

	<p>Revise rent systems including conducting an assessment of revised rent structures to promote economic self sufficiency.</p> <p>Refine existing bi-annual recertification process for residents who are disabled and/or elderly.</p> <p>Continued to explore opportunities for paperwork reduction and use of enhanced technology through a presentation provided by Ikon sales staff.</p> <p>Enhance and expand Family Self Sufficiency Program operations.</p> <p>Increase homeownership opportunities for HANH participants through the FSS and SEHOP programs.</p> <p>Implement improvements to financial management and budgeting systems.</p> <p>Establish formal budget development and review process</p> <p>Strengthen analysis role of Finance Department and performance auditor.</p> <p>Develop and implement audit plan.</p> <p>HANH plans to implement a revised performance evaluation s system in the next fiscal year.</p> <p>Conduct an assessment and implement required changes to benefits package.</p> <p>Modify Central Office to address current and projected space needs.</p> <p>Develop and implement space utilization and construction plan.</p> <p>Implement central filing system for all applicant and participant files.</p>
2006	<p>Quinnipiac Terrace/Riverview HOPE VI Revitalization</p> <p>Occupancy Policies Updates</p> <p>Management Information – Public Housing Program Updates including, vacancy rates, rent collections, inspections, security issues, work orders,</p>
2007	Continued focus on capital project updates during FY 2007
2008	<p>Development of 122 Wilmot Road</p> <p>Partial Demolition of Farnam Court</p> <p>Phase III of Quinnipiac Terrace</p> <p>Prison Re-entry Initiative</p> <p>Acquisition of Parcel on 60 Peck Street for HOPE VI</p>

D. Objectives for FY 2009

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

HANH'S GOALS & OBJECTIVES: FY 2009 OBJECTIVES

Three-Year Goals & Objectives FY 2007-2009	Milestones & Current Status Through FY 2008	FY 2009 Milestones
1 Transform HANH's public housing portfolio through redevelopment, modernization, and effective asset management.		
1.1 Complete Quinnipiac Terrace revitalization.	<p>HANH was awarded HUD HOPE VI grant in FY03. ECCO Phase 1 (16 ownership units) completed FY05.</p> <p>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.</p>	<p>Trinity Phase 2 (50 rental units) completed.</p> <p>Quinnipiac Ridge (29 off-site rental units) completed.</p> <p>Began planning for Quinnipiac Terrace Phase 3 construction. Received competitive ARRA grant dollars (CFRC).</p>
1.2 Complete Eastview Terrace redevelopment.	<p>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.</p>	<p>Phase 1 closing completed.</p> <p>Mixed finance proposal submitted to HUD and approved.</p> <p>Disposition of property for mixed-finance purposes.</p> <p>Project completed and occupied</p>
1.3 Complete Phase 1 of Rockview redevelopment. Begin Brookside Phase 1 construction.	<p>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 and FY08. West Rock Master Developer selected in FY07.</p>	<p>West Rock Master Developer contract executed.</p> <p>Tax credit application submitted.</p> <p>Phase 1 closing completed. Early start for infrastructure submitted</p> <p>HOPE VI application for FY09 funding submitted.</p>
1.4 Complete modernization of 4 elderly developments.	<p>Constance Baker Motley modernization completed FY05. Katharine Harvey Terrace modernization completed FY06.</p> <p>Newhall Gardens modernization completed FY07. Prescott Bush Mall Construction Manager engaged FY07. Construction started during FY08.</p>	<p>Newhall Gardens HVAC Contract completed. Modified heating system not delivering temperatures consistently. A new heating system to be installed in Newhall Gardens in FY 2010 with formula ARRA Grant.</p> <p>Construction at Prescott Bush Mall 95% completed during FY2009.</p>
1.5 Develop an asset management plan for WT Rowe.	RFP for Master Developer issued in FY07.	Developed asset management plan.

Three-Year Goals & Objectives FY 2007-2009	Milestones & Current Status Through FY 2008	FY 2009 Milestones
	<p>Consultant engaged to secure supportive services funding.</p> <p>FY08- Master developer was selected; Resident engagement process underway</p>	<p>Developed funding plan for on-going delivery of supportive services to residents of this development</p> <p>Disposition application was submitted to HUD;</p> <p>Received CFRC grant;</p> <p>Negotiated land swap agreement with Yale-New Haven Hospital;</p> <p>Negotiated City Cooperation Agreement</p>
<p>1.6 Complete <i>Cisneros</i> scattered site acquisition.</p>	<p>HANH has acquired 183 units of housing which satisfied HANH obligations pursuant to the Cisneros Settlement Agreement.</p> <p>153 units acquired & occupied by end of FY06. 1 unit previously acquired was completed & occupied in FY07. Consultant engaged for acquisition during FY07. 4 new units acquired during FY07. Turnkey construction begun at Fulton St (6 units) in FY07.</p> <p>Turnkey RFP issued in FY07. 10 units under construction; 19 units remain to be acquired</p>	<p>Completed the acquisition, remediation and rehab construction of the acquired properties located at 35 Westbrook Lane, 1091 Townsend Avenue, 859 Woodward Ave, 21 Long Hill Terrace, 565 Central Ave and 571 Central Avenue</p> <p>Met acquisition obligation under CCA vs. Cisneros.</p> <p>Leased 89% of acquired units.</p>
<p>1.7 Complete CM capital projects at 6 sites.</p> <p>1.8 Complete planned capital projects within HUD deadlines.</p>		<p><i>See "Capital Planning" section. Progress made on all identified projects.</i></p>
<p>1.9 Dispose of properties in accord with HANH development, mixed finance, and asset management plans.</p>		<p>Negotiated disposition of McConaughy Terrace vacant land to Crossroads. Negotiated disposition of 7 Shelton Avenue and submitted to HUD for approval. Negotiated disposition of 39 County Street and submitted to HUD for approval. Negotiated disposition of HANH's warehouse.</p> <p>Disposition Application for William T. Rowe for mixed-finance purposes submitted to HUD for approval.</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>1.12 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.</p>	<p>Fencing and gate installation completed at Valentina Macri. Fencing and gate installation initiated at Ribicoff.</p> <p>Project was deferred to FY2010 for fencing and gate installation at Fairmont Heights.</p>

Three-Year Goals & Objectives FY 2007-2009	Milestones & Current Status Through FY 2008	FY 2009 Milestones
	<p>Site lighting evaluated & addressed in all sites in FY07.</p> <p>Fencing & gate improvements initiated in FY07.</p> <p>Security cameras in family sites activities begun in FY07.</p> <p>Cable access to intercom systems begun in FY07.</p>	<p>Security camera installation completed at 2 family developments: Westville Manor, Farnam Courts</p>
<p>2 Transform HANH public housing into housing of choice, in strong communities, through top-quality property management.</p>		
<p>2.2 Implement Local Asset Management model.</p>	<p>HUD issued new Operating Subsidy Asset Mgmt Rule in 2006 HANH redefined its public housing developments in FY06.</p> <p>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.</p>	<p>Continued implementation of Asset Management model.</p> <p>HANH executed First Amendment to the Restated and Amended MTW Agreement authorizing HANH to establish its Local Asset Management Program;</p> <p>Revised 2009 MTW Annual Plan to incorporate local asset management plan</p>
<p>3 Build strong communities through increased self-sufficiency and opportunities for program participants.</p>		
<p>3.1 Increase FSS Program participation & services.</p>	<p>HANH's FSS program began operating in FY02. HANH first received HUD grant funds for FSS in FY05. FY07 revised FSS program to reach broader population with broader goals</p>	<p>FSS enrollment increased to 200 residents.</p> <p>ROSS grant received for FSS coordinator</p> <p>Instituted outreach to former Quinnpiac Terrace and West Rock residents participating in homeownership program.</p>
<p>3.2 Connect 200 families to training & employment.</p>	<p>Contract for construction trades training executed in FY07. Residents completed construction trades training in FY07:</p> <p>Graduates employed in union construction trades in FY07: Residents employed by HANH in grounds work in FY07.</p>	<p>Revamped contract with CEO Construction Training Initiative. Trained 7 residents.</p>
<p>3.3 Development of 3 resident-owned businesses.</p>	<p>HANH has appointed a business development Director to oversee the development of Resident owned Business Concerns.</p>	<p>Administered the Section 3 Business Development Program.</p>

Three-Year Goals & Objectives FY 2007-2009	Milestones & Current Status Through FY 2008	FY 2009 Milestones
		One new Resident Owned Business established and one Resident Owned Business Start up Revolving Business approved.
3.4 10 families become first-time homeowners.	HANH implemented its SEHOP program in FY04. HANH implemented LIPH homeownership program FY04-07. HANH-assisted homeowners (since FY04):	3 new first-time homeowners.
3.5 Supportive services for persons with disabilities.	Ruoppolo SHP (23 service slots) established in 2001. McQueeney SHP (30 service slots) established in 2007. RT Wolfe SHP (25 service slots) established in 2007. Consultant engaged to secure funding for WT Rowe SHP.	SHP programs implemented in 1 additional development Crawford Manor).
3.6 Solicit and effectively manage grant funds.		Applications submitted and are pending.
4 Empower program participants for effective community leadership, advocacy, and participation in HANH's planning.		
4.1 Re-build & expand the Resident Advisory Board.	VOICES citywide organization discontinued operations FY06. HANH began rebuilding a new RAB during FY06. RAB has held monthly meetings throughout FY07.	RAB by-laws revised.
4.2 Ensure TRC leadership in each development.		Active TRCs at all developments. Revised TRC bylaws
4.3 Provide leadership training & development.	Contract for TA & leadership development executed in FY07.	
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.
5 Transform our agency and build organizational capacity to move to high-performing agency status, and to effectively adapt and reposition our agency in light of a continually changing regulatory and funding environment.		
5.1 Improve customer service agency-wide. 5.2 Improve internal controls, & quality control. 5.3 Improve technology and reporting systems. 5.4 Implement enhanced routine employee training.		Improved customer service agency-wide. Improved internal controls, & quality control. Improved technology and reporting systems. Implemented enhanced routine employee training.

Three-Year Goals & Objectives FY 2007-2009	Milestones & Current Status Through FY 2008	FY 2009 Milestones

II. General Housing Authority Operating Information

A. Housing Stock Information

At baseline, HANH served a total of 4,827 families. During FY2009, HANH served 5,102 families an increase of 275 families or 5.7% indicating that HANH is increasing the number of families being served.

HANH's LIPH housing stock as of September 30, 2009 of 2,424 units reflects a reduction of approximately 400 units since the beginning of HANH's MTW status, when HANH's housing stock included 2,811 total units. The vast majority of this reduction is due to units demolished for redevelopment. However, as indicated above, HANH has continued to serve the same number of eligible families through its LIPH and HCV programs, and additionally has added affordable units through its mixed income developments.

Year	Total LIPH	Total HCV	TOTAL
2002	2,811	3,473	6,284
2003	2,962	3,473	6,399
2004	2,685	3,473	6,158
2005	2,540	4,287 ¹	6,827
2006	2,623	4,520 ²	7,143
2007	2,448	4,029	6,477
2008	2,356	4,379	6,735
2009	2,424	4,379	6,803

The following table provides actual counts of units for FY2009.

¹ Reflects addition of 491 vouchers authorized for West Rock activities.

² Reflects 175 non-MTW vouchers –SRO, Fair Haven Elderly and Canterbury Gardens

HANH Housing Stock							
	As of 09/30/08	Planned FY09	Units Removed During FY2009	Units added During FY09	Actual as of 09/30/09	Difference between Planned FY09 and Actual	
Public Housing							
<i>General Occupancy</i>	893	893	0	0	1029	136	
<i>Mixed Population</i>	920	748	0	0	920	172	
<i>Elderly</i>	146	146	0	0	291	145	
<i>Scattered Site</i>	164	183	0	20	184	1	
Public Housing Subtotal	2123	1970	0	20	2424	454	
Housing Choice Voucher							
Tenant Based	2814	3000	0	185	2999	-1	
Project Based							
<i>Fellowship I</i>	18	18	0	0	18	0	
<i>Fellowship II</i>	5	5	0	0	5	0	
<i>Norton Court</i>	12	12	0	0	12	0	
<i>ALSO Cornerstone</i>	6	6	0	0	6	0	
<i>QT I</i>	23	23	0	0	23	0	
<i>QT II</i>	23	23	0	0	23	0	
<i>Eastview</i>	0	49	0	49	49	0	
<i>Park Ridge</i>	60	60	0	0	60	0	
<i>Howe St Limited Partnership</i>	0	15	0	13	13	-2	
<i>Casa Otonal</i>	0	15	0	12	12	-3	
<i>CUHO</i>	0	15	0	19	19	4	
<i>Frank Nasti</i>	0	15	0	11	11	-4	
<i>Mutual Housing</i>	0	10	0	9	9	-1	
HCV Subtotal	2961	3266	0	298	3259	-7	
HANH Total	5084	5236	0	318	5683	447	

HANH anticipated a total LIPH inventory for FY2009 of 1,970 units; however, this number did not reflect all units under private management causing some confusion. HANH has corrected this inventory count to include all units owned by HANH. This caused a change in the report of HANH's General Occupancy inventory. As such HANH's, General Occupancy inventory represented an increase of 136 units during FY09. In terms of new units, this includes 53 new LIPH units at Eastview Terrace. Additionally this data correction resulted in an increase in the reported Elderly units of 145. This does not represent actual new units.

With regard to HANH's Mixed Population inventory, HANH proposed to remove 172 LIPH Mixed Population units (William T. Rowe) for the purposes of redevelopment of this non-performing asset which is scheduled to begin March 2010. To date a developer has been selected, development agreement executed, site control agreement executed, Cooperation Agreement with the City of New Haven executed and a disposition application has been submitted to HUD for review and approval. However, the revised redevelopment plan now allows residents to remain in place while a new development is built. Therefore, the units projected to come off line during FY2009 will not be taken off-line until FY2011. This resulted in 172 units remaining in the portfolio.

Finally, during FY2009, HANH has completed the purchase of the final 20 units of the required 183 scattered site units in compliance with the Cisneros agreement. HANH has a total of 184 units purchased under the Cisneros agreement which represents 1 more unit than mandated. This was due to the purchase of a multi family building.

HANH has budget authority for 4,379 Housing Choice Vouchers. During FY09 HANH planned to lease 3,000 tenant based vouchers. HANH planned to lease an additional 266 project based vouchers during FY 2009 for a total of 3,266 voucher assisted units. During FY 09, HANH leased 2,999 tenant based vouchers and 260 project based vouchers for a total of 3,259 vouchers. This represents 7 fewer than anticipated. During FY 2009, HANH leased up fewer PBV than anticipated due to the fact that seven units selected for project based vouchers were later deemed non-compliant.

Non-MTW Housing

HANH also administers 80 single room occupancy vouchers. HANH was awarded 35 Veterans Administration Supportive Housing (VASH) vouchers in August of 2009. During FY09 none of these were leased. Neither SRO nor VASH vouchers are included in HANH's MTW voucher program.

All market rate units (a total of 10 units) developed by HANH are at Monterey Place and are privately managed by BCJ.

Funding Flexibility- Creation of new affordable housing units

HANH set forth in its 2008 MTW Annual Plan a schedule for using "fungibility" authority under our MTW Agreement as set forth below. Note that the 2008 Plan stated that we would use \$85,500,000 of Section 8 funds for modernization and capital improvements. The current Plan calls for HANH to use \$90.2 million of Section 8 funds for modernization and capital improvements. The current Plan includes three developments previously not included – QT 3, 122 Wilmot and William T. Rowe.

The MTW approved activities require that HANH maintain its lease-up rate at the current level for at least three more years.

HANH uses its MTW flexibility in this manner in order to promote long-term sustainable housing for low income families in mixed income and mixed finance projects. Using our funds in this manner enables us to make strategic decisions as to which property to invest funds in and which properties cannot be sustained over the long-term. In many cases, it makes more sense to develop a new development than to spend asset upgrading that development.

In addition, there is also the question of how many vouchers our market can absorb, thus in many cases it is more advantageous to create new units and to increase the supply of affordable housing than to address the demand side of the issue.

The following list of projects is provided in the 2008 MTW Annual Plan and requires the use of Section 8 funds for development:

- Eastview Terrace – 104 units
- Brookside-Rockview – 435 units
- Quinnipiac Terrace I and II – 160 units
- William T. Rowe (New) – 104 units
- 122 Wilmot Road- 47 units
- Quinnipiac Terrace III -33 units (plus an additional 20 market rate homeownership units)

We have already obligated or expended \$58.8 million of the \$90.2 million forecasted, leaving a balance of \$31.4 million which is roughly four years of excess Section 8 funds. Given the current production schedule and the projected availability of surplus Section 8 funds, HANH should be able to achieve 98 percent lease up in starting in FY 2014.

Appendix A of HANH's MTW Agreement specifically authorizes HANH to develop our "own Leased Program *through exceptions* to the standard Housing Choice Voucher Program."

B. Lease Up Information

Historical lease up information since the inception of MTW in 2002 is as follows:

Year	LIPH	HCV	TOTAL Families served
2002	2,086	2,889	4,975
2003	1,895	3,047	4,942
2004	1,737	3,245	4,982
2005	1,640	3,369	5,009
2006	1,553	3,250	4,803
2007	1,531	3,108	4,639
2008	2,356	2,947	5,303
2009	1,898	3,259	5,157

The following table provides FY09 lease up information.

HANH Lease Up Information						
Low Income Public Housing						
Development	Total Units	Available for Lease	Leased as of 9/30/09	Vacant as of 9/30/09	Issues	
<i>Elderly Only</i>						
Katherine Harvey	17	16	16	0		
Newhall Gardens	26	26	24	2	HVAC replacement needed	
Prescott Bush	58	0	0	0	Capital improvement	
Constance B. Motley	45	44	42	2		
Edith B. Johnson Tower	96	96	76	20		
William Griffin	4	4	4	0		
Monterey Phase III	45	45	43	2		
<i>Elderly Only Subtotal</i>	291	231	205	26		
<i>General Occupancy</i>						
Farnam Court	240	236	214	22	Capital improvement	
Essex Townhouse	35	33	25	8	Capital improvement	
Valley Townhouses	40	39	36	3		
Waverly Townhouses	52	49	48	1		
McConaughy Terrace	201	190	168	22	Capital improvement	
Westville Manor	151	145	114	31	Capital improvement	
Monterey I	42	42	38	4		
Monterey II	7	7	6	1		
Monterey IV	42	42	40	2		
Monterey V	17	17	17	0		
Monterey 2R	28	28	24	4		
Quinnipiac Terrace I	58	58	57	1		
Quinnipiac Terrace II	56	56	55	1		
Eastview Terrace	53	53	52	1		
015-Scattered Site	7	6	6	0		
<i>General Occupancy Subtotal</i>	1029	1001	900	101		

<i>Mixed Population</i>						
	Winslow Celentano	65	36	33	3	Capital improvement
	George Crawford Manor	109	107	90	17	Capital improvement
	Abraham Ribicoff Cottages	40	39	37	2	
	Robert T. Wolfe	93	85	79	6	Capital improvement
	Matthew Ruoppolo Manor	116	99	87	12	Capital improvement
	Ribicoff Cottages Extension	60	52	45	7	
	Valentina Macri	17	17	16	1	
	Charles T. McQueeney	150	126	101	25	Capital improvement
	William T. Rowe	172	57	57	0	Redevelopment
	Fairmont Heights	98	95	90	5	
	<i>Mixed Population Subtotal</i>	920	713	635	78	
<i>Scattered Sites</i>						
	044-Scattered Site	16	16	15	1	
	047-Scattered Site	7	7	6	1	
	050-Scattered Site	5	5	5	0	
	051-Scattered Site	11	11	10	1	
	052-Scattered Site	15	15	13	2	
	054-Scattered Site	6	6	6	0	
	055-Scattered Site	8	8	8	0	
	056-Scattered Site	10	10	10	0	
	057-Scattered Site	16	15	12	3	
	058-Scattered Site	13	13	12	1	
	059-Scattered Site	1	1	1	0	
	060-Scattered Site	12	12	11	1	
	061-Scattered Site	16	16	15	1	
	062-Scattered Site	19	19	6	13	
	063-Scattered Site	12	12	11	1	
	064-Scattered Site	12	12	12	0	
	071-Scattered Site	5	5	5	0	
	<i>Scattered Site Subtotal</i>	184	183	158	25	
	HANH Grand Total	2424	2128	1898	230	

Housing Choice Voucher Lease Up

HANH Lease Up Information				
Housing Choice Voucher				
Voucher Type	Total Vouchers	Vouchers Utilized	Percentage	Issues
Tenant Based	4379	2999	68%	
Project Based				
Supportive Housing	41	41		
QT I	23	23		
QTII	23	23		
Park Ridge	60	60		
Eastview	49	49		
Howe St. Limited	15	13		Lease up not completed
Casa Otonal	15	12		Lease up in progress
CUHO	15	19		Lease up in progress
Frank Nasti	15	11		Lease up in progress
Mutual Housing	10	9		Lease up in progress
Rockview		0		Construction not comple
Brookside		0		Construction not comple
HCV Total	4379	3259	74%	

C. Waiting List Information

During FY2009 HANH completed its transition to site based lists. All agency wide lists were discontinued. All applicants were transferred to their correct sequence to site based lists. The only remaining agency wide list is the Accessible Unit list. HANH experienced a growth in its waitlist of 22%. This is likely related to the increased need in the community due to economic downturn and the significant modernization underway that results in fewer units available at any one time.

(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, 2008	As of September 30, 2009
Public Housing - Accessible - Open	26	33
Public Housing - Elderly Only - Discontinued	38	0
Site Based - Constance B. Motley - Open	26	46
Site Based - Newhall Gardens - Open	27	46
Site Based - Prescott Bush - Open	1	19
Site Based - Katherine Harvey Terrace - Open	20	36
Public Housing - Elderly/Disabled – Discontinued	5	0
Site Based - Abraham Ribicoff Cottage - Open	45	111
Site Based - Charles T. McQueeney - Open	225	616
Site Based - Fairmont Heights - Open	69	116
Site Based - George Crawford Manor - Open	186	457
Site Based - Mathew Ruoppolo Manor - Open	97	287
Site Based - Ribicoff Cottages Extension – Open	37	67
Site Based - Robert T. Wolfe - Open	135	326
Site Based - Valentina Macri Court - Open	24	42
Site Based - Winslow Celentano - Open	120	307
Public Housing - General Occupancy - Discontinued	139	0
Site Based - County & Henry - Closed	529	477
Site Based - Eastview Terrace - Closed	925	779
Site Based Essex Townhouses - Closed	935	870
Site Based - Farnam Court - Closed	640	315
Site Based - McConaughy - Closed	685	575
Site Based - Valley Townhouses - Closed	860	797
Site Based - Waverly - Closed	832	588
Site Based - Westville Manor - Closed	715	590
Supportive Housing - McQueeney - Open	14	1
Supportive Housing - R. T. Wolfe - Open	3	0
Supportive Housing - Ruoppolo Manor - Open	4	4
Section 8	501	578
Total Applications	2,600 unduplicated count	3,167 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 2009 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 July 2009 to September 30 2009 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 2009, 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 FY2009.

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. The lists re-opened on April 2008 and remained open throughout the remainder of FY2009. 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 2009. HANH also received the partial elderly-designation of four projects totaling 143 designated units. In accordance with the Uniform Federal Accessibility Standards, the remaining 52 units in these four partially elderly-designated projects will remain as accessible units for both elderly and non-elderly disabled persons. Priority for these 52 units shall be given to persons that are mobility impaired.

Public Housing Supportive Housing Programs. HANH has developed supportive housing programs on-site in four of its Mixed Population developments and maintains separate site-based waiting lists for new admissions to its public housing supportive housing programs. The most recent addition during FY2009 was within Crawford Manor which supports approximately 25 residents. 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 2009.

Admission to *Cisneros* Scattered Site Public Housing

HANH owns 184 scattered site units developed under a *CCA v. Cisneros* Settlement Agreement. 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 developments: Monterey Place, Quinnipiac Terrace and Eastview Terrace. The housing in Monterey Place and Quinnipiac Terrace is owned and managed by private companies, according to management agreements, whereas Eastview Terrace is owned by HANH and managed privately. The private management companies have established their own policies for admissions and occupancy. Admissions to these properties is 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. The management agent maintains site based waitlists for LIPH units at these developments. HANH maintains the HCV waitlist for the PBV units at these 3 sites.

Housing Choice Voucher Waitlists

The following table details the HCV program waitlists.

Waitlist

Section 8	Ending FY08	Elderly, Disabled and family	Single	Ending FY09	Elderly, Disabled and Family	Single	Status
Tenant Based	534	252	142	478	381	97	Closed
Project Based	458	392	66	0	0	0	Merged
Supportive Housing	1	1	0	8	4	4	Open
SRO	8	3	5	7	3	4	Open

- **Section 8 (HCV) Tenant-Based Assistance.** HANH maintains a single waiting list for all applicants for tenant-based and project based voucher assistance. HANH's Section 8 (HCV) waiting list was opened during FY 2009 for Elderly and Disabled 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 did not close the list during FY 2009. The project wait list was purged on December 3, 2007.

Section 8 (HCV) Project-Based SROs. HANH continues to maintain a waiting list for 80 SRO units that receive project-based voucher assistance. This waitlist was open throughout FY09.

III. Non-MTW Related Housing Authority Information

HANH's activities largely consist of MTW related activity, however, the following activities fall outside of the MTW program.

1. Single Room Occupancy (SRO) vouchers. As indicated above, HANH administers 80 SRO vouchers which are outside of the MTW program.
2. Veterans Administration Supportive Housing (VASH) Vouchers were awarded. During FY2009, HANH was awarded 35 VASH vouchers. The program was implemented through coordination with the local VA; however, the first vouchers were not leased during FY2009. This project will be reported on in the FY10 MTW Annual Report
3. HANH received additional ARRA funded capital fund award in March 2009 totaling \$6,045,769. This money is not included in MTW funding block grant and has been allocated toward the following projects: Physical Needs Assessment; Environmental Testing and Monitoring related to Vacant Unit rehab; Crawford Manor façade repair project; Vacancy Rehabilitation and HVAC upgrades at McConaughy Terrace. During FY2009, projects were scoped and put out for competitive bid. HANH moved forward on a schedule to obligate all funds by March 17, 2010.
4. HANH applied for Federal Competitive Capital Fund Recovery Act grants during FY 2009. HANH was awarded over \$22 M in CFRC grants to facilitate the following projects: Quinnipiac Terrace III, William T. Rowe, Brookside Infrastructure and Ruoppolo Manor UFAS compliance. These projects will be reported on in the FY10 MTW Annual Report.
5. ROSS Grants. HANH is the recipient of the following ROSS grants used for resident support services in family developments and elderly/disabled developments:
 - HANH received a grant of \$348, 223 for our family developments
 - HANH received a grant of \$300,000 for our elderly/disabled developments, which was exhausted in December 2009
6. HANH received a grant in the amount of \$58,000 for the position of FSS Coordinator

IV. Long-Term MTW Plan

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 nonperforming 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.
<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 to determine revitalization or disposition 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 Quinnpic Terrace redevelopments) • Promotion of housing opportunities for income eligible local workforce through LIPH and HCV programs.

MTW Goal	Description of Long Term (10 Years) Strategic Plan
	<ul style="list-style-type: none"> • 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

V. Proposed MTW Activities but Not Implemented

A. Approved by HUD but not Implemented:

The following initiatives were contemplated for FY2009 but not undertaken for reasons detailed below.

1. Disposition of 55 Division St. HANH intended to dispose of 55 Division St. to Glendower, Inc., an affiliated corporation, for the purposes of securing financing for mixed finance redevelopment. This real property was to be included in the Rockview redevelopment as off-site unit development.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
D Analysis of Impact on Stated Objective	Disposition and development of this site will add additional affordable housing units to the portfolio thereby increasing housing choice.
E Actual Performance v. Baseline/Benchmark	Determine most appropriate use and submit disposition application to HUD. Obtain HUD approval of disposition.
F If Not Achieved, Why?	HANH has deferred development of this site due to non funding of the HOPE VI application and lack of other financing structure at this time.
G Evaluate effectiveness of Activity	None to date.
H Authorization Cited	Amended and restated Moving To Work Agreement, Attachment C Section B.1.b.ii. provided authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction, or moderate or substantial rehabilitation of housing or commercial facilities

2. Acquisition of Parcel on Peck Street for Phase III of Quinnipiac Terrace Redevelopment. Phase I and Phase II are completed. HANH proposed to revise the Revitalization Plan for Phase III of the Quinnipiac Terrace Redevelopment Project to include acquisition of this related parcel. Phase III will include a mix of mixed income rental and homeownership units and as originally proposed included the acquisition of an offsite parcel. HANH planned to use non public housing funds for the acquisition; therefore project will not be subject to the requirements of 24 CFR Part 941. Due to extension need for remediation at this site, HANH has chosen to move forward with Phase III without the acquisition of this parcel at this time.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
D Analysis of Impact on Stated Objective	Acquisition of this site will allow for development of additional affordable housing. The impact of the completed project shall promote housing choice for low income families by increasing the range of housing options available to HANH low income families.
E Actual Performance v. Baseline/Benchmark	Current land is vacant and underused. HANH proposed to develop 11 additional units on this site. During FY09 the site was not acquired and no additional units were developed.
F If Not Achieved, Why?	Financial analysis did not support acquisition of this site at this time due to significant remediation costs discovered related to the site. Development of QT Phase III will continue on alternative sites.
G Evaluate effectiveness of Activity	Not applicable.
H Authorization Cited	Amended and restated Moving To Work Agreement, Attachment C Section B.1.b.ii. provided authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction, or moderate or substantial rehabilitation of housing or commercial facilities

3. Low Income Public Housing Program - Implement Energy Conservation Performance Contracting. HANH undertook an Energy Audit which was conducted by Ameresco. The Ameresco study identified a number of capital improvements that will improve the energy efficiency of HANH's properties. These include replacement windows, energy efficient lighting, water saving measures, etc. While HANH continues to see value and has taken preliminary steps toward energy performance contracting, this initiative was not undertaken during FY09.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
D Analysis of Impact on Stated Objective	Undertaking energy efficiency initiatives will reduce HANH and resident's expenses on electricity, gas, oil and water expenditures thereby making better use of federal expenditures.
E Actual Performance v. Baseline/Benchmark	HANH's utility expenditures for FY08 totaled \$6 million (baseline). HANH's utility expenditures for FY09 totaled \$5 million. No significant change incurred as a result of this initiative. Savings recognized result from an unseasonable warmer winter resulting in heating cost savings.
F If Not Achieved, Why?	HANH did not implement this initiative due to competing priorities and procurement issues.
G Evaluate effectiveness of Activity	Not applicable.
H Authorization Cited	As established in Attachment D of the Amended and Restated MTW Agreement, HANH's baseline utility consumption will remain frozen and HANH shall waive the requirements of 24 CFR 990.185 which requires the recalculation of the Rolling Base Consumption Level (RBCL).

4. Marketing Incentives to Attract Higher Income Eligible Families to HANH’s Family Developments. HANH proposes to offer incentives to families whose income is in the 50 to 80% of the Area Median Income (AMI) to lease up in HANH’s family developments. With over 85% of HANH’s residents at the extremely low income level, HANH experiences challenges in creating viable communities. This results in communities plagued by social challenges of the extremely low income level and less viable communities.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures
D Analysis of Impact on Stated Objective	HANH anticipates that by making these communities mixed income communities with residents with higher incomes, it will revitalize the neighborhoods and will create a better living environment
E Actual Performance v. Baseline/Benchmark	<p>Currently 85% of HANH’s residents are at the extremely low income level. HANH’s newly admitted families fall into one (1) of three (3) categories. Extremely low (0%-30%) Very low (30% - 50%) Low (50% - 80%) Since the year 2000, 750 of 775 (97%) of new admissions have fallen below 50% of AMI.</p> <p>During FY 09 HANH’s distribution of families is as follows: 63% Extremely Low 35% Very low 2% Low</p>
F If Not Achieved, Why?	Ongoing initiative. HANH is in process of outlining marketing measures to attract residents as well as the current income targeting initiatives.
G Evaluate effectiveness of Activity	HANH averages 200 new applicants per year and averages 250 new admissions per year. The data will be collected in reports that will report the income at the time of application, at the time of the full application update and at the time of admission. This data will be analyzed quarterly and used to target admissions.
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C-Section C.3 authorizes HANH to develop and adopt a local policy for deconcentration and income mixing in public housing communities.

5. Local Asset Based Management: Under the First Amendment to the MTW Agreement 10-15-08, HANH is permitted to design and implement its own Local Asset Based Management Program so long as HANH and HUD agree that the principles and understanding outlined in the Amendment are adhered to. HANH developed a program wherein Excess Operating Reserves are funded from the General Fund Account and will be used to cover deficits through a journal voucher entry once per year to ensure that the transfer of funds from the General Fund to a project to cover any operating deficits are reflected on the income and expense statement of the project. HANH used property level management accounting and budgeting for direct costs incurred by each property. Each project is charged a management fee of \$63.29 per unit per month, bookkeeping fee of \$7.50 per unit per month, asset management fee of \$10 per unit per month and other fees that are reasonable and appropriate for services carried out by the Central Office Cost Center. The cost of vacant unit turnovers will be charged to projects based on the fee schedule for turnovers set forth in the third party unit turnover contract which was obtained through competitive procurement. The cost of legal services will be charged to the AMPs on a fee for service basis by charging the project for actual services performed by staff and outside counsel for direct services. An indirect cost approach is used for the cost of implementing the CFP; leasing; centralized wait list; resident services supervisory staff and rent collection all of which are pro rated based upon the number of ACC units. Security costs will be allocated based upon fee schedule set forth in the third party security contract. Proceeds from the CFP, energy performance contracts and other similar sources to support project operations are not reflected in the operating statements for each project. The COCC operates on the allowable fees and other permitted reimbursements from its LIPH and HCV programs, as well as revenues generated from non-public housing programs. HANH systematically reviews information regarding the financial, physical and management performance of each project and identifies non-performing assets. All non-performing assets will have a management plan that includes a set of measurable goals to address. During FY2009, HANH conducted an updated Physical Needs Assessment for each project. The work was completed in FY2010 and will be fully reported in the FY10 report. Finally, HANH has implemented a Risk Management Program in accordance with §990.270.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures.
D Analysis of Impact on Stated Objective	Simplify and streamline operation by eliminating the need to decentralize functions such as procurement, leasing, construction project management etc. that are more effectively carried out on a centralized rather than a de-centralized basis; reducing auditing and bookkeeping costs by eliminating the need to divide assets among projects; reduce the need to charge and track certain costs for capital fund program and other central office functions that are performed directly for a project.
E Actual Performance v. Baseline/Benchmark	<p>HANH tracks administrative savings by calculating FTE hours spent on site based tasks that are approved to be handled centrally. HANH tracks FTE hours spent on capital fund project management. During FY2009, baseline data was to be collected. This data is being analyzed to establish the baseline for future year's comparison.</p> <p>At baseline, HANH had begun conversion to Asset Management.</p> <p>During FY2009, all AMPS completed Asset Based Budgets. Individual balance sheets were developed. Fees were implemented and charged where appropriate.</p>
F If Not Achieved, Why?	FY2009 was the baseline data collection year. While HANH anticipates savings and productivity enhancements, these have not yet been documented.
G Evaluate effectiveness of Activity	On going evaluation of the effectiveness of this initiative.

H Authorization Cited	First Amendment to the Amended and Restated MTW Agreement authorizes HANH to develop a Local Asset Management Program.
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6. Increase percentage of project based units at any one development to 75%

Attachment C. Section D. (e) authorizes HANH to determine the percentage of housing voucher assistance that it is permitted to project base at any one development. Section D(e) waives certain provisions of Section 8(o)(13) of the Act that prohibits Agency from awarding not more than 25 percent of the dwelling units in any building with project based assistance. In those cases where project based units are needed to ensure the viability of mixed finance projects, HANH may project base up to 75 percent of the units in the development provided the project leverages non-public housing authority investments and increases housing choices for low income families. HANH will limit the amount of project based units in non-mixed finance projects to no more that 50 percent of units in the project provided, however, that the Agency may project base up to 75 percent of the units in such project if the project will provide replacement units for public housing units lost as a result of demolition or disposition, if the project is undertaken in an areas where significant investments are being made, if the project will help to reduce the concentration of very low income families or if the project is located in areas that provide increased access to transportation or employment opportunities. The exemption against the cap on project based units for elderly households and for supportive housing units that is permitted under current regulations will continue. Under the prior MTW Demonstration Agreement, HANH was specifically authorized to provide assistance up to 50 percent of the units in a project. This authorization has been essential with helping to promote increased housing opportunities as well as to leverage private funds.

C MTW Statutory Objective	Section 203(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. That statute also provides authorization for the agency to implement programs that promote housing choices for low income families.
D Analysis of Impact on Stated Objective	HANH anticipated that increasing the cap from 25 to 75 percent for mixed finance projects and to 50 percent in other cases, will help to increase the supply of affordable housing in areas that promote deconcentration of poverty, provide housing in areas that are accessible to employment, schools, shopping and transportation and help to promote investments in areas where other significant investments are being made. Increasing the cap will also increase the number of affordable units that HANH is able to create by increasing the amount of private debt a project can afford to pay.
E Actual Performance v. Baseline/Benchmark	At baseline, HANH leveraged \$1,763,256 in private debt for 24 project based units over the 25 percent cap. Benchmark established is \$6,230,178 in additional private debt creating an additional 61 units. HANH’s financing plans for the following developments are on target to yield this return, however, project closings have not yet occurred: William T. Rowe Quinnipiac Terrace III
F If Not Achieved, Why?	Development projects are on-going. See descriptions elsewhere. All projects are on target to yield the projected impacts.
G Evaluate effectiveness of Activity	On-going.
H Authorization Cited	Section D.1.e of Attachment C authorizes the Agency to set its own limit in spite of the 25 percent cap under Section 8(o) (13) of the Act.

7. Capital Fund Financing Plan-

Section 9 (d) of the Act authorizes PHAs to use their Capital Fund Program to finance the development or renovation of public housing. Section 9 (1) (I) of the Act authorizes PHAs to use operating funds to pay debt service. Section 30 of the Act, subject to HUD approval, allows PHAs to mortgage their properties to secure financing. The regulatory guidance for using Capital Fund Program funds to repay debt is set forth in 24 CFR Part 905. In general, a PHA may pledge up to 33 percent of its CFP funds and 50 percent (but use up to 100 percent) of its RHF to pay debt service. The regulatory guidance for Operating Funds to repay debt is set forth in 24 CFR Part 990.400. Under 990.400 PHAs are permitted to pledge cash flow in from a project in excess of three months to pay debt service. Since HANH is an MTW agency that uses its Capital, Operating and Housing Choice Vouchers funds for any of the purposes under any of these programs, HANH proposed to use and pledge its excess HCV funds to pay debt service for the redevelopment of Brookside, Rockview, William T. Rowe and 122 Wilmot Road pursuant to 24 CFR part 990.400, HANH proposed to use excess cash flow from its Operating and HCV program that exceeds three months operating expenses.

The CFFP plan was submitted to HUD for review and consensus could not be obtained regarding use of the HCV excess funds for this purpose. HANH reconsidered and has developed an alternative plan that is more consistent with traditional CFFP applications. This plan has been submitted to HUD for approval. HANH pledged its CFP and RHF funds with no pledge of HCV funds. As such, HANH's bonding capacity was reduced and HANH no longer anticipates funding 122 Wilmot Road development with the proceeds of the CFFP.

HANH was reviewed and rated by Standard and Poors and received a AA- rating. Bond documents have been developed.

As redesigned, proposal no longer requires MTW flexibility and will be reported on in future reports in Section III. Non MTW Related Activities.

<p>C MTW Statutory Objective</p>	<p>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. The statute also provides authorization for the agency to implement programs that promote housing choice for low income families.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>Use of the CFFP will provide HANH with the capacity to leverage private capital needed for the redevelopment Brookside, Rockview and William T. Rowe.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>Baseline is the amount of dollars that could have been leveraged without CFFP and the resulting number of units. HANH would have been able to develop 195 units. Utilizing the CFFP (in the redesigned model), HANH anticipates raising \$14 million additional dollars which leverages and additional \$60 million supporting the development of 210 additional units.</p>
<p>F If Not Achieved, Why?</p>	<p>Program redesign incurred delays. Proposal has been submitted to HUD and HANH awaits approval.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>On-going.</p>
<p>H Authorization Cited</p>	<p>Section VI. (1) (b), Section VI (2)(a)(ii), and Section VI(2)(b)(ii) authorizes the Agency to commingle its HCV, Operating and Capital funds to use them for any of the purposes under any of these programs.</p>

8. Security Deposit Guarantee Program

a. Low income families often have difficulty paying the security deposit required by most landlords. Landlords are unwilling to lease a unit without a security deposit. The State of CT previously offered a security deposit guarantee program that assisted such participants. Due to fiscal constraints, in 2009 the State discontinued this needed program for Housing Choice Voucher participants. This proposal offers up to 1 month of security guarantee for eligible participants who are newly awarded a voucher and cannot afford the security deposit. Given that current voucher holders are under lease and need to maintain the unit in such condition that they would be able to retrieve their existing security deposit and use that for a future move, they are not eligible for this program. Based upon HANH's intended new voucher lease ups under the foreclosure protection program, VASH and project based voucher lease ups, it is anticipated that approximately 260 new lease ups would have occurred during FY09. Based upon current experience, HANH estimates approximately 10% of these individuals would have need for such a program. Eligible participants must be new lease ups, must be homeless or at-risk of homelessness and have a demonstrated inability to pay the security deposit. Eligible participants cannot be eligible for moving expenses under URA. This guarantee would cover expenses for damages made by the participant upon move out beyond normal wear and tear. Landlord would be required to submit documentation of the costs incurred. The deposit will not exceed one month rent.

C MTW Statutory Objective	Section 204 (a) of the 1996 Appropriations Act provides that public housing agencies that administer section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increases housing choices for low income families
D Analysis of Impact on Stated Objective	It was estimated that 1% of participants are unable to find suitable housing because they are unable to provide security deposit. The impact of paying an additional 1 month subsidy for these units is estimated to be \$30,000 (30 occurrences annually x \$ 990 (average monthly subsidy) x 1 month). However, it is anticipated that landlords will be willing to remain in the program and continue to provide this housing opportunity to participants thereby promoting housing choice.
E Actual Performance v. Baseline/Benchmark	At baseline, no families were participating in this newly designed initiative. It was anticipated that during FY2009 26 families would access the program. No families accessed due to delays in program launch.
F If Not Achieved, Why?	This initiative was not approved with the original MTW 2009 Annual Plan but was included as an amendment. Due to those delays, HANH will implement this during FY10.
G Evaluate effectiveness of Activity	NA
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C- Section D. 1.d. authorizes HANH to determine a damage claim and/ or vacancy loss policy and payment policy for occupied units that differs from policy.

9. SEHOP Capital Improvement Program-

HANH's SEHOP program has helped 22 HANH-assisted families become first time homeowners and several additional families are mortgage-ready. HANH recognizes that many families require several years to build income and repair credit issues before they are ready for homeownership. We are aware that many homeowners are able to pay their mortgages but may be unable to pay for needed capital improvements that arise over time. HANH's intent is to implement a capital improvement allowance for all residents who have purchased homes through the homeownership program. HANH assessed common capital improvement projects incurred by homeowners and sought estimates for these repairs. Based upon this, HANH determined an appropriate amount to escrow each year. HANH will provide a monthly stipend in the amount of one-twelfth (1/12) of one percent (1%) of the total purchase price of each home or condominium to be placed in escrow. For a home with a purchase price of \$165,000, a homeowner could accrue \$1,650 annually which after the first three years results in almost \$5,000 to be used for home repairs. These funds may be used for repairs or to replace any major components of the home that costs \$500 or more. It is anticipated that all homes purchased have passed a home inspection and should not need immediate repairs. In order to ensure that homeowner are buying homes of good quality and not immediately in need of major investment, homeowners will not be allowed to access these funds until they have resided in their home for at least three years.

C MTW Statutory Objective	Section 204 (a) of the 1996 Appropriations Act provides that public housing agencies that administer section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that 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.
D Analysis of Impact on Stated Objective	HANH's SEHOP participants will pay for capital improvements to replace or repair major components of the dwelling to maintain the integrity of the home and improve its value. HANH's SEHOP participants will remain current in mortgage payments as they do not have to defer mortgage payments to cover other outstanding capital costs.
E Actual Performance v. Baseline/Benchmark	Currently no families have an escrow account for capital improvements. HANH will track number of established accounts, escrow amount, and after the first three years, withdrawal requests from SEHOP participants. HANH will track number of residents who remain current in mortgage.
F If Not Achieved, Why?	HANH will track number of established accounts, escrow amount, and after the first three years, withdrawal requests from SEHOP participants. HANH will track number of residents who remain current in mortgage. Program will be implemented during FY2010.
G Evaluate effectiveness of Activity	Program was not proposed in original FY2009 Plan but instead was proposed during a plan amendment. As such, time did not allow for implementation during FY2009. Program will be implemented during FY2010.
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C- Section B.1.b.iii authorizes HANH to provide case management activities, such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services, employment counseling, education, training and other services related to assisting tenants, owners, contractors and other persons or entities participating or seeking to participate in other housing or training and education activities assisted pursuant to this section. Section B.1.vi authorizes HANH to provide HCV assistance or project-based rental assistance alone or in conjunction with other private or public sources of assistance.

10. Landlord Protection Plan

A common landlord complaint centers around instances where participants “skip out” of the unit without giving adequate notice and leaving the landlord with an unplanned loss of rental income. Oftentimes, there are damages to the unit that must be abated which requires use of the security deposit. This circumstance can leave otherwise eligible landlords unwilling to participate in the HCV program in the future. In an attempt to alleviate the concern caused by lack of rental income in situations where the “skip out” is not the fault of the landlord, HANH proposed a Landlord Protection Program where the landlord is eligible for up to 60 days HAP payments while seeking a new tenant. The landlord must self-certify that the unit meets HQS prior to payment being authorized. Additionally, the landlord must complete the move out documentation. In order to qualify for the plan, the landlord must pursue a claim against the participant in small claims court and be able to provide documentation of such efforts. HANH will investigate claims under the Landlord Protection Plan and the participant will be entitled to the HANH grievance process prior to any termination of benefits. The landlord shall make every effort to lease the unit. HANH will provide the landlord with referrals when available to assist in occupancy. The landlord will not be eligible for the benefit if s/he intentionally keeps the unit vacant.

After further discussions with HUD Regional Office staff, this initiative was not pursued. Alternatively, the above referenced Security Deposit Guarantee Program was proposed.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low income families.
D Analysis of Impact on Stated Objective	This was anticipated to cost \$60,000 annually, however would promote housing choice through retaining good landlords. Initiative was not pursued.
E Actual Performance v. Baseline/Benchmark	At baseline, no dollars were expended for this purpose. It was estimated that 1% of moves are unanticipated skip outs. During FY09 this was not implemented.
F If Not Achieved, Why?	HANH decided to pursue Security Deposit Guarantee as noted above.
G Evaluate effectiveness of Activity	NA
H Authorization Cited	Amended and Restated MTW Agreement, Attachment C-Section D.1.d authorizes HANH to determine a damage claim and/or vacancy loss policy and payment policy for occupied units that differs from the policy requirement currently mandated in the 1937 Housing Act and its implementing regulations.

11. Two and Three Year HAP Contract.

HANH proposed modification of the existing annual HAP contract to create a two year and three year HAP contract. HANH proposed to waive the requirement that the term of the HAP contract is the same as the term of the lease as set forth in 24 CFR Part 982.51 for each Housing Choice Voucher, and in place of this requirement, HANH proposed to renew such HAP contracts contemporaneously with each recertification which may be done biennially or triennially pursuant to the HANH Rent Simplification Policy for the Housing Choice Voucher Program. This serves to simplify the administrative burden for participants, landlords and HANH staff. A new HAP agreement will only be required in cases where the rental terms are changing, e.g. rent increases, or for moves.

Upon further discussion with HUD, it was determined that no MTW authority is needed to pursue this activity. Therefore, it will not continue to be reported in Annual Plans and Reports.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that increase housing choices for low income families.
D Analysis of Impact on Stated Objective	This was proposed to further reduce the administrative burden of administering the HCV program. The simplified process will benefit participants, landlords and HANH staff. Given that recertifications are now on the two and three year cycle, it is appropriate that HAP contracts coincide. HANH does not need MTW flexibility to implement.
E Actual Performance v. Baseline/Benchmark	This was not implemented.
F If Not Achieved, Why?	NA
G Evaluate effectiveness of Activity	NA
H Authorization Cited	None needed.

12. Community Service Requirement

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.

No MTW authority is required to implement, therefore this item will not appear in future Plans and Reports.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that gives incentives to families to become self sufficient.
D Analysis of Impact on Stated Objective	NA
E Actual Performance v. Baseline/Benchmark	HANH has improved compliance, however, no MTW flexibility is required therefore this item will no longer be included.
F If Not Achieved, Why?	NA
G Evaluate effectiveness of Activity	NA
H Authorization Cited	None required

13. Income Targeting

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

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

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

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

No MTW authority is required to implement, therefore this item will not appear in future Plans and Reports.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase families self sufficiency.
D Analysis of Impact on Stated Objective	Improving the income mix in developments will create more viable communities. No MTW flexibility is required, therefore initiative will not be included.
E Actual Performance v. Baseline/Benchmark	NA
F If Not Achieved, Why?	NA
G Evaluate effectiveness of Activity	NA
H Authorization Cited	None needed.

VI. On-Going MTW Activities:

B. Approved by HUD and In Progress:

1. West Rock Revitalization (Brookside and Rockview).

HANH intends mixed finance redevelopment of Rockview and Brookside, which will require disposition to an eligible owner corporation. HANH proposed to use its MTW flexibility to leverage funds necessary for the redevelopment of these two former public housing developments to create a new, mixed income development with rental and homeownership options. HANH has leveraged city contributions and Federal ARRA CFRC funds to fund the infrastructure improvements related to the creation of this new community.

<p>C MTW Statutory Objective</p>	<p>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.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>With the completion of the construction of new units, it is anticipated that the additional quality units will improve housing choice for low income families.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>Site is vacant with no units at baseline.</p> <p>Goal is to create 475 new units on Brookside and Rockview parcels.</p> <p>During Phases 1, 2 and Homeownership, 222 high quality desirable units are anticipated.</p> <p>Developments will show low vacancy rate, low turnover rate, high REAC scores and efficient operating costs.</p> <p>Development is underway. No new units created during FY09.</p>
<p>F If Not Achieved, Why?</p>	<p>Developer has been selected. Financing commitments, zoning approvals etc. are secured. Demolition completed during FY09. Construction to begin during FY10.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>Not applicable</p>
<p>H Authorization Cited</p>	<p>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".</p>

2. Waiver of HUD Design Guidelines.

HANH's redevelopment efforts have identified a need for creation of local design guidelines that reflect the local conditions and facilitate the development of quality housing . HANH has established a Design Standards Manual to reflect the local marketplace and housing quality standards. HANH has identified the need for larger rooms and additional amenities which are incorporated at other PHAs. The properties shall conform to the design standards established and set forth in HANH's Design Standards established and set forth in "HANH's Design Standards Manual". HANH requests waiver of HUD design guidelines and implementation of HANH's local design guidelines.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures.
D Analysis of Impact on Stated Objective	HANH's design standards provide larger units with additional amenities. These units are more marketable and expand the quality of housing for low-income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated that HANH will experience a faster lease up and fewer turnovers.
E Actual Performance v. Baseline/Benchmark	HANH completed redevelopment of Eastview Terrace utilizing HANH design guides, TDC and HCC limits. HANH has compared this property to a similar development Valley/Waverly Townhouses built according to HUD design guides. Vacancy rate at Valley in base year was 3.8 percent, vacancy rate for Eastview is 0%; REAC score for Valley/Waverly in base year was 88 compared to 95 for Eastview in FY2009; Operating cost per unit for Valley/Waverly in base year was \$8,692.00 as compared to \$5,172 for Eastview.
F If Not Achieved, Why?	HANH submits full proposal as part of this MTW 2009 Annual Report. Successful initiative, Will continue to evaluate.
G Evaluate effectiveness of Activity	Measures of success of this initiative included assessment of the marketability and desirability of the units, REAC scores and requests for work orders. All measures show that units designed with HANH's design standards are meeting the market needs and cost less operationally.
H Authorization Cited	Amended and Restated Moving to Work Agreement, Attachment C, Section C.12 provides authorization for HANH to establish reasonable and modest design guidelines.

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

HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HUD’s TDC costs reflect industry average with the quality of products being specified as average or good. HANH has identified the need to specify products that are of a higher level of quality than the standards used by HUD to develop its cost limits. A higher standard is needed due to the fact that the family sizes are larger therefore better doors, floors, bathtubs, cabinets, et al. is needed. Lack of adequate funding for maintenance means that fiberglass instead of vinyl windows are needed, heavier gauge doors, et al. Additional storage space is also needed. Additionally, HANH must respond to the State of CT’s requirement for accessible units at 10 percent compared to 5 percent for Section 504. These issues increase the costs of construction. HANH has prepared a TDC schedule which reflects construction and development costs in New Haven.

HANH determined its TDC limits by following the methodology set forth below for determining its HCC limits and adjusting the HCC numbers to account for the typical markup for Soft Costs for its Mixed Finance Projects. The results of adding the markup for Soft Cost to the already determined HCC is presented in the attached Appendix.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures.
D Analysis of Impact on Stated Objective	HANH’s design standards provide larger units with additional amenities. The units have materials that are higher quality than average for long-term viability and durability. These units are more marketable and expand the quality of housing for low income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated the developments will be more energy efficient, have a longer useful life and require less emergency work order requests. A secondary positive impact will be the anticipated faster lease ups and fewer turnovers.
E Actual Performance v. Baseline/Benchmark	HANH completed redevelopment of Eastview Terrace utilizing HANH design guides, TDC and HCC limits. HANH has compared this property to a similar development Valley/Waverly Townhouses. Vacancy rate at Valley in base year was 3.8 percent, vacancy rate for Eastview is 0%; REAC score for Valley/Waverly in base year was 88 compared to 95 for Eastview in FY2009; Operating cost per unit for Valley/Waverly in base year was \$8,692.00 as compared to \$5,172 for Eastview.
F If Not Achieved, Why?	Successful initiative. Will continue to evaluate.
G Evaluate effectiveness of Activity	Measures of success of this initiative included assessment of the marketability and desirability of the units, REAC scores and requests for work orders. All measures show that units designed with HANH’s design standards are meeting the market needs and cost less operationally.
H Authorization Cited	Amended and Restated Moving to Work Agreement, Attachment C, and Section C.16 provides authorization for HANH to establish reasonable cost formulas for development and redevelopment activities.

4. Waiver of Hard Cost Cap (HCC).

HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HUD's TDC cost limits reflect industry average with the quality of products being specified as average or good. HANH has identified the need to specify products that are of higher level of quality so that it can reduce maintenance cost, increase durability and enhance the quality of life of the residents. Developing housing that addresses these objectives raises the costs of construction. Additionally, building a higher quality of housing also addresses the fact that families are relatively larger, our turnover rate is higher, and there are insufficient funds to perform adequate preventative maintenance. HANH prepared a TDC schedule which reflects construction and development costs in New Haven. The schedule is based on the average construction cost for a high quality two bedroom row home in the City. The HCC for all of the other unit types and bedroom sizes are then extrapolated from the two bedroom row house by using the same multipliers used in the HUD 2009 TDC cost guidelines.

HUD has requested that HANH provide its full TDC schedule, which we have attached as an Appendix to this FY 2009 Report. One unique feature of HANH's portfolio is the amount of successful development that the agency has completed within the last 10 years. HANH has demonstrated a track record of recent success in redevelopment of mixed finance and mixed income revitalization of 670 units at three developments within its portfolio. Within the redevelopment, HANH demolished 718 units, and created a multi-phased developments. Upon completion of the mixed income revitalization in one development (Monterey Place), 392 units were constructed, of which 339 are rental units; 281 consisted of replacement public housing assisted units, 43 are for moderate-income families, and 15 units are market rate. The remaining 53 units are homeownership. Public housing replacement units were constructed under Nehemiah income eligibility guidelines. In 2003, the American Institute of Architects recognized this project as the winner of its Professional Interest Area Awards for design. In addition to Monterey Place, HANH's development activity included the replacement of 176 new mixed finance and homeownership units at Quinnipiac Terrace. Finally, HANH completed 90 redeveloped units and 12 new construction units in a mixed finance development called Eastview Terrace. In total, development cost has been approximately \$195 million, of which HANH received HOPE VI funds in the amount of \$65.3 million. Approximately 33% of the funds for the mixed income revitalization were awarded to the agency, while the remaining 67% were mainly leveraged from outside private financing. The HOPE VI awarded funds were used for Monterey Place and Quinnipiac Terrace, while HANH completed the development of Eastview Terrace via a general partner/subsidiary Glendower, held separately from the authority.

This vast development experience has provided HANH with the capacity to develop a design standard that provides for project that will be sustainable over the long term as well as stimulate community revitalization. The standards require HCC limit and TDC limit that exceed those published by HUD. Thus using the HUD 2008 HUD HCC limit and TDC limit as a point of departure we developed our own HCC and TDC cost limits. The methodology for establishing these limits are set forth below.

These units use the design standards that are based on the specifications for the proposed Quinnipiac Terrace Phase 3 Mixed Finance Development. **It is important to note that these design standard and cost parameters have been approved by the State of Connecticut Housing Finance Agency.**

The unit sizes for the row house units in the project are as follows:

- 1Bedroom 1,131 Gross Square Feet
- 2Bedroom 1,375 Gross Square Feet
- 3Bedroom 1,625 Gross Square Feet

These bedrooms are larger than typical subsidized apartments but our experience with these types of development have shown that larger units provide more livable space that enhances the quality of life for the residents, provide enhanced circulation and more closet space as well, thereby improving the sustainability of these types of Mixed Finance Developments. The larger apartments also ensure conformance with the State of Connecticut Housing Finance Agency standards for interior closet space. Note that study presented below that was presented in the 2001 Residential Energy Consumption Survey shows that the average size of an apartment in a 2-4 building is 1,393 gross square feet, which is consistent with the average size of the apartments in the subject project.

Total square footage as presented in the 2001 Residential Energy Consumption Survey includes living space (living rooms, bedrooms, dining rooms, kitchens, dens, and other living space not separately reported), other enclosed interior space (space not included in any other category such as laundry rooms, hallways, and closets), attached garages, basements, finished and

heated attics, and enclosed porches. These same areas were last measured in the 1993 RECS. The average total square footage of U.S. housing units, as measured in the 2001 RECS, was 2,066 square feet. This is a 10.6 percent increase above the average total square footage of 1,875 square feet in 1993, when it was last measured (see Table 1).

Table 1. Average Total Square Footage and 1993-2001 Change for U.S. Housing Units

	Total Square Footage		Percentage Change
	1993	2001	
All Housing Units	1,875	2,066	10.6
Single-Family Housing Units	2,278	2,527	10.9
-Single-Family Detached	2,337	2,553	9.2
-Single-Family Attached	1,799	2,373	31.9
Apartments	972	1,043	7.3
-In 2-4 Unit Buildings	1,198	1,393	16.3
-In 5 or more Unit Buildings	861	847	-1.6
Mobile Homes	975	1,062	8.9

This increase can be attributed to two factors: first, the size of the average housing unit in the United States has, in fact, increased over the past 7 years; and second, the improved methodology employed in measuring the square footage of housing units in the 2001 RECS was more thorough than the previously used methodology, resulting in the inclusion of space (particularly garages and basements) that was previously overlooked by those performing the measurements.

In addition to the larger unit size, this development like the other urban Mixed Finance development that we have developed and that we have in our design pipeline include, inter alia, the following design specifications:

Typical Design Requirement	HANH or CHFA Standards	Cost Implication
Site Improvements		
Above ground electrical, existing roads and existing utilities to site.	Site improvement cost to provide needed underground utilities, curb cuts, new road, site walk and other site requirements required by State typically add \$15 to \$25 per SF to Hard Cost. CFHA requires 80ft. of patio space.	\$15 to 25 SF addition to Hard Cost
Fencing		
Chain Link Fencing	Decorative Steel: Decorative steel bar rather than chain link at entrance to the community and in highly visible areas and along public streets.	Four to five times more per square foot installed
Gross SF Per Unit		
900 to 1020 GSF for two bedroom	1375 GSF Maximum for Two Bedroom Family Unit: In addition to improving quality of life larger units are need to ensure compliance with CHFA and HANH standards. CFHA requires one and one half bath for	Units are typically 25 percent larger.

	three bedroom; family development requires community space; CHFA prefers laundry facility to be located in each unit; CFHA requires two lineal feet of linen closet near bedroom; 18 SF of general storage for a two bedroom apartment; closet with 6 lineal feet of hanging rod in master bedroom; closet with five feet of lineal space in second bedroom;	
Windows		
Double Glazed	CFHA requires triple glazing with suspended film coating	5 percent above double glazing
Exterior Doors		
18 Gauge Galvanized steel	16 Gauge. Additional thermal protection and security.	10 to 12 percent more for each door.
Siding		
Vinyl	Fiber-Cement: To improve appearance and reduce long term maintenance HANH prefers low maintenance long lasting fiber cement siding	\$2 – 4 SF more than vinyl.
Community Facilities		
3,000-5000 Square Feet	Same. HUD HCC limits to do not provide alternative model that incorporate a facility to accommodate family development needs.	\$150 -\$175 PSF addition to Hard Cost.

HANH HCC cost limits were derived using the following methodology.

1. Determined the Hard Cost for the subject project from the F-1: \$9,832,800 (See **Attachment 2**)
2. Determine the gross square footage for each bedroom size from the architectural drawings. These square footages are listed on **Attachment 3**.
3. Divided the Hard Cost from the F-1 (\$9,832,800) by the total gross square footage for the subject project to determine a proto-typical cost for a two bedroom Row House apartment. Note that all of the subject units are Row Houses. The result of this calculation was yielded a square foot Hard Cost of \$189.00, which is within the range for adjusted SF cost as permitted by the State of Connecticut Housing Finance Agency (CFHA). The calculation resulted in a prototypical Hard Cost of \$280,287 for a two bedroom Row House. (See **Attachment 4**.)
4. Using the three year mean (average) HCC Limit for New Haven as established by HUD2008, Hard Cost Factors spreadsheet was developed containing the multipliers for each housing type and each bedroom sizes. Note here that these multipliers were based on three year average of HUD HCC for New Haven. For example, the HUD three year mean for two-bedroom Row House was \$114,735 as compared to the three year mean for a three bedroom Row House of \$136,977, or a factor of 1.19. The factor of 1.19 was applied to the two bedroom cost of \$280,287 to derive an alternative three bedroom HCC \$334,586. (See **Attachment 5**.)
5. The procedure described in Step 4 was applied to every housing type and every bedroom using the two bedroom cost as the point of departure to come up with HANH’s Alternative HCC Limits.

6. The TDC for a proto-typical two bedroom Row House was derived by using the two -bedroom HCC of \$280,287 and by adding a factor of 35.84 percent to come up with a TDC for a two bedroom Row House of \$380,701. (See Attachment 5.)

7. Once we determined the two -bedroom TDC we followed Step 4 and Step 5 to determine the TDC limit for each housing type and bedroom size, with the exception that we used the three year mean for TDC to determine the factors to be used.

8. We used a lower markup for Soft Cost than was used for the subject project because the subject project had some atypical reserves that the investor demanded due to the higher risk involved with syndicating affordable housing projects in the current economic downturn.

9. The weighted average bedroom size of the subject project of 1,504 SF was adjusted downward since we believe that weighted average unit size should be below 1,500. Again, the larger gross units reflect the fact that we build our mixed finance development to market rate standards so that they reflect the quality of housing in our neighbor and so that we can attract the income mix that HUD prefers to see in mixed income development. The larger units also ensure that our units have enough space to provide the closet space required by CHFA.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures.
D Analysis of Impact on Stated Objective	HANH's design standards provide larger units with additional amenities. The units have materials that are higher quality than average for long-term viability and durability. These units are more marketable and expand the quality of housing for low income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated the developments will be more energy efficient, have a longer useful life and require less emergency work order requests. A secondary positive impact will be the anticipated faster lease ups and fewer turnovers.
E Actual Performance v. Baseline/Benchmark	HANH completed redevelopment of Eastview Terrace utilizing HANH design guides, TDC and HCC limits. HANH has compared this property to a similar development Valley/Waverly Townhouses. Vacancy rate at Valley in base year was 3.8 percent, vacancy rate for Eastview is 0%; REAC score for Valley/Waverly in base year was 88 compared to 95 for Eastview in FY2009; Operating cost per unit for Valley/Waverly in base year was \$8,692.00 as compared to \$5,172 for Eastview.
F If Not Achieved, Why?	Successful initiative. Will continue to evaluate.
G Evaluate effectiveness of Activity	Measures of success of this initiative included assessment of the marketability and desirability of the units, REAC scores and requests for work orders. All measures show that units designed with HANH's design standards are meeting the market needs and cost less operationally.
H Authorization Cited	Amended and Restated Moving to Work Agreement, Attachment C, and Section C.16 provides authorization for HANH to establish reasonable cost formulas for development and redevelopment activities.

5. Development of 122 Wilmot Road.

The Authority has purchased a site at 122 Wilmot Road that is slightly more than one acre. The site has a deteriorated structure that is approximately 15,000 square feet. The structure will be demolished. The Authority plans to redevelop the site as a mixed use facility with 11,000 square feet of commercial and community space and between 37 and 47 units of housing with supportive services to allow elderly persons to age in place. The agency contemplates financing a portion of the cost of this project using an accumulation of Replacement Housing Funds to leverage other funds or using these funds under the Capital Fund Financing Program (CFFP).

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriates 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.
D Analysis of Impact on Stated Objective	The retail portion of project will provide employment for area residents and an opportunity for residents to start resident owned businesses, while the housing part of the development will increase housing opportunities for low income families as well as provide the supportive services that will enable them to live independently.
E Actual Performance v. Baseline/Benchmark	<p>The benchmark for FY 2009 was to determine the most appropriate use of site; develop a financing plan; select a developer; create a financing plan; and obtain financing. During FY 2009 we developed 8 schemes and chose the most appropriate one; we developed schematic and 40 percent drawings; submitted an application to CHFA for 4 percent funding and submitted CFFP application to HUD.</p> <p>Upon development of the housing, HANH anticipates housing of choice that will have low vacancy rates, low turnover rates, high REAC scores and are cost efficient to operate. Units will be compared with comparable units at Ribicoff Cottages.</p>
F If Not Achieved, Why?	The only benchmark not achieved was obtaining funding due to the lack of 9 percent tax credits and competing interest of QT3, Rowe and West Rock has affected our ability to fund the project. Fence was installed and demolition is slated for November 2009.
G Evaluate effectiveness of Activity	Units have not yet been developed.
H Authorization Cited	Section C.14. authorizes the Agency to enter into commercial business ventures to promote its neighborhood stabilization goals. Attachment C. Section B.b.ii authorizes the Agency to use its flexibility to use its' Section 8(o) funds to develop assisted living and commercial facilities, including the acquisition of property.

6. Phase III of Quinnipiac Terrace.

The Quinnipiac Terrace Revitalization Plan calls for HANH to provide 228 units of housing, on and offsite: 184 of these units have been completed including all on site units. The current Plan calls for the development of 168 units of rental housing and 60 units of homeownership housing. Twenty-five additional homeownership units were to be developed in the Phase 3 by ECCO and 19 units were to be developed in Phase 3 by Trinity. The lack of available credit has caused ECCO to pull out of the Plan. Under the Terms of the Development Agreement the developer has the right to assume ECCO's obligation to develop these units. Trinity has requested and HANH has approved Trinity's request to replace ECCO with the condition that Trinity be permitted, subject to HUD approval to modify the current plan by increasing the number of rental units 168 to 201 and by reducing the number of owner-occupied units from 60-34. The overall Plan would be changed by increasing the number of units from 228 to 237. As such, HANH has submitted a revised Plan to HUD that calls for a revised Phase 3 that will provide for 33 rental units (17 LIHTC and 16 PBV) and 20 market rate homeownership units. The City of New Haven will provide \$1.0 million to write down the cost of the homeownership units and HANH will provide \$2.9 million to make these units affordable. (MTW flexible funds).

<p>C MTW Statutory Objective</p>	<p>This activity will expand the range of housing choices. Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>The impact of the completed project shall promote housing choice for low income families by reducing density therefore improving the quality of housing and making the development more marketable to low income families.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>HANH will request approval of the revised revitalization plan – completed.</p> <p>Once approval is obtained the developer will: Obtain all state and local approval - completed. Obtain financing – incomplete. Submit rental term sheet – incomplete. Complete construction documents. Submit evidentiary material – incomplete. Financial closing in the Fall of 2009</p> <p>Upon completion it is anticipated that these desirable units will show low vacancy rates, low turnover rates and strong REAC scores and cost efficient operating costs.</p>
<p>F If Not Achieved, Why?</p>	<p>Construction not complete therefore benchmarks not achieved.</p>
<p>G Evaluate effectiveness of Activity</p>	
<p>H Authorization Cited</p>	<p>Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use its' Housing Choice Voucher funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities. The project would not be feasible without the ability to co-mingle funds.</p>

7. LIPH Preference for Re-Entry Population Pilot Program.

HANH is working with the City of New Haven and other community groups and social organizations to develop a comprehensive program for the increasing prison re-entry population. Individuals returning to the community are often ill equipped for successful re-entry due to the challenges of poverty, lack of support services, inadequate job skills and difficulty obtaining housing. HANH will limit admissions to 12 new residents during the pilot years.

<p>C MTW Statutory Objective</p>	<p>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 increasing families' self-sufficiency</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>HANH anticipates that this program will assist ex-offenders in rebuilding their lives once they have completed their sentences. One of the first steps in stabilization is acquiring housing. They will then be able to have access to the Family Self Sufficiency Programs offered by HANH such as GED classes, computer classes, job training, etc.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>Currently, 30% - 40% of LIPH applicants are denied for a negative criminal and credit history which includes any felony conviction with 10 years and misdemeanor conviction within 3 years. HANH proposes to house a limited number of these individuals and/or families in its family developments. HANH will grant preference on the LIPH waitlist for up to 12 individuals enrolled in the prison Re-entry program.</p> <p>At baseline, HANH had not admitted any residents under this program.</p> <p>0% have attained permanent housing 0% will be employed 0% have income 0% gave medical coverage.</p> <p>Benchmark 100% will have permanent housing 50% will be employed 50% will have medical coverage 50% will remain lease compliant</p> <p>FY09 performance HANH has not admitted any residents under this program</p>
<p>F If Not Achieved, Why?</p>	<p>Working with the City of New Haven and other service providers to bridge support. Expect to have the first residents arrive at HANH during FY 2010</p>
<p>G Evaluate effectiveness of Activity</p>	<p>Currently zero participants have been identified. HANH proposed to house 12 individuals during year one.</p> <p>HANH and the City of New Haven have developed a procedure to identify applicable participants for re-entry.</p> <p>HANH has developed a lease addendum and added language in the ACOP for re-entry during FY10. It is expected that HANH will receive its first participants during FY10</p>
<p>H Authorization Cited</p>	<p>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.</p>

8. Eastview Terrace Modernization.

Eastview Terrace is a General Occupancy development with 142 units that had severely deteriorated and were planned for redevelopment. During FY2006, all remaining residents of Eastview Terrace had been relocated. During FY 2007, HANH conducted demolition of 9 buildings (52 units) and abatement of all units. HANH had a March 2008 closing for mixed finance redevelopment of the site. Phase 1 construction began in Fall 2007 and was completed in July 2009. It includes major renovations of 90 existing units, new construction of 12 additional units and new construction of community center. The project includes significant site improvements, including improved parking and security measures as well as construction of a community center.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low income families.
D Analysis of Impact on Stated Objective	The impact of the completed project shall provide 102 units in Phase I of quality housing of choice for New Haven's family population. The development shall include amenities to the residents and their children with the addition of the new community center in Phase I and adjacent playground for young children. The community center has a multi-purpose room, computer lab space and TRC and provider office space.
E Actual Performance v. Baseline/Benchmark	<p>Benchmarks were to reduce operating cost below cost at Valley & Waverly; improve REAC scores above Valley and Waverly; Provide leverage above 4:1 standard; and provide contracting and employment opportunities above Section 3 standard.</p> <p>Vacancy rate at Valley in base year was 3.8 percent, vacancy rate for Eastview is 0%; REAC score for Valley/Waverly in base year was 88 compared to 95 for Eastview in FY2009; Operating cost per unit for Valley/Waverly in base year was \$8,692.00 as compared to \$5,172 for Eastview; These benchmarks for 2009 were met.</p>
F If Not Achieved, Why?	All benchmarks were met.
G Evaluate effectiveness of Activity	Redevelopment of this property has resulted in a desirable housing environment that is sought after, requires little maintenance and offers amenities that assist families in their pursuit of self sufficiency.
H Authorization Cited	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,

9. William T. Rowe Redevelopment.

HANH is preparing redevelopment plans for William T. Rowe which is expected to include mixed finance redevelopment. During FY 2009, HANH planned to dispose of William T. Rowe for mixed finance redevelopment purposes. During FY09 HANH completed negotiations of a Memorandum of Understanding with the residents of William T. Rowe, executed a land swap agreement with the adjacent land owner, executed a Cooperation Agreement with the City of New Haven and submitted HANH’s disposition application to HUD. HANH’s redevelopment plan will create 104 new subsidized and market rate units with supportive services (on site) and related commercial space.

<p>C MTW Statutory Objective</p>	<p>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.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>The redevelopment of this property will lead to the development of 104 desirable 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. Residents’ success in this mixed income development will be supported by the onsite supportive housing services.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>FY2009 Execute development agreement – completed.</p> <p>Execute MOA with residents – completed.</p> <p>Execute option agreement for land swap – completed.</p> <p>Execute city cooperation agreement- completed.</p> <p>Upon development of this project, HANH anticipates a reduced vacancy rate at this property, reduced turnover rate and improved REAC scores.</p> <p>At baseline, WTR had a vacancy rate of over 50%; experienced 6 turnovers; and scored 74 in FY06 REAC inspection.</p> <p>During FY09 these benchmarks were not anticipated to improve as the redevelopment is underway but not yet achieved.</p>
<p>F If Not Achieved, Why?</p>	<p>All of these objectives were achieved for 2009 with the exception of submitting a mixed finance proposal. HANH and developer had to restructure the deal based on not receiving 9 percent credit and receiving a CFRC grant. Also had to negotiate a swap agreement.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>There has been no impact on statutory goals since the project has yet to be implemented.</p>
<p>H Authorization Cited</p>	<p>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”</p>

10. Rent Simplification

As an MTW agency, HANH is authorized to develop and test alternate policies for more effective administration of its housing programs. HANH's rent simplification program includes a simplified rent table. HANH implemented its Rent Simplification Policy on January 1, 2008 with all families being recertified under the new system. HANH utilizes EIV for all third party verifications. In FY09 HANH implemented the alternate year recertification cycle with families recertified every two years and elderly and disabled families recertified every three years. To date, 1,009 LIPH and 1,888 HCV families have been recertified under MTW for FY 2009-(92% of those scheduled). Rent simplification includes the following aspects which are detailed in the chart that follows:

- i. 2 and 3 year recertification cycles. Positive impacts related to less frequent recertifications are expected in administrative savings, resident/participant satisfaction and reduced need for interim recertifications.
- ii. Simplified Rent Tier that incorporates deductions. Positive impacts are expected in administrative savings, simplified process for residents/participants and fewer recertification appointments. Also, rent tiers have been built to minimize impact on residents during initial years and to phase in rent increases over time. Residents will not experience an overwhelming rent burden, yet will be incentivized to increase their earnings over time as their rent gradually increases. Impact on income, hardship and minimum rent participation will be tracked.
- iii. Minimum Rent of \$50. HANH established a minimum rent of \$50 with the expectation that everyone pays something for their housing, although hardship provisions apply for those qualifying families. HANH anticipates positive impact on resident's move toward self sufficiency for the lowest earning families as they are incentivized to enroll in FSS. FSS enrollment rates will be tracked.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures and give incentives to families with children whose heads of household are either working, or seeking work; and to test initiatives that provide a more cost effective way of administering the program.
D Analysis of Impact on Stated Objective	HANH's Rent Simplification Program is designed to reduce the administrative burden of administering the program thereby developing a more cost effective program. During the implementation year, FY08, all families were scheduled to be seen to establish the baseline data. During FY09 when only 1/3 of elderly/disabled families and 1/2 of all other families were seen. Additionally with the simplified rent tables, it is anticipated that rent calculation errors will be decreased.
E Actual Performance v. Baseline/Benchmark	All incomes, previous deductions, rents and subsidies were recorded for each resident/participant prior to transition to rent simplification. This provides the baseline data against which change is measured. This database also provides the baseline rents that are compared to ensure that no resident/participant's rent increases beyond the approved levels during years 1 through 5 of the implementation. Additionally, personnel costs were documented at the start of the implementation. During FY09 HANH recipients experienced a phased in rent increase while still not exceeding the rent burden percentage established of 28.5%. HANH's administrative savings related to personnel savings over FY08 equaled \$133,000.
F If Not Achieved, Why?	Rent simplification is resulting in reduced administrative time spent on recertifications with associated fiscal savings. No increase in rent calculation errors was noted. Residents/Participants are paying a higher amount of rent, however due to the cap on rent burden of 28% and the phase in, this rental increase is attributed solely to increased earning. This in combination with other FSS activities appears to be resulting in positive impacts on resident earning.
G Evaluate	HANH has determined that the simplified rent process has resulted in no increased rent burden, resulted in personnel (administrative) savings and reduced errors in rent calculation.

<p>effectiveness of Activity</p>	<p>Rent calculation errors that have been reviewed by monthly quality assurance measures have revealed a reduction in errors in rent calculation.</p> <p>Number of recertifications process Baseline FY08- Number of annual recertifications HCV-2947 LIPH-1514</p> <p>FY09 Number of annual recertifications HCV-1888 LIPH-1009</p> <p>HANH's administrative savings related to personnel savings over FY 08 equaled \$133,000</p>
<p>H Authorization Cited</p>	<p>HANH's Amended and Restated MTW Agreement Attachment C Section C.11 and Section D.2 authorize HANH to develop alternative rent policies and term limits.</p>

11. Promote Expanded Housing Opportunities for HCV Program.

Under HANH's MTW Agreement with HUD, HANH is authorized to develop its own Leased Housing Program through exceptions to the standard HCV program, for the purposes of creating a successful program with stable landlords, high-quality properties and mixed-income neighborhoods. This includes reasonable policies for setting rents and subsidy levels for tenant-based assistance. During FY 2008, HANH began to implement MTW Rent Standards that allow HANH to approve exception rents in the following cases: Wheelchair accessible units, Large bedroom-size units (4 bedrooms or larger), Expanded housing opportunities in neighborhoods with low concentrations of poverty, Housing opportunities in new development projects that include significant public investment to promote revitalization of neighborhoods and Mixed-income housing opportunities that promote expanded housing opportunities and de-concentration of poverty. In addition HANH may 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 an MTW Rent Standard above 150% without prior HUD approval. HANH will reexamine its MTW Rent Standards monthly to ensure that HANH does not exceed 120% of the FMRs in the mean Rent Standard.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choice for low-income families
D Analysis of Impact on Stated Objective	HANH's ability to approve exception rents will have the impact of expanding housing choice for low income families that otherwise have difficulty accessing housing under the HCV program. Approval of exception rents shall slightly increase the annual expenditures under the HCV program.
E Actual Performance v. Baseline/Benchmark	Baseline data on rental subsidy and requests for targeted units will be tracked. Metric for measurement will be the lease up rate for families in need of housing that is accessible, large unit size and in areas of low poverty. At baseline, no rent increases were approved. During FY 09 HANH received 60 requests; 60 requests were granted enabling 60 families to access housing. Approval of exception rents had a fiscal impact of \$92,458
F If Not Achieved, Why?	During FY2009 100% of rent increases approved.
G Evaluate effectiveness of Activity	Implementation of exception rents facilitated housing choice for low income families that allowed access to low impact neighborhoods, hard to house families and access to accessible units. Additionally, this has facilitated lease up in mixed finance developments
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C- Section D.2.a authorizes HANH to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

12. Other Measures of Deconcentrating Poverty & Expanding Housing Opportunities.

HANH has developed detailed maps and data regarding the poverty rates and minority concentrations of Census Tracts within HANH’s PMSA. HANH has developed outreach materials to provide Section 8 (HCV) families with detailed information about the opportunities in low poverty neighborhoods, including the locations of schools, churches, transportation routes, shopping centers, and major employment opportunities. HANH proposed to use the services of a real estate professional to identify and market units in areas of low poverty.

<p>C MTW Statutory Objective</p>	<p>Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increases housing choices for low income families.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>By providing participants with additional information to aid their housing search in areas of non impacted census tracts and through the ability to pay exception rents, HANH may facilitate participant’s expanded housing choice. It is anticipated that more participants will locate and lease units in areas of low poverty.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>During FY09, this initiative will be measured by assessing lease up rates in areas of non impacted census tracts.</p> <p>At baseline FY 2008, 38% of families moved into areas of non impacted census tracts. This percentage represents 163 families with children that have moved.</p> <p>HANH’s benchmark is to increase this percentage by 5% each year.</p>
<p>F If Not Achieved, Why?</p>	<p>Ongoing initiative. A Real Estate consultant has identified units in the targeted census tracts late in the fiscal year.</p> <p>HANH will continue to monitor the annual movement of families that impact this initiative.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>Successful implementation of this initiative will result in increased housing choice in neighborhoods of choice.</p> <p>During FY 2009, 42% of families moved into areas of non impacted census tracts. This percentage represents 213 families with children that have moved.</p>
<p>H Authorization Cited</p>	<p>The Amended and Restated MTW Agreement, Attachment C-Section D.2.a authorizes HANH to adopt and implement reasonable policy to establish payment standards, rents or subsidy levels for tenant based assistance that differ from the currently mandated requirements in the 1937 Act and its implementing regulations.</p>

13. Project Based Section 8 (HCV) Program.

In its Administrative Plan, HANH has established site and neighborhood standards to ensure that HANH’s project based voucher program promotes statutory and local goals of deconcentrating poverty and expanding housing and economic opportunities. HANH has set forth its PBV Goals in the Administrative Plan and has determined that the use of PBV’s shall serve to “increase housing choice for low income families”. HANH’s existing project based vouchers program i.e. Fellowship Place, ALSO Cornerstone and Continuum of Care and Park Ridge Associates, was expanded in FY09 through the competitive award and the completion of Eastview Terrace which includes PBV. Of those awarded, contracts and lease up occurred during FY09 for an additional 260 units agency wide. Other lease ups are pending for FY2010.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance to increase housing choices for low income families.
D Analysis of Impact on Stated Objective	HANH’s successful project based voucher program was expanded during FY09 to include the award of 100 competitive PBVs and the use of 49 PBVs at Eastview Terrace thereby increasing housing choice for low income elderly and disabled families.
E Actual Performance v. Baseline/Benchmark	<p>This initiative is measured by lease up and occupancy rates at each development.</p> <p>FY 08, PBV utilized were 87</p> <p>FY09 a total of 260 PBVs were awarded.</p> <p>Remaining vouchers will be awarded in FY2010.</p>
F If Not Achieved, Why?	<p>This initiative was partially achieved.</p> <p>Eastview Terrace units were awarded and leased at 100% occupancy during FY09.</p> <p>Of the 100 PBVs awarded through the competitive RFP process, 39 were leased during FY09. The remaining contracts are underway.</p> <p>Delays in execution of HAP contracts were the result of delays in unit selection, rolling award dates, unit inspections and Board approval.</p>
G Evaluate effectiveness of Activity	This has resulted in increased housing choice for 53 PBV recipients at Eastview Terrace and 39 families through the competitive award.
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C Section C.3 authorizes HANH to develop and adopt a local policy designed to program for de-concentration and income mix in public housing communities.

14. LIPH Public Housing UPCS Inspection.

HUD has previously approved HANH's proposal to adjust its LIPH unit inspection protocols. HANH previously conducted UPCS inspections of 100% of units and sites each year. UPCS inspections include the entire housing stock, including vacant units. The UPCS inspections cover all five areas covered in HUD's REAC standards: Dwelling Units, Common Areas, Site, Building Exteriors, and Building Systems. Any deficiencies identified through HANH's UPCS inspections generate work orders to correct the deficiencies. HANH has established a preventive maintenance plan with a regular periodic schedule of inspections; HANH conducts housekeeping inspections as part of all routine inspections and on an as-need basis. During FY 2009, HANH did a random sampling of no less than 20% of units based on the results of HANH's preventive maintenance program, development performance, and other management needs. This activity will continue for FY 2010.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures.
D Analysis of Impact on Stated Objective	A comprehensive preventative maintenance program ensures that units, sites, buildings and systems receive regular inspections. Consistent oversight of work order completion rates ensures that the work that is identified is performed in a timely manner. As such, HANH has implemented a cost effective initiative that reduces the number of UPCS inspections that must be completed each year. By targeting UPCS inspections at properties most in need, HANH can maximize use of limited resources.
E Actual Performance v. Baseline/Benchmark	<p>FY 07 provided the baseline data during which all units were inspected. During FY09, 20% of the units have been identified for UPCS inspection. This percentage of units will continue during FY10.</p> <p>During FY08, HANH's average agency wide REAC score was 82.11 points. During FY09, HANH's average agency wide REAC score was 81.38 points.</p> <p>It is anticipated that REAC scores will improve as targeted inspections are used to address issues rather than wasteful inspections of 100% of units.</p>
F If Not Achieved, Why?	
G Evaluate effectiveness of Activity	<p>HANH selected targeted units for UPCS inspections that have a history of scoring poorly. By reducing the inspection of units that have a history of high REAC scores, HANH can make use of limited resources in more effective manner.</p> <p>This will result in higher overall agency scores.</p> <p>FY08 Cost for inspections \$16,446.50</p> <p>FY09 Cost for inspections \$4,930.25</p> <p>Cost savings to HANH \$11,516.25</p>
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C- Section C.9 authorizes HANH to develop simplified property management practices including alternative property and system inspection protocols.

15. Housing Choice Voucher HQS Inspections.

HANH's MTW Agreement provides authority for HANH to develop and test alternative methods for administering its Section 8 (HCV) program. HUD previously approved HANH's alternative MTW Voucher Program. This authorized HANH to implement alternate inspection procedures, in which property owners with a history of successful inspections will be subject to HQS inspections every two years, rather than annually. HANH's alternate inspection policy will alter only the current requirement that 100% of units are re-inspected annually. HANH does not intend to alter policies requiring pre-inspection of every unit prior to lease-up nor does HANH intend to alter policies related to quality control inspections or enforcement of HQS. During FY 2009, HANH implemented alternative inspection requirements: property owners with a history of successful inspections will be subject to HQS inspections every two years, rather than annually. HANH will continue to conduct pre-contract HQS inspections of 100% of proposed units, as well as follow-up Quality Control inspections of approximately 10% of units inspected. If inspections identify a health and safety deficiency, it must be corrected within 24 hours. When inspections identify other HQS deficiencies, these must be corrected within 30 days or HANH will abate the landlord's rent. HANH's routine inspections are performed, under contract, by the City of New Haven's Livable City Initiative (LCI) division, which is the City agency responsible for building code inspections and other monitoring. HANH's Section 8 (HCV) department includes staff who have been HQS certified so that HANH can assist by conducting inspections in-house. Quality Control inspections are performed in-house by HANH staff.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
D Analysis of Impact on Stated Objective	It is anticipated that HANH's HQS inspection initiative will reduce the administrative burden of requiring inspections annually on properties that have a proven track record with the agency of compliance. Additionally, savings are anticipated as the agency fully transitions to the new model. During FY08 all properties continued to receive annual inspections. During FY09 properties that have had two years of consistent passes will be exempt from inspection.
E Actual Performance v. Baseline/Benchmark	<p>HANH will track the pass rate for agencies and the number of agencies that are exempt. Based upon this HANH will calculate the savings on an annual basis. Resident complaints will be logged to determine any negative impact of not inspecting units. Finally, landlord and resident satisfaction surveys will be conducted.</p> <p>FY 08 Baseline number of Inspections-5748 at a cost of \$251,160</p> <p>FY 09 Number of inspections-5252 at a cost of \$234,140</p> <p>Savings: \$17,020</p>
F If Not Achieved, Why?	Currently a system of monitoring resident complaints and development of a landlord satisfaction survey has not been implemented
G Evaluate effectiveness of Activity	HANH is able to target limited resources to landlords most in need of inspection services. No decrease in quality of program has been noted as number of requests for special inspections has not increased in relationship to units that were not annually inspected.
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C- Section D.5 authorizes HANH to develop and adopt a local policy designed to certify Housing Quality Standards.

16. Promoting Self-Sufficiency/Earned Income Exclusion.

HANH believes promoting self-sufficiency is most effectively accomplished through helping residents to access services and supports and incentivizing work. Within that context, HANH's MTW Rent Simplification Program includes an Incremental Earnings Exclusion for families who participate in HANH's Family Self Sufficiency Program (FSS). Incremental Earnings Exclusion is phased increases in earned income over the five year term of a family's participation in the FSS program. For example HANH will exclude from the determination of annual income 100% of any incremental earnings from wages or salaries earned by any family member during the first year.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that 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.
D Analysis of Impact on Stated Objective	Residents will report increase in earned income. Resident will improve credit and build income for the first four years of the program.
E Actual Performance v. Baseline/Benchmark	At baseline: 0% of program participants will show improved credit and saved income. FY08 benchmarks: Average credit score of residents enrolled in FSS in 2008: 534 FY09 benchmarks: 43% of the families increased their income. Average income of residents enrolled in FSS: \$18,526 Average credit score of residents enrolled in FSS in 2009: 587
F If Not Achieved, Why?	
G Evaluate effectiveness of Activity	Impressive improvements in savings and credit score are noted through participation in the FSS/Incremental Earnings Exclusion component.
H Authorization Cited	HANH's Amended and Restated MTW Agreement Attachment C Section C.11 and Section D.2 authorize HANH to develop alternative rent policies and term limits.

17. Section 3 Employment Training Efforts.

HANH is undertaking of \$200 million in capital investments over the next 3 years. HANH is committed to ensuring that HANH residents and other Section 3 participants have the opportunity to take advantage of job opportunities related to this development HANH has partnered with the City of New Haven’s commission on Equal Opportunity (CEO) to offer a construction workforce training program. Residents trained through this program have the opportunity to train under union personnel in the building trades. Students complete the course and practical training and are hired as apprentices and can progress to full union membership. Additionally, students are matched to contractors seeking to fulfill their Section 3 hiring goals.

<p>C MTW Statutory Objective</p>	<p>Section 204(a) of the 1996 Appropriates Act provides that public housing agencies administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal Expenditures.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>HANH’s investment in Section 3 Employment Training Program will result in improved job opportunities and economic growth for its public housing residents. Residents are expected to demonstrate sustained employment; increased family income; attainment of goals on FSS Plan. During Fiscal Year 2009, HANH had intended to partner with outside consultants to provide Technical Training and Construction Management Assistance to Section 3 Resident Owned Businesses and Small Minority Business Concerns. The procurement to achieve this activity has carried over into fiscal year 2010 and is currently being procured.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>Benchmark: HANH will graduate 16 students per class. Baseline: 0 students were enrolled prior to MTW Program.</p> <p>During FY2009, economic and employment opportunities were extended to HANH Residents through Section 3 New Hire employment on HANH construction projects and subcontracting opportunities to HANH Section 3 owned businesses. HANH Resident Employment Goal of 30% of New Hires was met for its construction work projects which had a combined total of 84 new hires, 75 of which were classified as Section 3 new hires and 65 or 77% of those new hires being classified as HANH Public Housing or Housing Choice Voucher Residents. Two of HANH resident owned businesses were awarded contracts during FY09. Additionally, HANH Small Minority Business Contract Award goal of 20% for MBE, 6.9% for WBE and 2% for DBE were completed as follows: MBE Contract Awards – 11% -wbe Contract Awards – 8.19%, DBE Contract Awards – 0%. HANH goal of establishing 3 new resident owned business concerns was not fully completed by the end of the FY 09. The process is continuing with 2 separate new HANH Resident Owned Businesses being mentored in filing their Limited Liability Partnership documents with the State of CT. HANH has a database established with a listing in excess of 200 prime contractors, MBEs WBEs and Section 3 contractors who normally review HANH Bid.</p>
<p>F If Not Achieved, Why?</p>	<p>Training Program is on-going offering two training cycles per year.</p> <p>During FY2010, HANH will conduct outreach for class participants.</p> <p>HANH will provide case management to increase retention in class.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>Number of Section 3 residents entered in database – 44. Number of Section 3 residents employed by contractors 115 – HUD 2516 report – HUD 60002 – DOL 4710 report –</p> <p>CEO – monthly reports on progress and: 13 enrolled in program – 3 individuals completing training program –2 participants in Union as apprentice – 2 participants employed –</p> <p>Business development 2 residents enrolled in program –2 viable business plans 1 loan granted.</p>

18. Implement Mandatory Direct Deposit for Housing Choice Voucher Landlords.

HANH believes that our ability to effectively manage our HAP payment process will be greatly enhanced by implementing mandatory direct deposit of all landlords who participates in the HCV program. This will create administrative savings in program operating costs and ensures that landlords are paid in the most timely manner.

<p>C MTW Statutory Objective</p>	<p>Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the Flexibility to design and test various approaches for proving and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.</p>
<p>D Analysis of Impact on Stated Objective</p>	<p>HANH anticipates that implementation of this initiative will reward landlords with a timely and accurate HAP payment. This would also increase efficiency while easing HANH's burden to accurately administer 1,400 HAP payments to landlords on a monthly basis. It is also anticipated this initiative will minimize landlord complaints on non payments of HAP payments and reduce administrative costs of administrating the program.</p>
<p>E Actual Performance v. Baseline/Benchmark</p>	<p>Currently HANH serves over 1,334 landlords and approximately 67% have authorized Agreements for Direct Deposit. Some landlords have multiple Section 8 tenants. HANH seeks to increase direct deposit utilization to 90% by December 1, 2010. Once this threshold has been met, all existing owners will be required to receive HAP payments via direct deposit. New owners will be required to receive HAP payments via direct deposit. New owners are currently required to enter into Direct Deposit Agreements no later than March 31, 2010.</p>
<p>F If Not Achieved, Why?</p>	<p>HANH has not yet reached the 90% utilization rate.</p> <p>During FY 2010, HANH anticipates converting all landlords to direct deposit by reaching 90% benchmark. All new landlords are enrolled.</p>
<p>G Evaluate effectiveness of Activity</p>	<p>Data will be tracked through the agency's data management system.</p> <p>FY08 Costs to process HAP Payments-\$1,464,635</p> <p>FY09 Costs to process HAP payments-\$981,240</p>
<p>H Authorization Cited</p>	<p>The amended and restated MTW agreement Attachment C Section D.1 authorizes HANH to determine the term and content of the HAP contracts to owners during the term of the MTW demonstration.</p>

19. HCV Preference and Set Aside for Victims of Foreclosure.

New Haven, like many municipalities is facing an increasing crisis related to mortgage foreclosures. The loss of property by a landlord often threatens the housing of the HCV participant. As an effort to protect vulnerable residents, HANH proposes to establish a preference for eligible HCV participants and applicants, up to 50 tenant based vouchers annually, to prevent homelessness among this population. These vouchers may be used as tenant based vouchers or may be awarded as project based vouchers through a competitive process to landlords who are purchasing a foreclosed property in the City of New Haven and developing affordable housing. During FY09 HANH began accepting referrals for this program.

C MTW Statutory Objective	Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low income families.
D Analysis of Impact on Stated Objective	The foreclosure protection pilot program is designed to assist up to 50 family’s access housing when the home they are renting goes into foreclosure and the family is notified of eviction. The family must otherwise be in good standing. Such families will be granted a preference on the HCV wait list similar to families who are displaced due to governmental action. Additionally, vouchers may be awarded to housing developers who are purchasing a foreclosed property in the City of New Haven and developing affordable housing.
E Actual Performance v. Baseline/Benchmark	At baseline 0 families were enrolled in this program. Currently 34 families have applied and 10 families have received these vouchers. It is anticipated that up to 50 families will apply and be granted such assistance during FY10. Additionally, foreclosures have a destabilizing impact on the neighborhood. By utilizing vouchers in this manner, vacant homes may be returned to the tax rolls thereby reducing neighborhood blight and associated criminal activity.
F If Not Achieved, Why?	On going
G Evaluate effectiveness of Activity	This preference will be entered into the Agency’s data management system and applicants will be tracked as such. Data will be collected as to family demographics and income, lease up rates and length of assistance. Number of homes protected from foreclosure will be tracked.
H Authorization Cited	The Amended and Restated MTW Agreement, Attachment C-Section D. 4. Waiting List Policies authorizes HANH to establish preferences that differ from the currently mandated program requirements of the 1937 Act and its implementing regulations. Section D.1.e. authorizes HANH to determine the percentage of housing voucher assistance that it is permitted to project base.

VII Sources and Uses of Funding

A. Unaudited Financial Statements

See attached Operating and Capital Budgets

B. PLANNED VS. ACTUAL BY DEVELOPMENT

Overall the agency had a net income according to the audited financial statements for the entire agency. There are some expense accounts that had significant variances when compared to the annual budgeted amount.

- Legal Cost – HANH’s legal cost in settlements and litigation increased due to settlements in legal cases against HANH and defense of ongoing cases. The payment of these monies resulted in an increase of 7.57%.
- Travel and other which includes training for the agency increase by 20.96%. This is related to increased commitment to participation in HUD sponsored and industry related conferences, meetings and trainings.
- Service Contacts had a decrease 3.13%. HANH was able to do additional work in-house therefore reduce the need for outside contractor.
- Protective Services also saw an increase of 30.23%. This increase was the result of securing a security contract and additional help from the New Haven Police Department. The result of this increase has been a lower crime rate within HANH properties.

C. Planned vs. actual for capital activities

The 2009 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 2009. 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.

Planned vs. Actual Capital Expenditures				
Development	Planned Activities	Planned Financial Commitment	Actual Expenditure to Date	Comments
Agency Wide	<i>Supportive Services for Mental Health</i>	\$ 657,000.00	\$ 369,467.00	Ongoing
	<i>Section 3 Enforcement and Construction Training</i>	\$ 212,000.00	\$ 70,309.00	Ongoing
	<i>Mobility Counseling</i>	\$ 144,000.00	\$ -	on hold
	<i>Cameras</i>	\$ 175,000.00		
	<i>CM fees-7 major projects</i>	\$ 700,000.00	\$ 2,787,734.00	on going
	<i>Computer Upgrades</i>	\$ 175,000.00	\$ 172,000.00	
Farnam Court	<i>Windows</i>	\$ 6,769,000.00	\$ -	on hold
Eastview Terrace	<i>New construction/rehab</i>	\$ 45,477,237.00	\$ 45,477,237.00	completed and occupied
	<i>Phase II</i>	\$ 3,600,000.00	\$ -	on hold
Rockview	<i>MF redevelopment</i>	\$ 6,400,000.00	\$ -	
McConaughy Terrace	<i>Windows</i>	\$ 3,065,000.00	\$ 95,969.00	on going
Robert T Wolfe	<i>rehab</i>	\$ 1,150,000.00	\$ -	contract executed
Crawford Manor	<i>façade and vacancies</i>	\$ 1,775,000.00	\$ 23,202.00	on going
Essex Townhouses	<i>Site work</i>	\$ 150,000.00	\$ -	contract executed
Ruoppolo Manor	<i>rehab</i>	\$ 985,000.00	\$ -	contract executed
CB Motley	<i>drainage remediation</i>	\$ 100,000.00	\$ -	on hold
		\$ 71,534,237.00	\$ 48,995,918.00	
Balance			\$ 22,538,319.00	

As noted and detailed in the table above, HANH has committed to several different projects with its housing portfolio for FY2009. Although these projects were committed to in FY 2009, they have begun but will span into additional fiscal years. HANH makes every effort to stay with the budgeted amount but due to the unforeseen conditions, the final amount of the project may be more than the original budgeted amount.

D. Explanation of funding flexibility

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 various capital projects according to the proposed capital plan. HANH used the excess funds after all the HCV expenses and our capital fund allocation to fund capital improvements of McQueeney Towers such as kitchen and bath renovation and façade and new roof at Ruoppolo Manor.

MTW Initiatives – Require Funding Flexibility ONLY

- 1. Crawford Manor Modernization.** Crawford Manor is in the process of undergoing a modernization which shall be completed in phases. Past projects have included the completion of 7 vacant units' rehabilitation. In progress is the rehabilitation of an additional 10 vacant units. The exterior façade which requires weatherproofing as identified by the CM's needs assessment has been included in the Formula ARRA Grant projects.
- 2. Modernization of 4 Elderly Developments.** HANH's MTW objectives include major modernization of 4 elderly-designated developments with 182 total units: Constance Baker Motley, Katherine Harvey Terrace, Newhall Gardens, and Prescott Bush Mall. Renovations of Constance Baker Motley were completed in July 2005. Katherine Harvey Terrace was complete 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 re-occupancy during FY 2010 as an elderly-only designated development.
- 3. Winslow-Celentano Elevator Replacement.** HANH is completing elevator upgrades at Winslow-Celentano by replacing the single elevator with a 504 compliant cab in hole-less elevator system serving the "B" units of the development. Lack of this elevator severely limited the occupancy of this development as no units above the 2nd floor could be occupied in the "B" side of the unit. Completion of this initiative will improve the housing choice available for elderly and disabled families. The elevator serving the "A" units was replaced in 2006.
- 4. Fairmont Window Replacement.** HANH acquired this elderly and disabled, 98 unit development in 1981 as part of its portfolio. Constructed in 1969, Fairmont requires new windows to replace the heavy double hung windows that are difficult for seniors and disabled to operate. The new windows will be energy efficient. This initiative is anticipated to improve the desirability of this development and reduce operating costs.
- 5. Security Improvements.** HANH is continuing its ongoing efforts to provide safe and secure living environments for its residents. Camera surveillance installation projects were undertaken in FY2008. Identified sites include: Farnam Courts, Westville Manor, Ribicoff Cottages, Valley Townhouses, McConaughy Terrace, Eastview Terrace, Cornell Scott Ridge and Essex Townhouses. Installation was completed in FY 2008 at Farnam Courts. During FY09 HANH expected to complete installation at Westville Manor, Cornell Scott Ridge, and Essex Townhouses. Continued installations will continue into FY2010. Security improvements are anticipated to increase the housing choice for low income families.
- 6. Renovation of Acquired Scattered Site Properties.** HANH entered into a Settlement Agreement approved by the U.S. District Court in July 1995 with regard to **Christian Community Action, Inc., et al. v. Cisneros, et al., Civil Action No.:3:91CV00296**. The Settlement Agreement requires HANH to develop or acquire 183 scattered site public housing units to replace units at the former Elm Haven Extension development. HANH has made consistent progress on meeting this requirement and anticipated that the acquisitions would be completed during FY09. During FY09, HANH identified and purchased, the final units required to meet its obligation to provide 183 units under the CCA v Cisneros litigation. The units are located in areas of non-minority concentration, and offer opportunities for public housing families to reside in

neighborhoods that might otherwise be unavailable to them. Prior to occupancy, HANH will make the necessary repairs as identified in the pre-purchase assessments. Completion of these repairs and lease up will be completed during FY10.

7. Vacancy Upgrades. HANH's vacancy reduction initiative sought to reduce HANH's vacancy rate from 10% to 5% during FY09. Although many units were turned, many units subsequently became vacant adversely impacting HANH's ability to meet this benchmark. Some of HANH's vacant units require environmental remediation and a larger scope of repairs that exceeds the scope of routine vacancy turnaround performed by in-house staff. In an effort to reduce the back-log of such vacancies and bring them back on-line, HANH has an ongoing effort with 65 units presently either complete, in progress or under contract to make repairs to rent the units and increase HANH's revenue stream. In response to the Stimulus Initiative, the Board approved ARRA Grant projects which include an additional 83 units requiring abatement and rehabilitation to supplement this activity.

8. Fencing at Ribicoff Cottages and Extensions. HANH has identified the need to provide fencing and security gates at Ribicoff Cottages and Ribicoff Extensions. Due to the demolition of the buildings at Rockview and the most recent demolition of Brookside buildings there is a critical need to provide security for the elderly residents that are presently located in an isolated area. During FY 09 fence, gate and camera installation was initiated. Final completion of this project is anticipated in FY2010.

9. Two New Playgrounds at Quinnipiac Ridge and St. Anthony's I and II. The need for playgrounds was identified with the community organization, the Q-Ridge Community Action Committee comprised of HANH, Harbour Crest Condominiums, Cherry Hill Condominiums and Hidden Quarries Condominium. There was a need for defined play areas that provided safe and secure environments for the children of the residents of St. Anthony's II and Quinnipiac Ridge. The development of two playgrounds serves two different age groups, two to five year olds, and five to twelve years with age appropriate equipment and amenities.

10. McConaughy Terrace Modernization. McConaughy Terrace is in the process of undergoing a modernization which includes hazmat abatement, site work, storm drainage improvements, selected demolition, new gabled roofs on all the buildings, replacement of existing doors and windows and the addition of new window shutters.

11. Essex Townhouses: Essex Townhouses is in the process of undergoing a significant modernization project. 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 planned for completion in FY 2009 shall include replacement of kitchens, baseboard heating and vacancies. FY2010 projects include: site improvements including security cameras, site lighting, parking lot repaving, storm and sewer drainage upgrades.

12. Charles McQueeney Towers. Charles McQueeney Towers is in the process of undergoing a significant modernization project. 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. Projects planned to be completed in FY 2009 included the renovation of 26 units with hazmat abatement, kitchen & bathroom upgrades, remodeling units and the public lobby to 504 compliance, upgrading of common areas and weatherproofing the exterior façade and balconies. During FY 2010, additional projects which have been identified to be addressed with the ARRA Grant include 18 units with Hazmat abatement, façade and balconies; Phase 2 McQueeney renovations of 35 units including 9 units to 504 compliance with Hazmat abatement, kitchen & bathroom upgrades.

13. Robert T. Wolfe Modernization. Robert T. Wolfe is in the process of undergoing a major modernization project which shall include the weatherproofing of the exterior façade and balconies, remodeling 10 units to 504 compliance, installation of new toilets, tub repair leaks, the weatherproofing of the exterior façade and balconies, skylight and roof replacement and parking lot paving. This project was anticipated to begin in FY09 and be completed in FY 2010.

14. Ruoppolo Manor Modernization. Ruoppolo Manor is in the process of undergoing a modernization which shall be completed in phases. During FY09 it was anticipated that vacant unit rehabilitation and roof replacement would be completed and solicitation would be completed for window and door and security and elevator upgrade projects are underway. Actual progress during FY09 showed there are 15 vacant units rehabilitation in progress. During FY2010 the Roof Replacement is in progress and will be completed prior to winter weather conditions. The Window & Door replacement project and the Security & Elevator Upgrades project are in solicitation.

15. Vacancy Reduction Initiative. HANH has an aggressive vacancy reduction initiative underway that will result in increased housing choice for low income families and improved cost efficiency due to increased rent collection and subsidy. To reduce the current backlog of routine vacancies from 11% (132 units) to a 5% routine vacancy rate (89 vacancies) will require preparation and occupancy of at least 43 current vacant units. In addition, HANH must turn enough units to overcome loss of units due to turnovers. Based on statistics for the past 4 FYs, HANH has roughly 10% attrition. We anticipate roughly 140-160 new vacancies due to routine move-outs and transfers.

During FY2009, under the capital improvement program, the following projects underwent capital improvement; Farnam (22 units) Westville Manor (20 units), McConaughy/Valley & Waverly (18), Scattered Site (5 units). This is a total of 65 units returned on-line after completion of capital projects.

Several Construction Management and other capital projects were completed during FY 2009. These include capital projects at Crawford Manor (7 units), Robert T. Wolfe (9 units), Winslow Celentano (29 units), and Ruoppolo Manor (14 units). This is a total of 59 units returned on-line after completion of capital projects.

Throughout FY09, HANH's in house vacancy team turned an average of 15 units per month.

During FY10 HANH will complete the following CM: Units at Crawford Manor, Robert T. Wolfe, and Ruoppolo Manor (30 total units) will be prepared for occupancy as part of the capital improvement projects. An additional 83 units will be completed as a result of ARRA funding. McQueeney's CM capital projects are expected to maintain up to 35 units off-line during FY 2009 and into FY 2010 for major capital are planned in phases of 12-16 residents, they will require multiple transfer processing as residents move out and move back for short time periods while their units are under construction.

HANH's objective is to achieve and maintain a 5% routine vacancy rate by the end of FY 2010.

16. Resident Services Program for Families. HANH's Resident Services program for families funded in part by ROSS grants and MTW funds 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 RSMD 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. **Moving to Work Funds are used to supplement ROSS activities to enable HANH to provide all of the educational and training programs offered to families therefore it is reported herein as an MTW initiative.** Families are referred to these programs by Resident Services to assist individuals in obtaining employment or to increase the earnings of those who are underemployed.

17. Supportive Housing Services in HANH Public Housing Developments. 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.)

Funded through MTW funds, HANH began its program in 2001 and has expanded from this initial site to now serving four sites in FY09. Services include intensive case management; assistance in helping residents access mental health and addiction services, daily living skills programming, counseling and regular sessions related to sobriety, anger management, conflict resolution and other clinical health needs, as well as a full range of basic support needs (income, benefits, medical health, transportation, legal assistance). The program has been very effective in helping some of HANH's most troubled residents to maintain lease compliance and to live independently and effectively in their community. In addition to the intensive services

for identified residents, with the staff's on site presence, the program also provides services to all residents of the building. HANH's supportive housing programs represent a significant investment by HANH, as the intensive level of services costs approximately \$9,500 per resident per year. Each of the 4 existing programs brings matching funds representing at least 50% of the program cost. Nonetheless, HANH believes this investment is crucial to our effective management of these properties, for the quality of life of residents, and for the ability of many residents to maintain housing, maintain lease compliance, and live independently and effectively in their communities. The increase in incident reports is due to increased reporting of incidents by contracted security personnel, resident who serve as "Building Attendants (BAs)", and residents. HANH has stressed with BAs the importance of reporting incidents that occur while they are on duty. Also many residents meetings that focus on community safety have encouraged residents to report all incidents

18. 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. HANH expanded its capacity to serve 150 total families in its Home Ownership Program. Each family may participate for up to 5 years, and, during their program enrollment, any incremental rent increases due to increased earned income are saved in escrow, on behalf of the family, which the family may use upon graduation for approved self-sufficiency purposes. In 2007, HANH revised its FSS program to include additional goals to assist residents in addressing a full range of barriers to achieving self sufficiency and employment. This change has allowed HANH to provide much needed services to a larger number of LIPH and Section 8 residents. Service referrals focus on remedial education, literacy classes, GED preparation, vocational and financial management, job skills/ employability, etc. Finally, HANH has invested in Computer/Learning Labs. Provision of these services assists families in their move toward self-sufficiency. Factors that related to the reduction in employed residents are: closing of small businesses in the area that utilize residents as part-time employees; decrease of workforce at worksites due to the economy; and lack of training for jobs that have employment opportunities. HANH has created a "Specialized Training" program which offers training in fields where there are employment opportunities i.e.: healthcare, auto mechanics, etc. This training should provide the skills necessary for residents to obtain employment or increase their earnings.

FY2009 Budgeted expenditures for these initiatives requiring MTW funding flexibility only is presented in the following table:

MTW Initiatives Requiring Funding Flexibility ONLY

Initiative	Budget
Crawford Manor rehabilitation	
Construction Management	\$ 225,369.00
Vacancy rehabilitation	\$ 203,476.75
Elderly Development modernization	
Prescott Bush Mall	\$ 8,225,725.64
Winslow-Celentano Elevator	\$ 229,000.00
Fairmont windows	\$ 364,636.00
Security improvements agency wide	\$ 1,024,676.00
Scattered site rehabilitation	\$ 1,219,178.00
Vacancy rehabilitation	
Abatement	\$ 900,000.00
UFAS conversions	\$ 300,000.00
Fire unit rehabilitation	\$ 500,000.00
Agency wide vacancies	\$ 1,155,000.00
Farnam Court vacancies	\$ 247,217.00
Westville Manor vacancies	\$ 169,869.00
Ribicoff Fencing	\$ 159,223.00
Playground at Scattered Site	\$ 86,808.00
McConaughy Terrace	\$ 16,740,116.25
Essex Townhouses	\$ 1,309,649.00
McQueeney Towers	\$ 6,179,250.00
Robert T. Wolfe	\$ 2,693,770.00
Ruoppolo Manor	\$ 1,546,793.36
Supportive Housing & Family Self Sufficiency	\$ 3,378,895.67
Total	\$ 46,858,652.67

Non-MTW Initiatives- the following initiatives do not require MTW flexibility:

1. Section 8 Homeownership Program (SEHOP).

Since 2003, HANH has operated a SEHOP program that allows Section 8 (HCV) voucher holders to use their housing assistance toward mortgage and other homeownership costs. HANH’s SEHOP program is available to FSS participants who wish to become first-time homeowners and who have satisfied all SEHOP requirements, including income, employment, homeownership training, and other requirements intended to increase families’ successful homeownership.

D Analysis of Impact on Stated Objective	Residents will improve their credit and ability to build income. Residents will be able to purchase homes This will assist families becoming economically self-sufficiency.
E Actual Performance v. Baseline/Benchmark	Baseline: 89 individuals enrolled in program 28 individuals with improved credit and income 2 homes purchased Through FY09 Eighty-six (86) residents are enrolled in the Home Ownership Program. 3 residents will be ready to purchase during 2010. Residents have purchased a total of 23 homes since program start. Three homes were purchased in 2009
F If Not Achieved, Why?	
G Evaluate effectiveness of Activity	HANH residents are assisted in their homeownership goals thereby improving their economic self sufficiency.

2. 7 Shelton Avenue.

HANH intends to dispose of its property at 7 Shelton Avenue. The property was purchased by HANH’s affiliate corporation, Glendower, for new housing development. The site cannot be used for development of scattered site public housing, under the CCA v. Cisneros settlement, as it is located in an impacted neighborhood.

D Analysis of Impact on Stated Objective	Reduce costs of maintenance of the property.
E Actual Performance v. Baseline/Benchmark	Eliminating the property from maintenance contracts and insurance policies. Placing funds from sale into HANH’s investment plan.
F If Not Achieved, Why?	During fiscal 2009 HANH submitted an electronic disposition application on 7 Shelton Avenue property to HUD Chicago SAC Office. The application is currently under review by HUD for approval.
G Evaluate effectiveness of Activity	Disposition is underway.

3. 39 County Street.

39 County Street is part of Development #4-15, County and Henry Streets. Other units in this development have been modernized. HANH has determined that the extent of repairs required for 39 County Street is excessive, and HANH is in the process of selling the property through an Invitation for Bids to a non-profit organization for renovation and a home ownership opportunity.

D Analysis of Impact on Stated Objective	Reduced operating costs and added revenue from the sale
E Actual Performance v. Baseline/Benchmark	Eliminating the property from maintenance contracts and insurance policies. Placing funds from sale into HANH's investment plan.
F If Not Achieved, Why?	During fiscal 2009 HANH submitted an electronic disposition application on 7 Shelton Avenue property to HUD Chicago SAC Office. The application is currently under review by HUD for approval
G Evaluate effectiveness of Activity	Disposition is currently pending. Sale has not yet occurred.

4. HANH's 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. HANH is in the process of disposing of its warehouse.

D Analysis of Impact on Stated Objective	Reduced operating costs and added revenue from the sale
E Actual Performance v. Baseline/Benchmark	Eliminating the property from maintenance contracts and insurance policies. Placing funds from sale into HANH's investment plan.
F If Not Achieved, Why?	Warehouse sale is pending and will be vacated by June, 2010
G Evaluate effectiveness of Activity	Sale is pending.

Source and Use of Non MTW Funds

SOURCE	AMOUNT	USE
AARA	\$ 6,045,769	Agency Wide Vacancy Reduction

CRFC- Brookside	\$ 4,733,966	Assistance with the revitalization of Brookside
CRFC- Quinnipiac Terrace	\$ 5,000,000	Phase III of QT
CRFC- William T Rowe	\$ 10,000,000	Assistance with the revitalization of Rowe
CRCF- Ruoppolo Manor	\$ 2,476,400	Assistance with the rehabilitation of Ruoppolo Manor
ROSS-		
Moderate Rehabilitation (SRO)	\$ 294,158	Single Room Occupancy Vouchers
Veteran Affairs Supportive Housing *(VASH)	\$355,357	35 Vouchers for displaced Veterans

Block Grants

Source	Amount Received	Use	Amount Used
Operating Subsidy	\$13, 764,491	Public Housing Operations	\$13, 764,491
HCV	\$ 49, 747,027	Vouchers,	\$ 35,565,726
		Capital Improvements	\$8,559,710
		LIPH Operations (after depreciation)	\$5,621,591

Unaudited Budget

ACCT #	DESCRIPTION	Board Approved	LIPH	Board Approved	SECTION 8
		2009	2009	2009	2009
		LIPH	ACTUAL	Section 8	Actual
REVENUE ACCOUNTS					
311000	DWELLING RENTAL	4,122,707	4,205,364	0	0
311002	TENANT STIPENDS	(138,152)	(118,100)	0	(2,225)
311003	TENANT DEFAULTS	(18,150)	110	0	0
311004	TENANT REFUNDS	(8,750)	0	0	0
311006	TENANT UTILITY ADJUSTMENT	0	(171,755)	0	0
311007	UNREPORTED INCOME	0	379	0	0
311100	FSS RENT CONTRA	0	(27,109)	0	0
319000	NONDWELLING RENTAL	0	21,103	0	0

311005	VACANCY LOSS	(418,897)	0	0	0
361000	INTEREST ON INVESTMENTS	1,050,000	47,687	0	0
369000	OTHER INCOME	411,232	314,467	0	0
369500	OPERATING FUND TRANSFERS IN/(OUT)	501,160	0	(7,918,585)	0
369900	EARNED FEES	5,345,848	2,270,684	0	0
802000	C/Y CONTRIBUTION EARNED - OP SUBSIDY	15,127,706	13,764,491	45,000,000	49,747,027
802000	C/Y CONTRIBUTION EARNED - OP ADD-ONS	0	0		
TOTAL OF REVENUE ACCOUNTS:		25,974,704	20,307,320	37,081,415	49,744,802
EXPENSE ACCOUNTS					
ADMINISTRATIVE					
411000	ADMINISTRATIVE SALARIES	3,272,945	3,071,501	1,351,723	1,369,784
412001	OVERTIME	130,391	71,231	5,000	0
TOTAL ADMINISTRATIVE WAGES		3,403,336	3,142,732	1,356,723	1,369,784
LEGAL					
413000	LEGAL- GENERAL	484,000	278,492	0	0
413001	LEGAL - LABOR	200,000	182,964	40,000	0
413002	LEGAL- EVICTION	182,196	75,922	0	724
413003	LEGAL- SETTLEMENT	43,539	80,542	0	0
413004	LEGAL - LITIGATION	0	361,345	0	0
TOTAL LEGAL		909,735	979,265	40,000	724
TRAVEL AND OTHER					
414000	TRAINING	99,832	172,141	40,170	2,289
415000	TRAVEL	57,767	19,685	3,924	0
417000	ACCOUNTING FEES	32,000	29,754	5,150	5,150
417100	AUDITING	40,000	40,000	22,210	22,210
418001	CONDO FEES	0	16,155	0	0
TOTAL TRAVEL AND OTHER		229,599	277,735	71,454	29,649
SUNDRY					
419001	OFFICE SUPPLIES	61,627	107,375	24,519	22,909
419002	PRINTING	35,780	9,541	7,210	9,132
419003	PUBLICATIONS	4,725	3,250	0	0
419004	MEMBERSHIPS	77,881	41,876	0	0
419005	TELEPHONE/COMMUNICATIONS	425,530	243,379	30,000	0
419006	POSTAGE	67,144	49,175	28,840	17,250
419007	BANK CHARGES	19,979	32,708	60,000	43,712
419008	OFFICE CLEANING	5,360	9,507	0	0
419009	CONSULTANTS	196,064	133,580	538,000	163,842
419010	COMPUTER MAINTENANCE	87,600	99,815	5,000	0
419011	OFFICE MACHINE RENTAL/MAINTENANCE	36,014	28,357	5,000	0
419012	MAINTENANCE ANSWERING SERVICE	14,122	7,395	0	0

419013	PAYROLL	16,465	40,495	4,521	0
419016	MISCELLANEOUS	50,400	118,471	0	5,669
419017	TEMPORARY HELP	10,000	0	0	0
419018	COMPUTER EQUIPMENT	0	135,925	0	0
419020	TENANT SEARCHES	42,999	18,043	20,000	17,997
419022	ADVERTISING	71,363	128,472	10,000	5,416
419024	BEAUTIFICATION AWARDS	34,725	250	0	0
419026	EMPLOYEE EDUCATIONAL ASSISTANCE	49,590	32,376	5,150	0
419027	SAFETY COMMITTEE	0	0	0	0
419028	EXECUTIVE DISCRETIONARY	30,000	24,964	0	0
419029	RELOCATION	109,121	53,230	0	15,775
419030	MTW EXPENSES	4,000	1,846	5,000	0
419031	MANAGEMENT FEE	1,420,425	1,247,681	46,350	288,251
419032	ASSET MANAGEMENT FEE	249,240	18	0	0
419033	ACCOUNTING FEE	181,208	187,815	270,000	454,451
419034	CONSTRUCTION SUPERVISORY FEE	0	0	0	0
	TOTAL SUNDRY	3,301,362	2,755,542	1,059,590	1,044,401
TENANT SERVICES					
421000	TENANT SERVICES SALARIES	27,454	125,477	113,641	0
422000	TENANT SERVICES	133,411	47,743	0	3,041
423000	TENANT SERVICE CONTRACT COSTS, TRAINING	695,000	644,212	0	0
	TOTAL TENANT SERVICES	855,865	817,432	113,641	3,041
UTILITIES					
431000	WATER	408,466	423,431	2,000	0
431001	SEWER	307,878	407,261	2,000	0
432000	ELECTRIC	3,030,289	2,679,137	10,000	0
433000	GAS	1,535,204	1,103,317	5,000	0
434000	FUEL	0	26,767	0	0
439000	OTHER	0	0	0	305
	TOTAL UTILITIES	5,281,837	4,639,913	19,000	305
441000	MAINTENANCE LABOR	2,367,817	2,310,782	0	0
MATERIALS					
442000	MAINTENANCE & OP MATERIAL	0	20,343	0	
442001	ELECTRICAL	104,907	34,103	0	0
442002	HVAC	81,746	37,659	0	0
442003	FIRE PREVENTION	13,213	392	0	0
442004	PLUMBING	178,000	62,102	0	0
442005	JANITORIAL/CLEANING [?]	51,687	41,285	0	0
442006	VEHICLE	56,212	55,570	0	0
442007	MISCELLANEOUS	13,207	85,714	0	0
442008	GROUNDS	23,834	39,117	0	0
442009	BUILDING MATERIALS	33,195	47,293	0	0
442010	TOOLS & EQUIPMENT	11,723	14,827	0	0

442011	APPLIANCES	127,436	81,677	0	0
442014	PEST CONTROL	17,517	3,248	0	0
442015	ELEVATOR	0	0	0	0
442017	WINDOWS	18,160	2,950	0	0
442018	CABINET MATERIALS	0	97,032	0	
442019	DOORS & HARDWARE	60,824	56,198	0	0
442020	PAINTING	28,869	18,284	0	0
442021	COMPACTOR	1,751	1,171	0	0
442023	SNOW REMOVAL	27,409	0	0	0
442026	VACANCY MATERIALS	119,409	29,401	0	0
442300	SERVICE EXPENSE	0	4,410	0	
443027	GRAFFITI REMOVAL	1,881	0	0	0
	MATERIALS TOTALS	970,980	732,777	0	0
CONTRACTS					
443001	ELECTRICAL	43,988	8,610	0	0
443002	HVAC	218,976	328,992	0	0
443003	FIRE PREVENTION	33,455	112,122	0	0
443004	PLUMBING	164,982	300,834	0	0
443005	JANITORIAL/CLEANING	30,268	15,729	0	0
443006	VEHICLE	163,388	106,638	0	0
443007	MISCELLANEOUS	0	56,791	0	0
443008	GROUNDS	101,245	27,599	0	0
443009	BUILDING	38,000	5,450	0	0
443010	TOOLS & EQUIPMENT	0	26,394	0	0
443011	APPLIANCES	98,420	28,859	0	0
443013	TRASH REMOVAL	280,411	299,496	0	0
443014	PEST CONTROL	379,895	139,752	0	0
443015	ELEVATOR	88,333	151,375	0	0
443017	WINDOWS	129,000	108,608	0	0
443018	CABINET CONTRACTS	0	21	0	
443019	DOORS & HARDWARE	55,900	13,528	0	0
443020	PAINTING	0	2,828	0	0
443021	COMPACTOR	19,360	18,591	0	0
443022	BOILERS/GENERATORS CONTRACTS	0	5,456	0	
443023	SNOW REMOVAL	226,069	373,368	0	0
443026	VACANCY CONTRACT	148,000	63,101	0	0
443027	GRAFFITI REMOVAL	25,500	7,985	0	0
	CONTRACTS TOTAL	2,245,190	2,202,124	0	0
PROTECTIVE SERVICES					
446000	PROTECTIVE SERVICES LABOR	0	17	0	0
447000	PROTECTIVE SERVICES MATERIALS	0	0	0	0
448000	PROTECTIVE SERVICES CONTRACT COST	644,777	847,656	0	717
	PROTECTIVE SERVICES TOTAL	644,777	847,673	0	717
GENERAL EXPENSE					

451000	PROPERTY INSURANCE	194,579	202,290	0	0
451001	GENERAL LIABILITY INSURANCE	217,851	109,332	0	
451002	AUTO INSURANCE	78,619	114,850	0	
451003	WORKERS COMPENSATION INSURANCE	545,043	532,800	7,327	63,870
452000	PILOT	0	13,292	0	0
452500	FESS AND TAXES	0	655	0	3,600
453000	TERMINAL LEAVE PAYMENTS	0	0	0	0
454000	EMPLOYEE BENEFIT CONTRIBUTIONS	1,662,278	1,335,547	433,586	403,629
457000	COLLECTION LOSSES	206,135		0	0
459000	OTHER GEN EXPENSE, INC PRIOR PERIOD INSURANCE ADJ	0		0	0
459050	PORTABILITY ADMIN FEES	0	0	0	67,662
	GENERAL EXPENSE TOTAL	2,904,505	2,308,765	440,913	538,760
TOTAL OPERATING EXPENSES:					
		23,115,003	21,014,742	3,101,321	2,987,381
EXTRAORDINARY EXPENSE					
461000	LABOR	0	0	0	
461001	ELECTRICAL	0	0	0	0
461002	HVAC	0	0	0	0
461003	FIRE PREVENTION	0	0	0	0
461004	PLUMBING	0	0	0	0
461005	JANITORIAL/CLEANING	0	0	0	0
461006	VEHICLE		0	0	0
461007	MISCELLANEOUS	0	1,700	0	0
461008	GROUNDS	50,000	0	0	0
461010	TOOLS & EQUIPMENT	0	0	0	0
461011	APPLIANCES	0	0	0	0
461013	REFUSE REMOVAL	0	0	0	0
461014	PEST CONTROL	0	0	0	0
461015	ELEVATOR	0	0		0
461017	WINDOWS	50,000	0	0	0
461019	DOORS & HARDWARE		0	0	0
461020	PAINTING		0	0	0
461021	COMPACTORS		0	0	0
461023	SNOW REMOVAL		0		0
461024	ROOFING	100,000	475	0	0
461025	BUILDING REPAIR	50,000	0	0	0
461030	VACANCY CONTRACTS		0	0	0
	EXTRAORDINARY EXPENSE TOTAL	250,000	2,175	0	0
CASUALTY					
462001	CASUALTY LOSSES - LEGAL SETTLEMENT	0	108,948	0	92,000
462010	NONCAP CASUALTY - LABOR / HAP OCCUPIED UNITS	0	0	33,826,416	32,274,448
462020	NONCAP CASUALTY - MATERIALS / HAP DAMAGES & FRAUD	0	0	1,030	(60,548)
462030	NONCAP CASUALTY - CONTRACTS / HAP	0	0	62,072	196,283

	MISCELLANEOUS				
462040	PROCEEDS - INSURANCES / FSS EXPENSE	0	(58,913)	51,600	73,937
	TOTAL CASUALTY	0	50,035	33,941,118	32,576,120
CAPITAL ACCOUNTS					
612000	DISPOSITION OF NONEXPENDABLE EQUIP	0	0		0
752000	REPLACEMENT OF NONEXPENDABLE EQUIPMENT	0	2,800		0
754010	BETTERMENTS & ADDITIONS	145,000	10,270	38,976	0
754040	PB&A CONTRACTS COSTS	0	2,985		
756000	CASUALTY LOSSES CAPITALIZED	0	0		0
758000	GAIN/LOSS ON SALE OF FIXED ASSETS	0	(4,100)		0
	CAPITAL ACCOUNTS TOTAL	145,000	11,955	38,976	0
TOTAL OF ALL EXPENSE ACCOUNTS:					
		23,510,003	21,078,907	37,081,415	35,563,501
NET PROFIT/LOSS BEFORE DEPRECIATION:					
		2,464,701	(771,587)	0.00	14,181,301
480000	DEPRECIATION EXPENSE	0	4,850,004	0	0
NET PROFIT (OR LOSS):					
		2,464,701	(5,621,591)	0.00	14,181,301

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

HANH intends to use the funds for development of a Phase 1 of the West Rock revitalization project, the 122 Wilmot Road project and the William T. Rowe project, as well as to either accumulate these funds for these projects and/or to pay debt service on bonds issued under HUD's Capital Fund Financing Program (CFFP) as set forth under 24 CFR Part 990.440. Part 990.400 permit PHAs to pledge up to 50 percent of RHF funds to repay debt associated with the development of replacement units.

The RHF grants and grant amounts to be reprogrammed and the requested revised obligation and expenditure deadlines are as follows:

Grant	Total Grant Amount	Increment	New Obligation Deadline	New Expenditure Deadline
CT26R00450107	\$541,850	1st	10/12/10	10/12/12
CT26R00450108	\$871,883	1st		
CT26R00450207	\$568,890	2nd	10/12/10	10/12/12
CT26R00450208	\$177,216	2nd		
Total	\$2,159,839			

William T. Rowe

The Authority will be demolishing the current 172- unit development and replacing it with a 104 unit Mixed Finance project: 52 of these units will be assisted with HUD Capital Fund Recovery Competition (CFRC) funds. Up to 40 of these units will be ACC units with an additional 26 being unassisted and the remaining 38 units will be project based voucher units. The RHF funds will be used to finance the development of the new ACC replacement units. The new units will be built on land that is currently owned by Yale New Haven Hospital (YNHH), but the Authority has an exclusive option to obtain these parcels via a Swap Agreement with YHNN. In addition to the 104 residential units the site will also include about 2,000 square of commercial space, as well supportive services for the elderly and disabled households.

The agency contemplates financing a portion of the cost this project using an accumulation of Replacement Housing Funds to leverage other funds or using these funds under the CFFP. Additional funds will come from \$3,000,000 of excess Section 8 funds, \$7,443,537 in proceeds from Low Income Housing Tax credits, \$3,000,000 from State of Connecticut, \$4,000,000 from the City of New Haven, \$4,690,000 in permanent first mortgage, \$10,000,000 of CFRC financing, and the proceeds of revenue bonds secured Replacement Housing Funds.

HANH has partnered with Trinity Financial, the developer of its Quinnipiac Terrace HOPE VI, to redevelop William T. Rowe.

The projected development schedule for Rowe as follows:

- **Architect Hired**
- **Plans and Specifications** -Completed
- **Development Proposal Submission** – 12/30/2009
- **Closing** - 02/01/2010
- **Construction Start** - 02/05/2010
- **Construction Completion** - 08/01/2011

West Rock Revitalization Project

The West Rock revitalization is a project to redevelop two obsolete Public Housing developments, Rockview Terrace and Brookside, and one additional parcel that previously contained a commercial building. The 491 Public Housing units and the retail building that have stood on the three sites will be replaced with a mix of Project-Based Section 8/LIHTC rental, Public Housing/LIHTC rental and affordable homeownership housing totaling 472 units, along with 11,000 feet of retail space at the 122 Wilmot site. The rental units will consist of 392 units, 352 family townhouse units and 40 senior units in a mid-rise building. The homeownership component will consist of 60 units. In addition, there will be a significant expansion of the Rockview Community Center, which offers computer training through Neighborhood Networks Center, GED assessment and preparation, credit repair and budgeting classes, health and wellness activities and other literacy and job training skills programs.

The project will be carried out in multiple phases. The revitalization of the Rockview site will be carried out in two rental phases and two homeownership phases. The revitalization of the Brookside site will consist of two rental phases and one homeownership phase. The additional parcel will be developed in one phase consisting of a mid-rise building with senior rental units with the retail space on the ground floor. In addition, there will be a significant expansion of the Rockview Community Center, which already has an existing Neighborhood Networks Center with a large number of computers utilized by residents of all HANH developments. The estimated cost of the revitalization of all three sites is \$150-\$200 million.

HANH has partnered with Michaels Development Company, a nationally known developer of affordable housing with a large portfolio, to redevelop the Rockview and Brookside public housing sites. Rockview is currently demolished and vacant except for the existing Community Center that will be significantly expanded for use by both sites. Brookside is also vacant and is just commencing the first phase of demolition of thirteen (13) buildings.

The redevelopment of Rockview, Brookside and Wilmot Road are all part of HANH’s MTW Plan. HANH’s goals in undertaking the project are to replace the blighted public housing developments and commercial building on the three sites with high-quality, well-designed residential and commercial units, provide upgraded affordable rental and homeownership opportunities to residents, improved essential services to residents and improve the quality of the surrounding neighborhood and integrate it more fully into the surrounding city. Phase 1 of the massive undertaken will be the development of 101 rental units at the prior Brookside site.

Brookside Phase I Description

The phase for which RHF funds will be used is Brookside Phase I. The phase will consist of 101 family units in two-story townhouse structures. The projected subsidy mix is 50% Public Housing and 50% Project-based Section 8, with all units also being Low Income Housing Tax Credit units under Section 42. The units will be a mix of one-, two- three and four-bedroom units, including 14 handicapped-accessible units.

The projected cost of the phase is approximately \$47.1 million. In addition to the RHF for which reprogramming is requested, approximate projected sources for the redevelopment include \$14,684,982 in 4% Low Income Housing Tax Credits proceeds, \$13,415,601 in Section 8 funds under our MTW Agreement, \$3,804,247 in CFRC funds, \$2,000,000 in funds from the City of New Haven, \$5,202,576 in permanent mortgage financing, and \$1,142,845 in deferred developer fees.

HANH will convey the land under a long-term ground lease to the ownership entity, which will be a limited liability company consisting of the developer as managing member and the tax credit investor as investor member. HANH will have the right to replace the developer as managing member following completion and stabilization of the development.

The Brookside site is vacated and the demolition is completed. The projected development schedule for Brookside Phase I is as follows:

- **Architect Hired**
- **Plans and Specification Completed 11/02/2009**
- **Development Proposal Submission – 12/30/2009**
- **Closing - 2/28/2010**
- **Construction Start - 3/15/2010**
- **Construction Completion - 11/30/2011**

HANH has completed 90 percent construction drawings for the project and has received all approvals needed to start this phase 1. An application for 4% tax credits has been submitted to the Connecticut Housing Finance Authority. HANH is working on securing the tax exempt bond financing and has submitted a CFFP proposal to HUD for review and approval.

122 Wilmot Road Description

The Authority has purchased a site at 122 Wilmot that is slightly more than one acre. The site has a deteriorated structure that is approximately 15,000 square feet. The structure will be demolished. The Authority plans to redevelop the site as a mixed use facility with 11,000 square feet of commercial and community space and 48 units of housing for frail elderly with supportive services to allow elderly persons to age in place. Total Development Cost is estimated at \$18.8 million. The agency contemplates financing a portion of the cost this project using an accumulation of Replacement Housing Funds to leverage other funds or using these funds under the Capital Fund Financing Program (CFFP). Additional funds will come from \$1,950,000 of excess Section 8 funds, \$3,530,052 in permanent mortgage financing, \$8,705,798 of Capital Fund Financing, \$3,958,052 from Low Income Housing Tax Credit proceeds.

The projected development schedule for 122 Wilmot is as follows:

- **Architect Hired**
- **Plans and Specifications - 01/03/2010**
- **Development Proposal Submission – 3/30/2010**
- **Closing - 06/30/2010**
- **Construction Start - 07/15/2010**
- **Construction Completion - 01/01/2012**

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 FY2009 Quarterly reports on HANH's compliance with the VCA's obligations have been submitted in a timely manner.

HANH has welcomed two monitoring visits since execution of the VCA. Both have recognized significant progress made by HANH in meeting the goals outlined. At this point, HANH is focused on development of the planned UFAS units and common area modifications.

VIII Reporting Compliance with Statutory MTW Requirements

A. Initial Incomes of Families Assisted by MTW

Initial Incomes of Families Assisted by MTW

Fiscal Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total number of newly admitted families assisted	344	329	344								
Number of families with incomes below 50% of area median	332	310	322								
Percentage of families with incomes below 50% of area median	96.50%	94.22%	93.60%								

LIPH 179 178 181

S8 165 151 163

At 93.60%, HANH has significantly exceeded the 75% requirement that families assisted be below 50% of AMI.

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

Baseline number of families to be served (total number of families)	4,827
Total number of families served this fiscal year (HCV, 3,259; LIPH, 1,898)	5,157
Numerical Difference	+330
Percentage Difference	6.84%

HANH has continued to serve a consistent number of families since achieving MTW status. During FY09 HANH served virtually the same number of families as at baseline.

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

	1 person	2 people	3 people	4 people	5 people	6+ people	Total
Baseline percentages of family sizes to be maintained	32.01%	24.05%	19.97%	12.95%	6.07%	4.95%	100%
Number of families served by family size this fiscal year	1,832	1,068	927	550	273	157	4,807
Percentage of families served by family sizes this fiscal year	38.13%	22.23%	19.30%	11.45%	5.68%	3.21%	100%
Percentage Difference	6.13%	1.82%	0.67%	1.50%	0.39%	1.75%	

Attachment 1: Unaudited Financial Statements and Capital Budget

	Draft Budget	Board Approved	LIPH	Draft Budget	Board Approved	SECTION 8
	2009	2009	2009	2009	2009	2009
DESCRIPTION	LIPH	LIPH	ACTUAL	Section 8	Section 8	Actual
DWELLING RENTAL	4,109,610	4,122,707	4,205,848	0	0	0
TENANT STIPENDS	(104,755)	(138,152)	(118,100)	0	0	(2,225)
TENANT DEFAULTS	(29,301)	(18,150)	110	0	0	0
TENANT REFUNDS	(51,760)	(8,750)	0	0	0	0
TENANT UTILITY ADJUSTMENT	0	0	(171,701)	0	0	0
UNREPORTED INCOME	0	0	379	0	0	0
FSS RENT CONTRA	0	0	(27,109)	0	0	0
NONDWELLING RENTAL	949,800	0	21,103	0	0	0
VACANCY LOSS	(330,364)	(418,897)	0	0	0	0
INTEREST ON INVESTMENTS	1,000,000	1,050,000	47,687	0	0	0
OTHER INCOME	208,722	411,232	314,467	0	0	0
OPERATING FUND TRANSFERS IN/(OUT)	0	501,160	0	(9,114,984)	(7,918,585)	0
EARNED FEES	1,017,000	5,345,848	2,270,684	0	0	0
C/Y CONTRIBUTION EARNED - OP SUBSIDY	13,532,042	15,127,706	13,764,491	47,052,180	45,000,000	49,747,027
C/Y CONTRIBUTION EARNED - OP ADD-ONS	0	0	0	0		
	20,300,993	25,974,704	20,307,858	37,937,196	37,081,415	49,744,802
ADMINISTRATIVE SALARIES	2,428,360	3,272,945	2,629,091	1,617,507	1,351,723	1,369,784
OVERTIME	0	130,391	21,741	0	5,000	0

TOTAL ADMINISTRATIVE WAGES	2,428,360	3,403,336	2,650,832	1,617,507	1,356,723	1,369,784
LEGAL- GENERAL	246,000	484,000	278,492	0	0	0
LEGAL - LABOR	40,000	200,000	182,964	40,000	40,000	0
LEGAL- EVICTION	100,000	182,196	75,272	0	0	724
LEGAL- SETTLEMENT	35,000	43,539	80,542	0	0	0
LEGAL - LITIGATION	30,000	0	361,345	0	0	0
TOTAL LEGAL	451,000	909,735	978,615	40,000	40,000	724
TRAINING	150,000	99,832	172,141	40,170	40,170	2,289
TRAVEL	30,900	57,767	19,685	3,924	3,924	0
ACCOUNTING FEES	20,600	32,000	29,754	5,150	5,150	5,150
AUDITING	40,685	40,000	40,000	7,210	22,210	22,210
CONDO FEES	0	0	16,155		0	
TOTAL TRAVEL AND OTHER	242,185	229,599	277,735	56,454	71,454	29,649
OFFICE SUPPLIES	88,275	61,627	105,233	24,519	24,519	22,909
PRINTING	46,350	35,780	9,541	7,210	7,210	9,132
PUBLICATIONS	6,566	4,725	3,250	0	0	0
MEMBERSHIPS	48,999	77,881	41,876	0	0	0
TELEPHONE/COMMUNICATIONS	115,717	425,530	241,478	115,718	30,000	0
POSTAGE	78,746	67,144	49,175	28,840	28,840	17,250
BANK CHARGES	20,000	19,979	32,708	84,460	60,000	43,712
OFFICE CLEANING	5,150	5,360	9,507	20,600	0	0
CONSULTANTS	150,000	196,064	133,580	140,000	538,000	163,842
COMPUTER MAINTENANCE	40,000	87,600	99,815	50,640	5,000	0
OFFICE MACHINE RENTAL/MAINTENANCE	32,960	36,014	27,879	10,506	5,000	0
MAINTENANCE ANSWERING SERVICE	10,450	14,122	7,395	5,000	0	0
PAYROLL	25,903	16,465	40,495	4,521	4,521	0

MISCELLANEOUS	14,000	50,400	118,203	15,000	0	5,669
TEMPORARY HELP	0	10,000	0	0	0	0
COMPUTER EQUIPMENT	0	0	103,167	0	0	0
TENANT SEARCHES	54,000	42,999	18,043	60,000	20,000	17,997
ADVERTISING	113,000	71,363	127,544	15,450	10,000	5,416
BEAUTIFICATION AWARDS	10,000	34,725	250	0	0	0
EMPLOYEE EDUCATIONAL ASSISTANCE	32,188	49,590	32,376	5,150	5,150	0
SAFETY COMMITTEE	1,030	0	0	0	0	0
EXECUTIVE DISCRETIONARY	25,750	30,000	24,964	0	0	0
RELOCATION	155,000	109,121	53,230	54,000	0	15,775
MTW EXPENSES	5,000	4,000	1,846	5,000	5,000	0
MANAGEMENT FEE	0	1,420,425	1,247,681	0	46,350	288,251
ASSET MANAGEMENT FEE	0	249,240	18	0	0	0
ACCOUNTING FEE	0	181,208	187,815	0	270,000	454,451
CONSTRUCTION SUPERVISORY FEE	0	0	0	0	0	0
TOTAL SUNDRY	1,079,084	3,301,362	2,717,068	646,614	1,059,590	1,044,401
TENANT SERVICES SALARIES	494,112	27,454	125,477	348,778	113,641	0
TENANT SERVICES	159,000	133,411	46,718	0	0	3,041
TENANT SERVICE CONTRACT COSTS, TRAINING	770,000	695,000	611,296	0	0	0
TOTAL TENANT SERVICES	1,423,112	855,865	783,490	348,778	113,641	3,041
WATER	336,600	408,466	422,103	0	2,000	0
SEWER	440,000	307,878	406,254	0	2,000	0
ELECTRIC	3,600,000	3,030,289	2,660,473	0	10,000	0
GAS	1,540,000	1,535,204	1,093,495	0	5,000	0
FUEL	44,691	0	26,767	0	0	0
OTHER	48,551	0	0	0	0	305
TOTAL UTILITIES	6,009,841	5,281,837	4,609,092	0	19,000	305
MAINTENANCE LABOR	2,228,586	2,367,817	2,310,782	0	0	0

MAINTENANCE & OP MATERIAL	0	0	18,078		0	
ELECTRICAL	20,600	104,907	27,823	0	0	0
HVAC	30,900	81,746	33,814	0	0	0
FIRE PREVENTION	8,734	13,213	392	0	0	0
PLUMBING	77,210	178,000	56,927	0	0	0
JANITORIAL/CLEANING [?]	66,367	51,687	24,558	0	0	0
VEHICLE	40,321	56,212	52,799	0	0	0
MISCELLANEOUS	22,580	13,207	84,962	0	0	0
GROUNDS	16,167	23,834	35,307	0	0	0
BUILDING MATERIALS	56,466	33,195	35,813	0	0	0
TOOLS & EQUIPMENT	30,247	11,723	13,372	0	0	0
APPLIANCES	167,546	127,436	9,023	0	0	0
PEST CONTROL	14,724	17,517	2,539	0	0	0
ELEVATOR	1,339	0	0	0	0	0
WINDOWS	28,267	18,160	870	0	0	0
CABINET MATERIALS	0	0	97,032		0	
DOORS & HARDWARE	30,900	60,824	46,931	0	0	0
PAINTING	41,448	28,869	12,614	0	0	0
COMPACTOR	8,652	1,751	1,171	0	0	0
SNOW REMOVAL	9,683	27,409	0	0	0	0
VACANCY MATERIALS	92,700	119,409	29,401	0	0	0
SERVICE EXPENSE	0	0	4,410		0	
GRAFFITI REMOVAL	1,114	1,881	0	0	0	0
MATERIALS TOTALS	765,965	970,980	587,835	0	0	0
ELECTRICAL	25,750	43,988	8,610	0	0	0
HVAC	165,577	218,976	328,992	0	0	0
FIRE PREVENTION	95,575	33,455	111,233	0	0	0
PLUMBING	136,685	164,982	299,259	0	0	0
JANITORIAL/CLEANING	40,211	30,268	13,226	0	0	0
VEHICLE	137,237	163,388	106,638	0	0	0
MISCELLANEOUS	23,960	0	56,791	0	0	0

GROUNDS	172,010	101,245	21,325	0	0	0
BUILDING	0	38,000	1,900	0	0	0
TOOLS & EQUIPMENT	30,035	0	26,394	0	0	0
APPLIANCES	10,774	98,420	18,954	0	0	0
TRASH REMOVAL	191,614	280,411	297,887	0	0	0
PEST CONTROL	114,282	379,895	139,714	0	0	0
ELEVATOR	89,749	88,333	151,375	0	0	0
WINDOWS	126,171	129,000	107,620	0	0	0
CABINET CONTRACTS	0	0	21		0	
DOORS & HARDWARE	51,712	55,900	13,528	0	0	0
PAINTING	20,434	0	2,828	0	0	0
COMPACTOR	17,201	19,360	18,591	0	0	0
BOILERS/GENERATORS CONTRACTS	0	0	5,456		0	
SNOW REMOVAL	66,950	226,069	373,368	0	0	0
VACANCY CONTRACT	384,000	148,000	63,101	0	0	0
GRAFFITI REMOVAL	27,999	25,500	7,985	0	0	0
CONTRACTS TOTAL	1,927,925	2,245,190	2,174,793	0	0	0
PROTECTIVE SERVICES LABOR	0	0	17	0	0	0
PROTECTIVE SERVICES MATERIALS	1,599	0	0	0	0	0
PROTECTIVE SERVICES CONTRACT COST	444,558	644,777	839,697	0	0	717
PROTECTIVE SERVICES TOTAL	446,157	644,777	839,714	0	0	717
PROPERTY INSURANCE	979,978	194,579	203,931	3,284	0	0
GENERAL LIABILITY INSURANCE	0	217,851	109,332		0	
AUTO INSURANCE	0	78,619	114,850		0	
WORKERS COMPENSATION INSURANCE	0	545,043	522,570		7,327	63,870
PILOT	0	0	13,292	0	0	0
FESS AND TAXES	0	0	655	0	0	3,600

TERMINAL LEAVE PAYMENTS	0	0	0	0	0	0
EMPLOYEE BENEFIT CONTRIBUTIONS	1,711,803	1,662,278	1,299,059	819,031	433,586	403,629
COLLECTION LOSSES	360,965	206,135		0	0	0
OTHER GEN EXPENSE, INC PRIOR PERIOD INSURANCE ADJ	2,000	0		494,215	0	0
PORTABILITY ADMIN FEES	0	0	0	0	0	67,662
GENERAL EXPENSE TOTAL	3,054,746	2,904,505	2,263,689	1,316,530	440,913	538,760
	20,056,963	23,115,003	20,193,646	4,025,882	3,101,321	2,987,381
LABOR	0	0	0	0	0	
ELECTRICAL	9,270	0	0	0	0	0
HVAC	18,565	0	0	0	0	0
FIRE PREVENTION	0	0	0	0	0	0
PLUMBING	0	0	0	0	0	0
JANITORIAL/CLEANING	10,300	0	0	0	0	0
VEHICLE	0		0	0	0	0
MISCELLANEOUS	62,843	0	1,700	0	0	0
GROUNDS	0	50,000	0	0	0	0
TOOLS & EQUIPMENT	0	0	0	0	0	0
APPLIANCES	0	0	0	0	0	0
REFUSE REMOVAL	4,120	0	0	0	0	0
PEST CONTROL	5,150	0	0	0	0	0
ELEVATOR	5,150	0	0	0		0
WINDOWS	0	50,000	0	0	0	0
DOORS & HARDWARE	0		0	0	0	0
PAINTING	0		0	0	0	0
COMPACTORS	0		0	0	0	0
SNOW REMOVAL	32,136		0	0		0
ROOFING	42,144	100,000	475	0	0	0
BUILDING REPAIR	0	50,000	0	0	0	0
VACANCY CONTRACTS	0		0	0	0	0
EXTRAORDINARY EXPENSE TOTAL	189,677	250,000	2,175	0	0	0

CASUALTY LOSSES - LEGAL SETTLEMENT	0	0	108,948	0	0	92,000
NONCAP CASUALTY - LABOR / HAP OCCUPIED UNITS	0	0	0	33,826,416	33,826,416	32,274,448
NONCAP CASUALTY - MATERIALS / HAP DAMAGES & FRAUD	0	0	0	1,030	1,030	(60,548)
NONCAP CASUALTY - CONTRACTS / HAP MISCELLANEOUS	0	0	0	62,072	62,072	196,283
PROCEEDS - INSURANCES / FSS EXPENSE	0	0	(58,913)	21,796	51,600	73,937
TOTAL CASUALTY	0	0	50,035	33,911,314	33,941,118	32,576,120
DISPOSITION OF NONEXPENDABLE EQUIP	500	0	0	0		0
REPLACEMENT OF NONEXPENDABLE EQUIPMENT	1,400	0	2,800	0		0
BETTERMENTS & ADDITIONS	0	145,000	10,270	0	38,976	0
PB&A CONTRACTS COSTS		0	2,985			
CASUALTY LOSSES CAPITALIZED	0	0	0	0		0
GAIN/LOSS ON SALE OF FIXED ASSETS	50,000	0	(4,100)	0		0
CAPITAL ACCOUNTS TOTAL	51,900	145,000	11,955	0	38,976	0
	20,298,540	23,510,003	20,257,811	37,937,196	37,081,415	35,563,501
	2,453	2,464,701	50,046	(0)	0	14,181,301
DEPRECIATION EXPENSE	0	0	4,850,004	0		0
	2,453	2,464,701	(4,799,958)	(0)		14,181,301

ATTACHMENT 2:

F-1 Budget for Quinnipiac Terrace Phase 3

	Project Cost	Per Unit Cost	Per SF Cost
Construction Costs:			
Residential Construction	7,838,596	237,533	157.90
Site Work	-	-	-
General	-	-	-
Requirements	470,316	14,252	9.47
Builder's	-	-	-
Overhead	156,772	4,751	3.16
Builder's Profit	470,316	14,252	9.47
Bond Premium	-	-	-
Utilities from	-	-	-
the Street	-	-	-
Finish	-	-	-
Landscaping	-	-	-
Public	-	-	-
Improvements	-	-	-
Contingency	446,800	13,539	9.00
Other:	-	-	-
Other:	-	-	-
Total	9,382,800	284,327	189.00

Development Fees:

Architects	1,050,000	31,818	21.15
Accounting	85,000	2,576	1.71
Testing	30,000	909	0.60
Developer Legal	285,000	8,636	5.74
Survey and Permits	40,000	1,212	0.81
Appraisal	20,000	606	0.40
Environmental	92,000	2,788	1.85
Engineering	24,500	742	0.49
Constr. PILOT & Taxes	-	-	-
Insurance	185,000	5,606	3.73
Title & Recording Fees	25,000	758	0.50
First Mortgage Interest	-	-	-
Bridge Loan Interest	200,000	6,061	4.03
Financing Fees	97,211	2,946	1.96
Construction Mgmt Fee	112,000	3,394	2.26
Equipment & Furnishings	-	-	-
Tax Credit Fees	47,789	1,448	0.96
Bond Fees and Costs	150,000	4,545	3.02

Marketing	-	-	-
Lease-Up Interest & Expenses	-	-	-
Operating Reserve	360,000	10,909	7.25
Section 8 Reserve	130,000	3,939	2.62
Affordability Reserve	100,000	3,030	2.01
Partnership Reserve	622,800	18,873	12.55
Developer's Fee	1,042,329	31,586	21.00
HANH Developer Fee	371,233	11,249	7.48
Other: Soft Cost Contingency	57,338	1,738	1.16
Other: HANH Reimbursable Expenses		-	-
Total	5,127,200	155,369	103.28
B. Additional Project Uses			
Housing Authority Administration	500,000	15,152	10.07
Program Management	-	-	-
Community & Supportive Services	-	-	-
Demolition & Remediation	-	-	-
Relocation	-	-	-
Other: Site Acquisition Legal	-	-	-

			-
Other: Public Infrastructure	-	-	-
Total Additional Uses	500,000	15,152	10.07
TOTAL PROJECT USES (A & B)	15,010,000	454,848	302.35
Target budget total	15,010,000		

ATTACHMENT 3: PER SQUARE FOOT COST ANALYSIS

Bedroom	Gross SF Per Unit	Number of Units	Total SF
1BR	1131	3	3393
2BR	1375	10	13750
3BR	1625	20	32500
Total		33	49643
		Hard Cost	
Hard Cost From F-1		\$9,382,800	
TDC From F-1		\$15,010,000	

ATTACHMENT 4: PROTOTYPICAL HARD AND SOFT COST ANALYSIS

PROTOTYPICAL HARD AND SOFT COST		
	Proto-typical Hard Cost for Two Bedroom Row House Based on QT 3 Analysis	\$280,287
	Markup for Soft Cost	35.84
	Prototypical TDC for 2BR Rowe House	\$380,701

ATTACHMENT 5: TDC FACTORS AND HANH ALTERNATIVE HCC AND TDC LIMITS

HCC Factors Based on New Haven Limits –Three Year Mean (2007, 2008, 2009)							
Housing Type	0BR	1BR	2BR	3BR	4BR	5BR	6BR
Detached/Semi Detached	0.69	.90	1.10	1.32	1.56	1.71	1.86
Row House	0.63	0.82	1.00	1.19	1.41	1.54	1.66
Walkup	0.51	0.69	0.88	1.15	1.41	1.58	1.74
Elevator	0.61	0.86	1.11	1.47	1.84	2.09	2.53

HANH Alternative HCC Limits							
Housing Type	0BR	1BR	2BR	3BR	4BR	5BR	6BR
Detached/Semi Detached	\$192877	\$252004	\$309489	\$371276	\$437623	\$479264	\$519441
Row House	\$176860	\$230139	\$280257	\$334586	\$393786	\$431149	\$466147
Walkup	\$142434	\$194682	\$246302	\$322416	\$395103	\$442398	\$487655
Elevator	\$172098	\$240936	\$309774	\$413032	\$516290	\$585128	\$653968

ATTACHMENT 5: TDC FACTORS AND HANH ALTERNATIVE HCC AND TDC LIMITS

TDC Factors Based on New Haven TDC Limits – Three – Year Mean (2007, 2008,2009							
Housing Type	0BR	1BR	2BR	3BR	4BR	5BR	6BR
Detached/Semi Detached	0.69	0.90	1.10	1.32	1.56	1.71	1.85
Row House	0.63	0.82	1.00	1.19	1.41	1.54	1.66
Walkup	0.51	0.69	0.88	1.15	1.41	1.58	1.74
Elevator	0.56	0.79	1.01	1.35	1.68	1.91	2.13

HANH Alternative TDC Limits							
Housing Type	0BR	1BR	2BR	3BR	4BR	5BR	6BR
Detached/Semi Detached	\$262004	\$342322	\$420411	\$504341	\$594468	\$651033	\$705606
Row House	\$240248	\$312623	\$380701	\$454501	\$534919	\$585673	\$633215
Walkup	\$193484	\$264456	\$334578	\$437970	536709	\$600953	\$662429
Elevator	\$213738	\$299234	\$384728	\$512971	\$641214	\$726710	\$812205