

# MOVING TO WORK

## Annual Report FY2025

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## I. INTRODUCTION

In 2001, the Elm City Communities/The Housing Authority of the City of New Haven (ECC/HANH) was awarded Moving to Work (MTW) status as part of the federal MTW Demonstration Program. ECC/HANH is one of thirty-nine (39) housing authorities nationwide selected for participation in the MTW Demonstration Program.

During ECC/HANH's MTW term, in lieu of the standard PHA Annual Plan and Five-Year Plan documents, ECC/HANH is required to develop and submit to HUD MTW annual plans and reports that articulate ECC/HANH's key policies, objectives, strategies, impact and outcomes for administration of its federal housing programs to most effectively address local needs, in accordance with the terms of ECC/HANH's MTW Agreement.

This FY2025 MTW Annual Report (October 1, 2024, to September 30, 2025) states ECC/HANH's MTW progress toward achieving goals and objectives outlined in the FY2025 MTW Annual Plan.

### **What Is Moving to Work?**

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

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

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

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

### **ECC/HANH Participation in MTW**

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

- Public Housing Operating Fund
- Public Housing Capital Fund

- Section 8 (HCV) Program

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

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

These grant funded programs committed to specific purposes require ECC/HANH to provide periodic reports to HUD. Although these grant funded programs are not included in ECC/HANH's MTW program, ECC/HANH has included information, where relevant, regarding these grant funded programs in this MTW Annual Report for FY2024.

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

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

On March 10, 2024, the MTW Agreement was extended for an additional 10 years to 2038.

The ECC/HANH Moving to Work Annual Report follows, emphasizing our focus on the following short- and long-term goals. The Agency, in all its departments, functions as One Team Meeting Expectations.



## OUR VISION

We envision a New Haven where every resident has a quality home that they can afford in communities of their choice and opportunities to fulfill their goals.

## OUR MISSION

To make a positive difference in the lives of New Haven residents by developing and operating affordable communities of choice and providing opportunities for greater self-sufficiency.

## OUR VALUES

**WE CARE.**

**WE CREATE OPPORTUNITIES.**

**WE INNOVATE.WE ARE COMMUNITY.**

## LEADERSHIP & PARTNERSHIPS:

Elm City Communities consists of the Housing Authority of the City of New Haven and two affiliated instrumentalities:

The Glendower Group, LLC, a non-profit development company.

360 Management Group, Co., a non-profit property management company.

In addition, we have partnered with other entities to manage some properties.

## ONE TEAM, MEETING EXPECTATIONS!

House more families (more quickly) in highest quality housing in communities of their choice

Support residents' ability to live their best life and achieve goals that move them toward greater housing and life choices

Cost effective and cost-efficient delivery of services in ways that maximize impact in our communities (jobs, contracting, economic development, etc.)

Spark policy change that creates growth in housing market especially for families in need of affordable housing

# Who We Serve

ECC/HANH served 6826 families through its Low-Income Public Housing (LIPH) and Housing Choice Voucher (HCV) programs during FY2025. 779 families were served through LIPH and 6,047 families through HCV program, of which xx were families in local non-traditional units.

ECC/HANH anticipated serving 6,880 families in FY2025 and served 1% less families than anticipated.

During the 2001 baseline year, ECC/HANH served a total of 4,827 families. Current numbers reflect an increase of approximately 30 (6826 families), indicating that MTW status has allowed ECC/HANH to increase the number of families served.

The vast majority of the families served by ECC/HANH can be categorized as Extremely Low Income (ELI). In LIPH, xx% of the households are ELI and xxx% of HCV families are categorized as ELI.

Households are predominantly composed of 1 to 3 persons, with xxx% of LIPH and xxx% of HCV households ranging from 1-person to 3-person families.

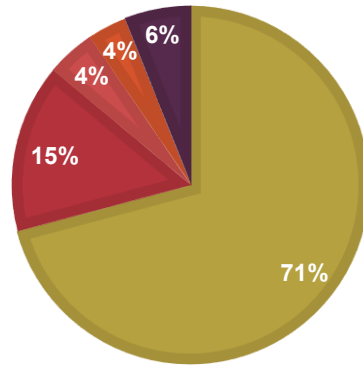
The average total household income for HCV participants is \$xxx and \$xxx for LIPH residents.

Within the respective programs, xx% percent of LIPH families and xx% of HCV families earn wages. Only a small percentage of families report no income, accounting for xx% of LIPH and xx% of HCV households.

The tables below summarize the population demographics for source of income, household income and minority households served.

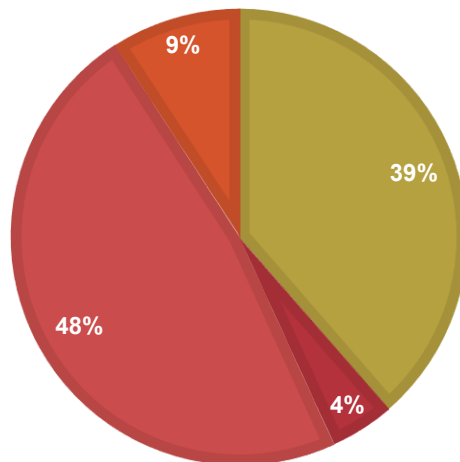
## HOUSEHOLD INCOME

- Households with Extremely low income
- Households with Very Low income
- Households with Low income
- Households Above low income
- Households with No income



## SOURCE OF INCOME

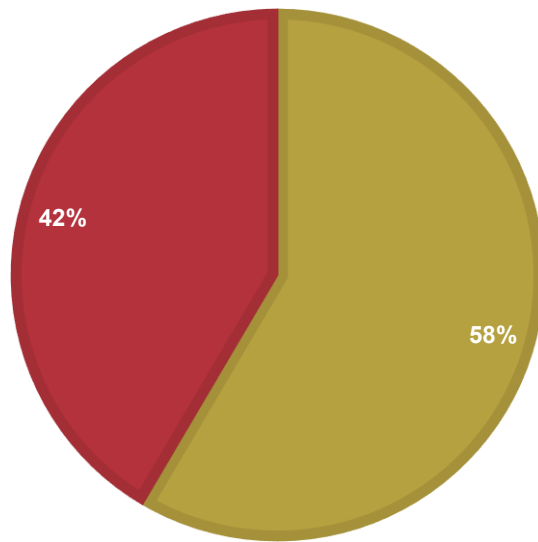
- Households with Employment income
- Households with Public Assistance
- Households with Social Security
- Households with Other Income





## MINORITY HOUSEHOLDS SERVED

■ Minority Households ■ Non-minority



**XX%**

*more low-income families served  
by ECC/HANH  
since 2001*

The vast majority of the families served by ECC/HANH can be categorized as Extremely Low Income (ELI). In LIPH, 69% of the households are ELI and 66

ECC/HANH Population Demographics – FY2025					
	LIPH		HCV		Total
Total Households*					
Total Individuals*					
Average Income					
Average TTP					
Households with Extremely low income					
Households with Very Low income					
Households with Low income					
Households Above low income					
Households with No income					
Households with Employment income					
Households with Public Assistance					
Households with Social Security					
Households with Other Income					
Minority Households					
Non-minority					

Elderly families					
Disabled families					
1 member					
2 members					
3 members					
4 members					
5 members					
6 members					
7 members					
8+ members					

## LOW INCOME PUBLIC HOUSING (LIPH)

ECC/HANH started FY2025 with a housing stock of 821 units,

- 431 site-based family units (52% of LIPH stock)
- 219 elderly/disabled units (27% of LIPH stock)
- 171 scattered site units (21% of LIPH stock)

and planned to end with 815 public housing units.

- 431 site-based family units (53% of LIPH stock)
- 219 Elderly/Disabled units (29% of LIPH stock)
- 165 Scattered Site units (21% of LIPH stock) (with the disposal of 6 Scattered Site units.

ECC/HANH did not dispose of the 6 Scattered site units and ended FY2025 with 821 units.

This total included:

- 431 site-based family units (52% of LIPH stock)
- 219 elderly/disabled units (27% of LIPH stock)
- 171 scattered site units (21% of LIPH stock)

At the start of ECC/HANH's MTW status, ECC/HANH's LIPH housing stock included 2,965 total units, a 72% reduction in LIPH units. A majority of the LIPH units have converted to RAD/PBV and PBV units.

Although ECC/HANH is decreasing the LIPH stock, it is important to note that the RAD stock has increased. The increase in RAD units means that residents are not losing housing opportunities, and as noted previously, xx% more families are now served through ECC/HANH's affordable housing programs than before ECC/HANH was granted MTW status.

Of the total LIPH units, post RAD-conversion, 13 units will remain approved as vacancies for units offline. These will be held for the following uses: Officers in Residence, Teachers in Residence, Asset Management offices, Tenant Resident Council offices/food banks.

The following table details the LIPH portfolio at the end of FY25.

Development Name	Development Type	Units beginning FY25	Planned Units to Add	Planned Units to Remove	Actual Units Added	Actual Units Removed	Total units at the end of FY25
<b>ELDERLY/DISABLED</b>							
<b>Val Macri</b>	Elderly /Disabled	17	0	0	0	0	17
<b>Crawford Manor</b>	Elderly /Disabled	109	0	0	0	0	109
<b>RT Wolfe</b>	Elderly /Disabled	93	0	0	0	0	93
<b>SUBTOTAL</b>		<b>219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>219</b>

<b>FAMILY</b>							
<b>Quinnipiac Terrace I</b>	Family	58	0	0	0	0	58
<b>Quinnipiac Terrace 2</b>	Family	56	0	0	0	0	56
<b>Quinnipiac Terrace 3</b>	Family	17	0	0	0	0	17
<b>Westville Manor</b>	Family	889	00	00	00	00	89
<b>Essex Townhouses</b>	Family	35	0	0	0	0	35
<b>New Rowe</b>	Family	46	0	0	0	0	46
<b>Brookside Phase 1</b>	Family	50	0	0	0	0	50
<b>Brookside Phase II</b>	Family	50	0	0	0	0	50
<b>Rockview Phase 1 Rental</b>	Family	30	0	0	0	0	30
<b>SUBTOTAL</b>		<b>431</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>431</b>
<b>Scattered Site - Multi Family</b>	Scattered Sites	96	0	87	0	0	96
<b>Scattered Site – West</b>	Scattered Sites	23	0	0	0	0	23
<b>Scattered Site – East</b>	Scattered Sites	52	0	0	0	0	52
<b>SUBTOTAL</b>		<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>
<b>TOTAL</b>		<b>821</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>821</b>

## HOUSING CHOICE VOUCHER

During FY2025, ECC/HANH planned to allocate at least 92% of its HCV funding to HCV program and administrative costs with an estimated 6065 vouchers utilized out of a HUD allocation of approximately 6,595 vouchers.

At the end of FY2025, the HUD allocation was xxx vouchers, and the total voucher count was xxxx, which is xxx% of the HCV budget allocated to HCV purposes.

ECC/HANH's project-based voucher allocation includes the following:

At the start of FY2025, ECC/HANH allocated 706 non-RAD PBVs, 1,689 RAD/PBVs for a total of 2,395 project-based vouchers.

At the end of FY25, ECC/HANH administered xxx non-RAD PBVs and xxx RAD/PBVs for a total of xxxx project-based vouchers.

The non-RAD PB allocation is xx%\*,

\*(Total voucher count (6595) - RAD/PBV (1689) = non-RAD vouchers (4,906))  
(PBV (610) is 12% of total non-RAD vouchers (4,906))

ECC/HANH planned to allocate vouchers for tenant-based uses (uses described in table below).

Description	2025 Voucher Baseline	Planned Vouchers to be removed	Actual Vouchers Removed	Planned Vouchers to be added	Actual Vouchers Added	Actual Vouchers at the end of FY end 2025
<b>TBV - MTW Vouchers</b>						
DMHAS Supportive - Housing First	10	0	0	0	0	
DMHAS MHT Grant - FUSE	10	0	0	0	0	
Family Options - Homeless	15	7	7	0	0	
Permanent Enrichment	10	0	0	0	0	
Foreclosure Protection	17	3	3	0	0	
Family Unification Supportive Housing	20	0	0	0	0	



Homelessness/Imminent Danger of Homelessness	40	0	0	0	0	
Supportive Housing/Homelessness Prevention I	51	0	0	10	10	
Project Longevity	25	0	0	0	0	
Re-entry Fresh Start	18	0	0	8	8	
CARES	5	0	0	0	0	
Section Eight Home Ownership Program (SEHOP)	60	0	0	0	0	
West Rock Homeownership Phase I	2	2	2	0	0	
Scattered Site Homeownership	0	0	0	6	6	
Farnum Relocation	52	15	15	0	0	
RAD II Relocation	7	6	6	0	0	
Valley Relocation	32	0	0	0	0	
Westville Relocation Vouchers	50	0	0	0	0	
MTW Tenant Based Voucher	3,320	0	0	73	233	
<b>TBV MTW VOUCHERS SUBTOTAL</b>	<b>3744</b>	<b>33</b>	<b>33</b>	<b>97</b>	<b>257</b>	
<b>TBV - Non-MTW Vouchers</b>						
Emergency Housing Vouchers (EHV)	37	0	5	0	0	

Church Street South (Tenant Protection Voucher)	179	47	47	0	0	
Church Street South 2	15	2	2	0	0	
Church Street South 3	47	7	7	0	0	
Enhanced Vouchers	11	0	0	0	0	
VASH Vouchers	100	0	0	0	0	
<b>TBV NON-MTW SUBTOTAL</b>	<b>389</b>	<b>56</b>	<b>61</b>	<b>0</b>	<b>0</b>	
<b>TBV TOTAL</b>	<b>4133</b>	<b>89</b>	<b>94</b>	<b>97</b>	<b>257</b>	
			0		0	
Non-RAD PBV	706	0	96	58	0	
RAD/PBV Vouchers	1461	0	0	192	228	
<b>PBV SUBTOTAL</b>	<b>2167</b>	<b>0</b>	<b>96</b>	<b>250</b>	<b>228</b>	
<b>GRAND TOTAL (TBV + PBV)</b>	<b>6300</b>	<b>89</b>	<b>94</b>	<b>347</b>	<b>348</b>	

## Emergency Housing Vouchers

The American Rescue Plan (ARP) of 2021, section 3202 created the Emergency Housing Vouchers (EHV) for individuals and families who are experiencing homelessness; at risk of experiencing homelessness; fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing stability. ECC/HANH was allocated 37 EHV effective July 1, 2021. After September 30, 2023, ECC/HANH may not reissue any previously leased EHV, regardless of when the assistance for the formerly assisted family ends.

All referrals must come through the CoC Coordinated Entry system or from a Victims Services Provider. ECC/HANH has entered into an MOU with the CoC (Coordinated Access Network) who agrees to fulfill its responsibilities of prioritizing individuals and families for EHV assistance, determining the homelessness eligibility, referring individuals and families through the CoC's coordinated entry system, supporting individuals and families in processing voucher

applications, supporting the housing search process, and planning for and coordinating the delivery of supportive services to support the housing stability of EHV participants.

ECC/HANH has received approval to implement the following rent simplification flexibilities to the Emergency Housing Vouchers, which will reduce the staff time to process the recertification and reduce the burden of participants having to report their income annually and have an annual inspection.

- Rent simplification activities, consisting of:
  - Multi-year recertification cycles (triennial for elderly or disabled households and biennial for work-able households)
  - Simplified rent tiers with elimination of standard deductions, and \$1,000 income bands beginning at \$2,500
  - Exceptional expense tiers, allowing households with exceptional medical, disability, or childcare expenses to request a rent reduction
  - \$50 minimum rent, with a hardship exemption for households unable to pay minimum rent
  - Transition period of one year from current income-based rent to the tiered-rent structure and minimum rent to avoid hardships
- Rent simplification/cost stabilization measures, consisting of:
  - HQS inspections on a biennial and triennial schedule, matching recertification schedule and allowing participants and landlords to request a special inspection at any point if deficiencies are suspected
  - Self-certification for curing failed inspections if failed items are unrelated to health and safety issues
  - Limiting landlord rent increases to only the time of the household's recertification

At the end of FY2025, xx% of the vouchers were leased for a total of 29 EHV's. ECC/HANH will not have any future lease-ups under EHV as it was a special program with an end date of September 30, 2023

## **Veterans Affairs Supportive Housing (HUD-VASH)**

In collaboration with the HUD-Veterans Affairs Supportive Housing (HUD-VASH) program, ECC/HANH provides Housing Choice Voucher (HCV) rental assistance for homeless Veterans, and the Department of Veterans Affairs (VA) provides case management and clinical services. The VA provides these services for participating Veterans at VA medical centers (VAMCs), community-based outreach clinics (CBOCs), through VA contractors, or through other VA designated entities.

ECC/HANH has a VASH allocation of 100 vouchers, with 59 vouchers utilized for a 59% utilization rate.

In an effort to increase voucher utilization and assist more veterans with housing and supportive services, ECC/HANH plans on utilizing the process for establishing itself as a Designated Service Provider (DSP) to act in the place of the VA for Veteran selection, referral, intake, case management and supportive services.

HUD and the VA recognize that there is an additional opportunity to utilize all vouchers by providing new authorization allowing ECC/HANH to also serve in the role of DSP. The DSP approval will allow ECC/HANH to issue a HUD-VASH voucher to a veteran without a referral from the VA.

Serving in the role as DSP, ECC/HANH (and/or a supportive service agency) must provide veteran selection, intake and temporary case management in the manner that is consistent with the requirements outlined in the HUD-VASH Operating Requirements. "Temporary" is defined as not lasting longer than 180 days (or any extension approved by the VA) for each veteran.

## DELIVER COST EFFECTIVE SOLUTIONS

- **Improve customer service**
  - Implement RingCentral customer service and reporting functionality
  - Fully incorporate paperless, AI enhanced technology in processes agencywide
  - Implement online portals for resident recertifications, landlord transactions and communication with ECC/HANH customers and partners
  - Streamline resident/participant interface
  - Evaluate rent simplification model and update as needed
  - Implement Talent Onboarding, Retention and Performance Management System based on equity and behavioral competencies
- **Maximize revenues**
  - Provide consistent building management which yields long term savings
  - Commercial space revenue maximization
  - Maintain strong financial standing
  - Explore new financing mechanisms for developing affordable housing without federal subsidy
  - Identify vacant lots and underutilized parcels and non-performing assets
  - Increase the portfolio managed by 360 Management
  - Maximize use of ECC office space
  - Market relocation services
- **Energy efficiency and Green technology**
  - Continue implementation of energy efficient technologies to decrease utility costs and promote environmentally friendly practices
  - Explore composting pilot
- **Effective use of technology to streamline procedures and processes**

### SHORT TERM GOALS

## SHORT TERM GOAL

### EXPAND HOUSING CHOICE

- **Complete the redevelopment/modernization and repositioning of LIPH and other ECC-owned portfolio**
  - Complete the redevelopment of the community space at 295 Wilmot
  - Transition portions of the scattered site portfolio to homeownership
  - Pursue resyndication of Eastview Terrace
- **Increase housing options by acquiring and developing new properties within and outside of New Haven**
  - Union Square, Clock Factory, East Grand Ave, Griswold, St. Luke's, Hazel St/Newhallville, 34 Level St.
  - Initiate acquisition of additional new properties within/outside of New Haven
    - Pursue acquisition of new properties for development into housing that is affordable
    - Partner with local government, non-profit entities and other developers/housing authorities for new or already existing properties
  - Advance local and statewide policy change that facilitates ECC/HANH creation of housing options for families on our extensive waitlist
- **Increase family options through investment in existing housing stock in New Haven**
  - Facilitate access to lead abatement resources to protect families with children under the age of 6 years in voucher funded rentals
  - Facilitate access to Inflationary Reduction Act funds by HCV LL to modernize and create energy efficient housing options
- **Improve family access to housing choice through enhanced mobility options, streamlined processes and effective support to decrease lease up time and increase access to housing of choice**
  - Revise and streamline ECC/HANH admissions criteria and preferences for greater transparency, efficiency and to achieve desired priorities
  - Streamline complex processes to make it easier for landlords to participate in the program and quickly get families into their units
  - Enhance a landlord recruitment and retention initiative
  - Facilitate HCV participant participation in City's Inclusionary Zoning housing opportunities



## INCREASE FAMILY SELF SUFFICIENCY

- **Ensure equitable service delivery and equitable outcomes for families**
  - Identify disparities in accessing services and implement corrective strategies to eliminate
  - Assist more families to reach or exceed New Haven's AMI through equitable delivery of self-sufficiency programming
- **Impactful service delivery to prepare youth for success**
  - Provide services that enable more youth to enter school "ready" and graduate "ready" for success
  - Model transformative approaches to engaging disengaged youth on college or career readiness
  - Maximize family participation on EITC, CHET and new Baby Bonds programs
- **Assist residents who are elderly and/or living with disabilities to sustain housing independence**
  - Explore the provision of housing for elder-care professionals in elderly only developments in exchange for services
- **Transition work-able adults to economic self-sufficiency**
  - Address unintended consequences in CARES initiative related to conflict with LIHTC rules
  - Explore creative ways to achieve homeownership in tight housing market
  - Partner with citywide efforts on inclusive economic growth to stimulate greater entrepreneurial success for residents
  - Incentivize HOH/Spouse or co-head for continued higher education
- **Robust evaluation of program outcomes**
  - Launch P20 WIN partnership to access family data from public education, higher education, employment, homeless service system, mental health and addiction services and more
  - Incorporate research and evidence-based practices on what works
  - Generate a report/workspace that easily demonstrates the current status of family self-sufficiency
  - Establish metrics for each program and collect data to measure the

effectiveness of each program.

## DELIVER COST EFFECTIVE SOLUTIONS

- **Improve customer service**
  - Continued use of AI to support customer interface
- **Maximize revenues**
  - Development plan for vacant lots, underutilized parcels and non-performing assets
  - Ongoing assessment of contracts to determine if it would be more cost effective to add items to job descriptions, hire staff, etc.
  - Increase the portfolio managed by 360 Management
  - Increase relocation services contracts and agreements
- **Energy efficiency and green technology**
  - Energy efficient technologies implemented to decrease utility costs and promote environmentally friendly practices
  - Become leader in conversion of existing housing portfolio into energy efficient homes
- **Effective use of technology to streamline procedures and processes**
  - Integrate disparate IT systems and produce consolidated reporting
  - Implement a new Enterprise Resource Program (ERP) system to improve employee efficiency
  - Analysis of processes and procedures within and across departments to determine what is being done manually that can be done automatically

## EXPAND HOUSING CHOICE

- **Complete the redevelopment/modernization/repositioning of LIPH portfolio**
  - Reposition a portion of scattered site portfolio into homeownership, Westville Manor, Crawford Manor, and Robert T. Wolfe
- **Increase housing options by acquiring and developing new properties within/outside of New Haven**
  - Advance Statewide policy change that facilitates ECC/HANH creation of housing options for families on our extensive waitlist
  - Development of new housing units (affordable rental and homeownership)

- Reduce disparities in access to housing options in areas of the family's choice
- **Increase family options through investment in existing housing stock in New Haven**
  - Design local non-traditional program models to increase opportunities for housing of choice in New Haven
  - Facilitate access to lead abatement resources to protect families with children under the age of 6 years in voucher funded rentals
  - Facilitate access to Inflationary Reduction Act funds by HCV LL to modernize and create energy efficient housing options
- **Improve family access to housing choice through enhanced mobility options, streamlined processes and more to decrease lease up time and increase access to housing of choice**
  - Accelerate family transition off of housing subsidy for families who exceed income eligibility

## INCREASE FAMILY SELF SUFFICIENCY

- **Ensure equitable service delivery and equitable outcomes for families**
  - Secure funding to expand CED staff specifically to expand services to voucher participants
  - Eliminate disparities in access and outcomes for families
  - Create pipelines within ongoing or with new initiatives (ex: cradle to career but subsidy to self-sufficiency)
- **Impactful service delivery to prepare youth for success**
  - Provide Preschool, quality childcare and/or before and after school program to enable parents to work.
- **Assist residents who are elderly and/or living with disabilities to sustain housing independence**
  - Explore innovative housing options to allow more families to successfully age in place
  - Expand onsite medical partnerships and telehealth access
  - Launch on-site telehealth services
- **Transition work-able adults to economic self-sufficiency**
  - Partner with agencies and organizations that can assist families in increasing their savings and investments
- **Robust evaluation of program outcomes**
  - Secure research partner for ongoing evaluation

## OVERVIEW OF MTW INITIATIVES

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

<sup>1</sup> Project completed

<sup>4</sup> Project completed

<sup>3</sup> Project not being pursued

## OVERVIEW OF MTW INITIATIVES

<b>1.15-1.17</b>	RAD Finance Development for Rockview Phase II Rental & Westville Manor Transformation Plan		✓		2014 Revised in 2021	Ongoing
<b>1.16</b>	Crawford Manor Transformation Plan		✓		2013	Ongoing
<b>1.21</b>	Expanded Jurisdiction		✓		2019	Ongoing
<b>1.22</b>	Non-traditional Supportive Housing Program		✓		2019	Ongoing
<b>1.23.</b>	St. Luke's Redevelopment	✓	✓		2022	Ongoing
<b>1.27</b>	Cap on Project Based Units in a Project	✓	✓		2010	Closed
<b>1.28</b>	Increase Lease Up Success Rate for HCV Families		✓		2023	Ongoing
<b>2.1</b>	Family Self-Sufficiency Program			✓	2007	Ongoing
<b>2.2</b>	Incremental Earned Income Exclusion			✓	2008	Closed
<b>2.3</b>	CARES (Caring About Resident Economic Self-Sufficiency)			✓	2012	Ongoing
<b>2.4</b>	Teacher in Residence			✓	2015	Ongoing
<b>2.5</b>	REACH			✓	2019	Ongoing <sup>4</sup>
<b>2.11</b>	Community Health Network of CT (CHNCT)	✓			2022	Closed
<b>3.1</b>	Rent Simplification	✓			2007	Ongoing
<b>3.2</b>	UPCS Inspections	✓			2008	Closed <sup>5</sup>
<b>3.3</b>	Revised HQS Inspection Protocol	✓			2011	Closed <sup>6</sup>

<sup>4</sup> During FY2021 this initiative was implemented as a soft launch. Full implementation during FY2022

<sup>5</sup> Initiative no longer requires MTW flexibility

<sup>6</sup> Initiative was revised and relaunched as item 3.5



## OVERVIEW OF MTW INITIATIVES

<b>3.4</b>	Mandatory Direct Deposit for Housing Choice Voucher Landlords	✓			2010	Closed <sup>7</sup>
<b>3.5</b>	HCV Rent Simplification/Cost Stabilization Measures	✓			2014	Ongoing
<b>3.9</b>	LIPH Income Targeting: Marketing Initiatives for Higher Income Eligible Families	✓			2008	Closed

<sup>7</sup> Initiative does not require MTW flexibility

Requires Funding Flexibility Only						
Label	Description	Cost Effective	Expand Housing Choice	Increase Self-Sufficiency	FY Approved	Status
1.8F	Farnam Court Transformation				2011	Closed
1.24F	Fulton Park Modernization				2011	Closed <sup>8</sup>
1.20F	Redevelopment of West Rock				2011	Ongoing
1.25F	Vacancy Reduction – Various Projects				2008	Ongoing
1.28F	Project Modernization – Various Projects					Ongoing
1.29F Previously 1.24	Robert T. Wolfe Transformation Plan				2023	Ongoing
1.30F Previously 1.25	Real Estate Development Acquisition				2023	Ongoing
2.6F	Resident-Owned Business Development				2009	Ongoing
2.7F	SEHOP Capital Improvement Fund				2010	Ongoing
2.8F	Prison/Community Re-entry				2009	Ongoing
2.9F	Resident Services for Elderly/Disabled Residents				2003	Ongoing
2.10F	Jumpstart Incentive Program				2020	Ongoing
2.12F	ECC Believes				2014	Ongoing
2.13F Previously 4.11F	Sponsored Based Housing Program				2023	Ongoing
3.11F	Creation of New Instrumentality Entities to Support				2019	Ongoing/ Moved <sup>9</sup>

	ECC/HANH Goals and Strategic Planning activities					
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<sup>8</sup> Redevelopment completed

<sup>9</sup> Moved to "MTW Initiatives Requiring Funding Flexibility Only"

## II. GENERAL OPERATING INFORMATION

### (II) GENERAL OPERATING INFORMATION

#### ANNUAL MTW REPORT

### A. HOUSING STOCK INFORMATION

#### i. Actual New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned	Actual			
Sponsored Based Housing (Youth Continuum)	20	0	Committed	No	Local Non-Traditional
Beacon – Chapel St.	38	24	Committed	No	PBV
*2025 RFP for PBVs	50			No	Competitive proposals for PBVs
<b>TOTAL: Planned or Actual Newly Project-Based</b>	<b>108</b>				

\* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

\*\* Select "Status at the End of Plan Year" from: Committed, Leased/Issued

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

- **Sponsored Based Housing (Youth Continuum)-** The development did not come online as expected as it is still in the planning stage. The architectural plans have been completed and the application for the final funding has been completed. Construction was anticipated to begin in FY2025, however that did not occur.

- **Beacon – Chapel St.** - The AHAP has been signed and construction started in FY24 and was completed in FY25. A HAP contract was awarded for 24 units.
- 2025 RFP for PBVs -

**ii. Actual Existing Project Based Vouchers**

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Name	#	#	Status (below)	Yes/No	Description
<b>LIHTC PBV</b>					
PBV QT Phase 1	23	23	Leased/Issued	No	LIHTC PBV
PBV QT Phase 2	23	23	Leased/Issued	No	LIHTC PBV
PBV QT Phase 3	16	16	Leased/Issued	No	LIHTC PBV
PBV Eastview Phase I	49	49	Leased/Issued	No	LIHTC PBV
PBV Chatham/Eastview	2	2	Leased/Issued	No	LIHTC PBV
PBV Brookside Phase I	51	51	Leased/Issued	No	LIHTC PBV
PBV Brookside Phase 2	51	51	Leased/Issued	No	LIHTC PBV
PBV Rockview Phase I	47	47	Leased/Issued	No	LIHTC PBV
PBV New Rowe	32	32	Leased/Issued	No	LIHTC PBV
PBV 122 Wilmot Road	13	13	Leased/Issued	No	LIHTC PBV
<b>SUBTOTAL</b>	<b>307</b>	<b>307</b>			
<b>RAD/PBV</b>					

RAD Eastview Phase I	53	53	Leased/Issued	Yes	RAD/PBV
RAD 122 Wilmot Rd	34	34	Leased/Issued	Yes	RAD/PBV
RAD Ribicoff (Twin Brook 9%)	44	44	Leased/Issued	Yes	RAD/PBV
RAD Ribicoff (Twin Brook) 4%	51	51	Leased/Issued	Yes	RAD/PBV
RAD Charles T. McQueeney	149	149	Leased/Issued	Yes	RAD/PBV
RAD Winslow Celentano	64	64	Leased/Issued	Yes	RAD/PBV
RAD Howe Street	80	80	Leased/Issued	Yes	RAD/PBV
RAD Fair Haven/ Farnam	55	55	Leased/Issued	Yes	RAD/PBV and 2 PBV units
RAD Monterey Place- Edith B Johnson	95	95	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place- William Griffin	4	4	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 1	42	42	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 2	7	7	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 3	45	45	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 4	42	42	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 5	17	17	Leased/Issued	Yes	RAD/PBV
RAD Monterey Place 2R	28	28	Leased/Issued	Yes	RAD/PBV
RAD Prescott Bush	56	56	Leased/Issued	Yes	RAD/PBV
RAD Waverly Townhouses	51	51	Leased/Issued	Yes	RAD/PBV
RAD CB Motley	45	45	Leased/Issued	Yes	RAD/PBV
RAD Newhall Gardens	26	26	Leased/Issued	Yes	RAD/PBV
RAD Katherine Harvey Terrace	17	17	Leased/Issued	Yes	RAD/PBV



RAD 4 Fairmont	97	97	Leased/Issued	Yes	RAD/PBV
RAD 4 Ruoppolo	104	104	Leased/Issued	Yes	RAD/PBV
RAD Fulton Park	12	12	Leased/Issued	Yes	RAD/PBV
RAD Chamberlain Court (Justice Landing)	7	7	Leased/Issued	Yes	RAD/PBV
RAD Farnam Onsite I	86	86	Leased/Issued	Yes	RAD/PBV
RAD Farnam II 4%	36	36	Leased/Issued	Yes	RAD/PBV
RAD Farnam II 9%	52	88	Leased/Issued	Yes	RAD/PBV
RAD Rockview Phase 2	62	62	Leased/Issued	Yes	RAD/PBV
RAD Valley Townhouses	32	32	Leased/Issued	Yes	RAD/PBV
RAD McConaughy 4%	92	92	Leased/Issued	Yes	RAD/PBV
RAD McConaughy 9%	104	104	Leased/Issued	Yes	RAD/PBV
<b>SUBTOTAL</b>	<b>1689</b>	<b>1689</b>			
<b>PBV</b>					
PBV Fellowship I	18	18	Leased/Issued	No	PBV - 100% Supportive Housing
PBV Fellowship II	5	5	Leased/Issued	No	PBV - 100% Supportive Housing
PBV Also Cornerstone (Continuum of Care)	4	4	Leased/Issued	No	PBV - 100% Supportive Housing
PBV Norton Court (Continuum of Care)	12	12	Leased/Issued	No	PBV - 100% Supportive Housing
PBV Cedar Hill	4	4	Leased/Issued	No	PBV - 100% Supportive Housing
PBV West Village	15	15	Leased/Issued	No	PBV - 100% Supportive Housing
PBV CUHO Existing	24	8	Leased/Issued	No	PBV Scattered Site PBV
PBV CUHO New Construction	5	5	Leased/Issued	No	PBV Scattered Site PBV

PBV Park Ridge	60	60	Leased/Issued	No	PBV
PBV Frank Nasti Existing	11	11	Leased/Issued	No	PBV
PBV Shartenburg	20	20	Leased/Issued	No	PBV
PBV Mutual Housing New Construction	20	20	Leased/Issued	No	PBV
PBV Mutual Housing Assoc. (Neighborhood Works/New Horizon)	9	9	Leased/Issued	No	PBV
PBV Mutual Housing Existing	15	15	Leased/Issued	No	PBV
PBV Casa Otonal	12	12	Leased/Issued	No	PBV
PBV Beacon Communities Branford	40	20	Leased/Issued	No	PBV
PBV Seabury Cooperative - 400 Elm St	39	39	Leased/Issued	No	PBV
PBV New Reach Portsea Place	8	8	Leased/Issued	No	PBV - Supportive Housing for homeless young adults
PBV Christian Community Action (CCA)	18	18	Leased/Issued	No	PBV - Local Non-Traditional
NHP Foundation (MLK)	8	0	Committed	No	PBV
Hill Central Phase I	32	19	Committed	No	PBV
Dixwell Housing (Beulah)	20	0	Committed	No	PBV
New Haven Coliseum (previously Live Learn Play)	19	0	Committed	No	PBV
West River	8	8	Leased/Issued	No	PBV
<b>SUBTOTAL</b>	<b>418</b>	<b>330</b>			
<b>TOTAL</b>	<b>2414</b>	<b>2299</b>			

\* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

\*\* Select "Status at the End of Plan Year" from: Committed, Leased/Issued

ECC/HANH's project based vouchering allocation includes the following:

At the start of FY2025, ECC/HANH allocated 725 non-RAD PBVs, 1689 RAD/PBVs for a total of **2,414** project-based vouchers.

At the end of FY24, ECC/HANH administered 610 non-RAD PBVs and 1689 RAD/PBVs for a total of **2,299** project-based vouchers.

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

- Supply chain delays for construction materials had a significant impact for all real estate developers. This contributed to delays in construction at NHP Foundation, Hill Central Phase 1 New Haven Coliseum and Dixwell Housing. Construction was completed and lease ups for Dixwell Housing Associate, LLC began in FY2025
- The HAP contract with CUHO was reduced from 24 to 8 PBV units due to the owner deciding to lease 16 units as market rate units.

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

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

**ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR**

ECC/HANH anticipated disposition of six (6) Scattered Site units for substantial rehabilitation and homeownership opportunities for families in the ECC/HANH homeownership program, however, the disposition did not occur.

**iv. General Description of All Actual Capital Expenditures During the Plan Year**

Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

**GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR**

**MTW Plan Year 2025: General Description of All Actual Capital Expenditures**

ECC/HANH's goal through its MTW status was to provide Housing of Choice in the most cost-effective method possible. Our plan was to address the most urgent operational needs within the LIPH portfolio locations that are remaining post-RAD conversions. Our ongoing objectives remain:

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

**During FY 25**, ECC/HANH continued to execute projects that support these goals and improve the remaining portfolio. Properties that were planned for future redevelopment efforts and RAD conversions were not prioritized for CFP projects; however, if there was a Life, Health and Safety challenge, we considered the needs across the entire portfolio.

Some work items in the FY 25 MTW Plan were continuation of MTW FY 24 Plan projects that were not fully completed by the end of FY 24.

In FY 25, ECC/HANH continued to address health and safety concerns throughout the remaining LIPH portfolio. Under a grant award, lead abatement continued at Scattered Sites West and East properties and ECC/HANH continued to address housing-related hazards to include carbon monoxide, mold and associated asbestos. Funds were earmarked for Agency wide services and obligations. ECC/HANH reviewed the Physical Needs Assessment reports with management and Operations field staff, discussed needs not yet addressed and agreed upon the following priority work activities pursued in FY 25.

**1. Crawford Manor Health-Safety Upgrades**

- In FY 25, ECC/HANH planned to upgrade 12 more bathrooms (10 were completed in prior years), survey for additional shower pan needs, perform most urgent exterior masonry repairs as recommended in recent forensic report, and perform boiler repair analysis. Crawford is under consideration for future RAD conversion which includes major property redevelopment. Funds were allocated

for building repairs needed prior to RAD conversion. More bathroom upgrades were not pursued during FY 25. Operations staff continued to make repairs as needed. Masonry repairs were completed with Operations funding. Architect for boiler replacement selected. Project designed and bid solicitation issued in August. Expenses anticipated in FY 26. Planned Expenditure: \$750,000; \$0 spent.

## **2. Wolfe: Health and Safety Repairs**

- During FY 23-24, ECC/HANH completed Phase 1 and Phase 2 exterior and interior health-safety repairs that were identified through a building-wide assessment. Wolfe is planned for future RAD conversion to include major property redevelopment. ECC/HANH was awarded a FY 23 Choice Neighborhoods Planning Grant. In this planning process, Wolfe redevelopment is being incorporated into the larger Union Square comprehensive redevelopment through ECC's Glendower Group. Charrette held to solicit community input and redevelopment planning is progressing. Funds allocated for health/safety building repairs prior to RAD conversion. No major expenditures were made. Planned Expenditure: \$850,000; \$0 spent.

## **3. Essex Interior/Building/Site Upgrades**

- Non-RAD conversion family development. During FY 25, ECC/HANH replaced damaged basement access hatches, repaired carports, replaced exterior decks, and restored 2-fire-damaged units. Contract work completed. ECC/HANH also planned to: evaluate changing site lighting pole heads to LED; replace electric power service and electrical distribution; investigate code upgrade for stoops and front doors; perform an engineering study/survey for site drainage; investigate feasibility of separate heating for individual units. Of these items, ECC/HANH focused on electrical and heating. Architect selected for electrical and heating system upgrades. Design in progress. Bidding and construction anticipated during FY 26. Planned Expenditure: \$600,000; \$25,572.09 building envelope earlier contract final payment made; \$54,232.78 camera upgrade spent (see also Emergency Safety & Security Grant below); \$266,867 exterior & fire units spent (also spent fire insurance funds of \$329,291.77).

## **4. Scattered Sites Interior/Building/Site Upgrades**

- **Scattered Sites West Interior Building/Site Upgrades**
  - i. Non-RAD conversion development. During FY 25, funds expended to complete SS West units that were included in Lead Group D contract that went beyond the available lead grant funds (including relocation). SS West units need kitchen and bathroom upgrades as well as plumbing, mechanical, electrical, interior doors, walls, ceilings, floors, appliances; fences, sidewalks, lighting, building envelope and exterior repairs, code upgrades, site structure repairs and replacement related to life health and safety issues, etc. Architect selected and property needs assessed. Design in progress for prioritized properties in coordination with an environmental consultant. Bidding and construction are expected to take place during FY 26. Planned Expenditure: \$825,000; \$41,292 spent on Group D; \$13,713.03 spent on new gas service needed for two properties; \$2,890 spent on relocation costs.

- **Scattered Sites East Interior/Building/Site Upgrades**

- ii. Forty of 52 units being considered for RAD conversions. During FY 25, funds expended to complete SS East units that were included in Lead Group D contract that went beyond the available lead grant funds (including relocation). East units need kitchen and bathroom upgrade as well as plumbing, mechanical, electrical, interior doors, walls, ceilings, floors, appliances, fences, sidewalks, lighting, building envelope and exterior repairs, code upgrades, site structure repairs and replacement related to life health and safety issues, etc. Design in progress for prioritized properties in coordination with an environmental consultant. Bidding and construction are expected to take place during FY 26. Planned Expenditure: \$2,750,000; \$253,653.78 spent on Group D; \$17,462 spent on electrical breakers; \$15,520 spent on roof replacement and basement window replacement on one home; \$90,597.84 spent on relocation costs.

- **Scattered Sites Multifamily Interior/Building/Site Upgrades**

- iii. There are 8 remaining of the 96 SS Multifamily public housing units that are not planned for RAD conversion. For the condo units, ECC/HANH is working with the condo association to resolve exterior site and drainage issues. The units need kitchen and bathroom upgrades as well as plumbing, mechanical, electrical, interior doors, walls, ceilings, decks, entry stairs, railings, patio doors, floors, appliances, fences, sidewalks, lighting, building envelope and exterior repairs, code upgrades, etc. Architect selected and design in progress. Bidding and construction expected to take place during FY 26. Carbon monoxide-smoke detectors were installed. Planned Expenditure: \$200,000; \$303,249.89 spent.

## 5. **Lead Paint Abatement—SS West, SS East**

- HUD 2020 Lead-Based Paint abatement was awarded in May 2021 and allowed ECC/HANH to target removal of lead-based paint in scattered site properties, instead of encapsulation and solicit bids for abatement of the remaining properties. In FY 23, ECC/HANH awarded contracts for Group B (3 SS West units) and Group C (8 SS East units). These contracts are completed and closed out. Bids solicited for Group A (2 SS East units) and Group D (3 SS West units and 21 SS East units). Group A bids exceeded the cost estimate, and there was no contract award. Group D abatement contract was awarded in FY 23 with work continued into FY 25. Group D is complete, and contract closed out in fourth quarter FY 25. Planned Expenditure: \$500,000; \$1,284,433.08 spent on Group D, including relocation, environmental and A&E expenses.

## 6. **Housing-Related Hazards Abatement**

- ECC/HANH received a 2020 HUD Housing-Related Hazards grant award to address carbon monoxide, radon, mold and associated asbestos abatement, and pest infestation. Pest inspections and radon mitigation project are completed. Carbon monoxide-smoke detectors installation, mold and associated asbestos abatement continued in FY 25. Planned Expenditure: \$1,500,000; \$10,777.88

final mold-related component of Essex building envelope contract spent; \$472,248 spent on carbon monoxide-smoke detector installation; \$45,251.44 spent on mold abatement; \$813,899.84 spent on Group D, including relocation, environmental and A&E expenses.

## **7. Emergency Safety & Security**

- ECC/HANH received a 2023 HUD Emergency Safety & Security grant award in the amount of \$250,000 to enhance security cameras and upgrade access control at Essex Townhouses. Most of the camera upgrade work was completed in FY 2024 with retainage payment made in FY 25. Planned Expenditure: \$5,000; \$0 grant funds spent this FY—all grant used in FY 24.

**The following are agency-wide funding projects:**

## **8. Agency Wide Vacancy Reduction**

- Funds were allocated for abatement costs and vacancy reduction efforts during FY 25. Planned Expenditure: \$25,000; \$6,451.18 spent

8. There are two (2) types of Indefinite Quantity Contracts used by Planning & Modernization and Operations teams. These services provide quicker procurement time as projects unfold, as well as the ability to continually select the best, most cost-effective design solution.

- **Indefinite Quantity Contract (IQC) Architectural & Engineering Consulting Services** Planned Expenditure: \$150,000; \$336,706.21 spent.
- **IQC Environmental Consulting Services** Planned Expenditure: \$250,000; \$245,824 spent.

## **9. Administration Salaries & Benefits (CFP funding)**

- Staff salaries and benefits in support of CFP FY 25 activities. Planned Expenditure: \$375,000; \$274,974.18 spent.

## **10. RAD Initial Year Funding Tool Costs**

- CFP formula funds were allocated for RAD conversions for the initial year funding for the remaining months of the calendar year from the Housing Assistance Payments (HAP) contract effective dates. Anticipated RAD conversions at Westville Manor and Scattered Sites Multifamily did not occur during this FY. Planned Expenditure: \$558,229; \$0 spent.

## **11. CFFP Bond Debt**

- ECC/HANH leveraged CFP funds for development of Brookside Phase 1 Rental. Bond Debt is paid from Capital Fund allocations in accordance with the HUD repayment schedule. Brookside Phase 1 Bond debt payments are completed. Planned Expenditure: \$374,237.50; \$374,237.50 spent.

**ECC/HANH's Reference to most Recent HUD-approved Five-Year Plan: Updated Rolling Five-Year Plan for FY2025-2029 submitted in EPIC 5-16-25 and approved 6-18-25.**

**Long-term outcomes** of the planned FY 25 work reflect the MTW Short Term Strategic plan goals to make further increases in Housing of Choice and Accessibility, ensure Organizational Sustainability with development of housing through the Glendower Group, Inc. and ensure Cost Effectiveness through replacement of obsolete building systems.

**Refer to Appendix 7 for Actual Capital Expenses and Portfolio Capital Needs Chart**



## B. LEASING INFORMATION

### i. Actual Number of Households Served

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

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED		NUMBER OF HOUSEHOLDS SERVED	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	9,780		815	767
767MTW Housing Choice Vouchers (HCV) Utilized	72,324		6027	6047
Local, Non-Traditional: Tenant-Based^	0		0	
Local, Non-Traditional: Property-Based^	456		38	
Local, Non-Traditional: Homeownership^	0		0	
<b>Planned/Actual Totals</b>	<b>82,560</b>		<b>6,880</b>	

\* "Planned Number of Unit Months Occupied or Leased" is the total number of months the MTW PHA planned to have leased or occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

\*\* "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied or Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

\*\*\* "Housing Choice Vouchers (HCV) Utilized" includes all SPVs within the MTW PHA's portfolio.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

ECC/HANH anticipated the lease up of up to 20 units in the Sponsored Based Housing program, however the initiative was still in the planning stage with the development drawing issued in FY2024. Construction was anticipated to begin in FY2025 however construction did not start as planned.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY (NAME and NUMBER)	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Planned ^^	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Actual	NUMBER OF HOUSEHOLDS SERVED Planned ^^	NUMBER OF HOUSEHOLDS SERVED Actual
Tenant-Based	N/A	0	0	0	0
Property-Based	CCA - 1.22 Sponsored Based Housing Program - 4.11F	456	216	38	18
Homeownership	N/A	0	0	0	0

<b>Planned and Actual Totals</b>	456	216	38	18
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\* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

## ii. Discussion of Any Actual Issues/Solutions Related to Leasing

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

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	There weren't any leasing issues in Public Housing.

MTW Housing Choice Voucher	<p>Any delays in leasing were due to HCV applicants experiencing difficulty in finding available units. This was due partly to rent inflation vs the allowed payment standard. HCV is conducting a rent study to determine the current market trends in New Haven.</p> <p>However, with the increase in mobility team activity and the help of the Landlord Liaison building relationships with New Haven landlords, ECC/HANH saw an increase in our success rate from 40% to 48%.</p>
Local, Non-Traditional	<p>At the end of FY2024, 15 participants were leased up at CCA, with 3 vacancies. ECC/HANH anticipates that 18 units will be leased up in FY25.</p> <p>The Glendower Group is assisting Youth Continuum in the planning and execution of the LNT youth shelter, to include 20 vouchers. Groundbreaking did not occur as anticipated and is anticipated to occur in FY2025 and lease up in FY2026.</p>

**i. Unique Households Served (OPTIONAL)**

The number of unique households served annually through local, non-traditional rental services program such as short-term rental assistance, rapid rehousing, emergency housing, etc.

UNIQUE HOUSEHOLDS SERVED
Description and # of Households

**C. WAITING LIST INFORMATION**

**i. Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list (indicating whether the waiting list is site-based or agency-wide for public housing) and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
MTW Public Housing	Site Based	3,739	Open	No
MTW Housing Choice Voucher	Program Specific	5,038	Open	No

**Please describe any duplication of applicants across waiting lists:**

<p>ECC/HANH waitlists remain open. Applicants can apply for more than one program and more than one waitlist within ECC/HANH.</p> <p>The numbers provided for each waitlist are not duplicated. Applications have increased dramatically since the Applicant portal has opened and it is easier for applicants to apply for the various waiting lists.</p>
--

**ii. Actual Changes to Waiting List in the Plan Year**

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

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
Housing Choice Voucher (Tenant Based)	The HCV Waiting List (Tenant Based) was opened in February 2021 and remained open. The HCV Wait List was purged in FY2025.
Low-Income Public Housing	The LIPH waitlist remains open. The LIPH Wait List was purged in FY2025.

## D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

### i. 75% of Families Assisted Are Very Low Income

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

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

### ii. Maintain Comparable Mix

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

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

\* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA and/or unrelated to the MTW PHA's local MTW program. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below. MTW PHAs must continue to adhere to all fair housing obligations as detailed in the MTW Certifications of Compliance. MTW PHAs must

continue to adhere to all Federal, State, and local fair housing and civil rights obligations including those detailed in the MTW Certifications of Compliance.

**Please describe the justification for any “Non-MTW Adjustments” given above:**

N/A

MIX OF FAMILY SIZES SERVED 2025				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person				
2 Person				
3 Person				
4 Person				
5 Person				
6+ Person				
<b>TOTAL</b>				

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

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

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

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

### iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
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CARES	1	Moved independently to a market rate unit without subsidy
Prison Community Reentry (LIPH only)	0	Live Independently and be lease compliant
Family Self Sufficiency Program	4	Moved independently to homeownership or a market rate unit without subsidy
		<b><i>(Households may be duplicated across MTW activities)</i></b>
<b>Total Households Transitioned to Self-Sufficiency</b>	<b>5</b>	

\* Figures should match the outcome reported for all activities where the goal of increased self-sufficiency is used in Section IV of this Annual MTW Report.

### **III. Proposed MTW Activities**

All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'

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**IV. Approved MTW Activities: HUD Approval previously granted**

**A. IMPLEMENTED ACTIVITIES**

**Initiative 1.2 – Local Total Development Cost (TDC) Limits**

**Plan Year Approved, Implemented and Amended**

Approved in FY08 and implemented in FY09.  
Amended in FY12 and FY17

Cost Effective

Housing Choice

**Description/Impact/Update**

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

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

During FY12, ECC/HANH submitted revised TDC and HCC limits. The TDC limits were again revised in 2017 to reflect increased development costs.

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

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

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

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

Since implementing this initiative, ECC/HANH has redeveloped thousands of units, leveraged significant non-federal dollars and created quality, cost and energy efficient housing opportunities. The alternate TDC has allowed for an increase of almost 300 hard units, improved occupancy rates and significant reductions in utility costs.

**ECC/HANH's Alternative**

**OVER 1400 REDEVELOPED  
UNITS**

**60% AND 83%  
REDUCTION IN UTILITY  
COSTS**

There has also been an 83% reduction in the average per unit/per month electric utility expenses from the baseline in 2012, \$900 to \$155 and a 60% reduction in the average per unit/per month gas utility expense from \$60.83 to \$24.63. The savings are even greater, taking inflation into account.

Farnam Court Phase II 4% and Farnam Court Phase II 9% projects were completed in FY2022 and are now fully occupied and comply with the TDC.

At the beginning of FY2024, ECC/HANH had the following developments in the pipeline: Valley Townhomes, 34 Level Street, Westville Manor Phase I, Westville Manor Phase II, St. Luke's and Newhallville.

As it relates to our approved TDC, these developments shall not exceed the approved TDC. However, all listed developments do need the ECC/HANH Alternative TDC limits.

McConaughy Terrace and Crawford Manor will not trigger the alternative TDC.

ECC/HANH continues to work diligently to find creative construction options to receive quality developments that will have a lifecycle of 20 years while staying within the lower level of the approved TDC.

Valley Townhomes had a financial closing in the 1<sup>st</sup> quarter of FY23, and demolition began in the 2<sup>nd</sup> quarter of FY23 with occupancy completed June of FY24. There are 32 RAD/PBV units and 8 market rate units. The project cost was \$23 million.

At Valley Townhouses, ECC/HANH replaced an obsolete 1980s era development saddled with poor design and moisture problems. In its place, ECC/HANH constructed 40 passive townhouse style units that will become housing of choice. Valley Townhouses could not have been constructed to the current quality without the use of the alternate TDC.

This initiative has allowed ECC/HANH to undertake full redevelopment of aged and unsustainable LIPH developments. Such developments come with increased costs related to abatement, demolition, infrastructure, site work, Davis Bacon and other costs that

substantially drive up the per unit cost. The location within the greater New York metro area, combined with the high materials standards required by ECC/HANH, also increases costs.

Lastly, ECC/HANH is replacing our older housing stock with new buildings that meet a high Green standard, including two Passive house developments and similar standards that often add between 8-10% of construction costs.

ECC/HANH anticipated reduced crime rates in redeveloped sites and improved REAC scores.

ECC/HANH resumed regular unit inspections and routine maintenance work that was deferred during the height of the COVID-19 pandemic. REAC inspections resumed in FY2022 for the developments with remaining LIPH units and HUD NSPIRE inspections began in March of 2024.

ECC/HANH also contracted for our own independent inspections. The average REAC-like inspection score across all redeveloped sites was xx which is a xx% increase from the FY2024 score of xx.

ECC/HANH will continue to work on increasing the inspection score, by conducting internal inspection on a routine basis.

ECC/HANH's MTW approved alternative TDCs are facilitating the cost-effective development of quality, environmentally sound and desirable housing communities across our jurisdiction.

As ECC has moved to a RAD voucher-based model for current and proposed future development activities, it is unlikely that TDC will be triggered. ECC is now maximizing the amount of non public housing leveraged funds to allow for the completion of more units with less agency public housing funds which are below the approved TDC. The use and possible increase of the Local TDC may need to be re-reviewed and updated in the future if necessitated by changes to the RAD process or availability of voucher authority or other unforeseen circumstances.

Internal Metrics

Internal - HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	1,970 occupied units (baseline 2001)	Decrease of not more than 5% from previous year (limited to de	2025: 2817 2024: 2817 2023: 2,788 2022: 2,246 units <sup>10</sup> 2021: 2,246 units	Yes

<sup>10</sup> 1,124 LIPH units and 1,122 PBV and RAD redeveloped replacement units

minus  
reduction)

Yes\* ECC/HANH's baseline of LIPH occupied units was 1,970. As ECC/HANH repositions its portfolio units transfer from LIPH to other platforms. The benchmark is the combined number of LIPH and redeveloped units on the PBV, LIHTC and RAD platforms.

FY2025 – LIPH Units (xxx) + LIHTC PBV (xxx) + LIHTC RAD/PBV (xxx) = xxx

FY2024 – LIPH Units (821) + LIHTC PBV (307) + LIHTC RAD/PBV (1689) = 2817

Internal Metric #6: Utility Expense Per Unit ****				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduction of utility expenses per unit, pre and post redevelopment – Electric	Valley/Waverly: \$900 per unit/ per month in 2012  \$1253 (2025 calculated inflation)  \$1,227 (2024 calculated inflation)	5% reduction; Electric utility expenses would reach approximately \$855 per unit (escalated annually)  \$1190 (2025 calculated inflation)	2025: Average cost per unit: \$146  2024: Average cost per unit: \$149 (83%)  2023: Average cost per unit: \$130  Refer to Appendix 10, Electricity Utility Costs Per Unit Per Month.	Yes
Reduction of utility expenses per unit, pre and post redevelopment – Gas	Valley/Waverly: \$60.83 per unit/ per month in 2012  \$85 (2025 calculated inflation)  \$83	5% reduction; Gas utility expenses would reach approximately \$58 per unit (escalated annually)  \$81 (2025 calculated inflation)	2025: Average cost per unit: \$49  2024: Average cost per unit: \$48	Yes

(2024 calculated  
inflation)

2023:  
Average  
cost per  
unit: \$69

Refer to  
Appendix  
10, Gas  
Utility Costs  
Per Unit Per  
Month.

**TOTAL DEVELOPMENT COST BY DEVELOPMENT AND UNIT**

Development Name	Year Converted	LIPH Units	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units	HUD TDC (2013) ~	ECC HANH TDC ~	TDC	TDC Per Unit
Eastview Terrace Phase I	2009	53	49	102	0	102	\$259,210	\$351,621	\$32,289,891	\$316,567.56
Quinnipiac Terrace 3	2010	17	16	33	0	33	\$259,210	\$351,621	\$9,384,480	\$284,378.18
William T. Rowe	2010	46	32	78	26	104	\$313,133	\$428,328	\$24,987,375	\$240,263.22
Brookside Phase I	2011	50	50	100	0	100	\$259,210	\$351,621	\$30,198,639	\$301,986.39
Brookside Phase II	2012	50	51	101	0	101	\$259,210	\$351,621	\$20,014,054	\$198,158.95
Wilmot Crossing	2012	0	47	47	0	47	\$313,133	\$428,328	\$13,109,292	\$278,921.11
Rockview Phase I	2013	30	47	77	0	77	\$259,210	\$351,621	\$21,790,445	\$282,992.79
Ribicoff 9%	2014	0	44	44	11	55	\$313,133	\$428,328	\$14,517,329	\$263,951.44
Ribicoff 4%	2014	0	51	51	0	51	\$259,210	\$351,621	\$13,457,150	\$263,865.69
Farnam Courts-Fair Haven	2015	0	57	57	0	57	\$259,210	\$351,621	\$19,203,991	\$336,912.12
Farnam Court Phase I onsite	2016	0	86	86	8	94	\$313,133	\$428,328	\$27,436,148	\$291,873.91
Rockview Phase 2	2019	0	62	62	16	78	\$298,901	\$405,464	\$22,736,473	\$291,493.24
Farnam Courts-Phase 2	2020	0	88	88	23	111	\$259,210	\$351,621	\$33,394,964	\$300,855.53
Valley St (RAD 2A)	2022	0	32	32	8	40	\$304,482	\$398,124	\$14,984,990	\$374,625
<b>Total</b>		<b>246</b>	<b>712</b>	<b>958</b>	<b>92</b>	<b>1050</b>	<b>\$3,929,595</b>	<b>\$5,329,868</b>	<b>\$297,505,221</b>	<b>\$4,026,845.13</b>

\*- In closing,\*\*Proposed

Internal - Redevelopment Metrics				
Internal Metric #2: REAC Scores				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
REAC scores	REAC score of 80 for ECC/HANH's developments (those reflecting alternate TDCs)  2025 - REAC scores are now NSPIRE scores	At least a 10% increase. REAC scores would reach 88.	FY25 – 66 Nspire is still in implementation mode with lower scores based on unanticipated issues.  FY24 – Average score 76  Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	No
Internal Metric #3: Average work order				
Work orders per property	N/A	Brookside Phase I: 1,000 (10 work/year)  Brookside Phase II: 1,000 QT1: 560 QT2: 580 QT3: 170  Eastview: 1,020	FY25 - 795  FY24 - 801  Refer to Appendix 9: Work Orders, FY09 to FY24 for specific data points.	Yes

For all properties redeveloped with alternate TDCs, the benchmarks were met.

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

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

Plan Year Approved, Implemented, Amended

Approved in FY12 and implemented in FY13.

Cost Effective

Housing Choice

### Description/Impact/Update

This initiative is to promote housing choice in developing communities with housing options for a wide range of incomes, create a mixed income community at Brookside I and Brookside II and reduce the cost of the Project based program (PBV) by establishing eligibility criteria to include families with income between 50 to 80 percent of the Area Median Income (AMI).

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

- a very low-income family.
- a family previously assisted under this title.
- a low-income family that meets eligibility criteria specified by the public housing agency.
- a family that qualifies to receive a voucher in connection with a homeownership program approved under Title IV of the Cranston-Gonzalez National Affordable Housing Act; or
- a family that qualifies to receive a voucher under section 223 or 226 of the Low-Income Housing Preservation and Resident Homeownership Act of 1990.

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

1. No less than 40 percent of the project-based vouchers awarded in any year to be awarded to families with incomes at or below 30 percent of the Area Median Income (AMI), adjusted for family size.
2. ECC/HANH will award up to 15 percent of the PBV's allocated for any mixed finance project to families with incomes between 50 and 80 percent of AMI for Brookside Phase 1 Rental.
3. 45 percent of PBV may be allocated to families with income between 50 and 80 percent AMI for Brookside Phase 2 Rental mixed finance development.



## Impact

This initiative is designed to achieve an income mix at redeveloped properties while protecting against the displacement of extremely low-income families and has been successful in supporting the redevelopment of units and preservation of units while successfully increasing the income mix in these developments.

ECC/HANH continues to serve our lowest income families. Importantly, ECC/HANH has maintained the priority for serving Extremely Low-Income families by ensuring that income mix does not equate to fewer ELI families served. Data suggests less turnover in units at the ELI income level resulting in years where no new families are leased at this income, however, the percentage of ELI families is not decreasing.

Since its implementation in FY13, this initiative has increased housing choice and cost effectiveness at the developments listed above: ECC/HANH has successfully redeveloped these properties, provided tiered income opportunities and not displaced our lowest income families.

In FY2025, ECC/HANH exceeded the first eligibility criteria.

- No less than 40 percent of the project-based vouchers awarded in any year to be awarded to families with incomes at or below 30 percent of the Area Median Income (AMI), adjusted for family size.  
**40% of PBVs were awarded.**

However, the second and third eligibility criteria were not met.

- ECC/HANH will award up to 15 percent of the PBV's allocated for any mixed finance project to families with incomes between 50 and 80 percent of AMI for Brookside Phase 1 Rental.  
**0% of PBVs was awarded.**
- 45 percent of PBV may be allocated to families with income between 50 and 80 percent AMI for Brookside Phase 2 Rental mixed finance development.  
**0% was allocated.**

This initiative includes the developments listed in the following chart.

Income Eligibility - At Lease up – FY2025							
Development	Units at or below 30% of AMI	Percent	Units at 31-49% of AMI	Percent	Units at 50-80% of AMI	Percent	Total Units
BROOKSIDE PHASE I	3	60%	2	40%	0	0%	5
BROOKSIDE PHASE II	1	20%	4	80%	0	0%	5

CONSTANCE B MOTLEY	1	100%	0	0%	0	0%	1
EASTVIEW TERRACE PHASE I	1	50%	1	50%	0	0%	2
EASTVIEW TERRACE PHASE II	0	0%	0	0%	0	0%	0
FAIRHAVEN CHATHAM	0	0%	0	0%	0	0%	0
FAIR HAVEN EASTVIEW II	1	34%	1	33%	1	33%	3
FAIRMONT	9	100%	0	0%	0	0%	9
FULTON PARK	0	0%	0	0%	0	0%	0
KATHERINE HARVEY TERRACE	0	0%	0	0%	0	0%	0
MCQUEENEY	24	100%	0	0%	0	0%	24
MILL RIVER/ FARNAM I	3	50%	3	50%	0	0%	6
MILL RIVER/ FARNAM II 9%	0	0%	0	0%	0	0%	0
NEWHALL GARDENS	1	50%	1	50%	0	0%	2
PRESCOTT BUSH	4	80%	0	0%	1	20%	5
QUINNIPIAC TERRACE PHASE I	2	100%	0	0%	0	0%	2
QUINNIPIAC TERRACE PHASE II	0	0%	0	0%	0	0%	0
QUINNIPIAC TERRACE PHASE III	1	0%	0	0%	0	0%	1
RIBICOFF 9/TWIN BROOK	0	0%	1	100%	0	0%	1

RIBICOFF 4/TWIN BROOK	2	100%	0	0%	0	0%	2
ROCKVIEW PHASE I	3	75%	1	25%	0	0%	4
ROCKVIEW PHASE II	2	67%	1	33%	0	100%	0
MATTHEW RUOPPOLO	11	92%	1	8%	0	0%	12
STANLEY JUSTICE	0	0%	0	0%	0	0%	0
WAVERLY TOWNHOMES	3	60%	0	0%	2	40%	5
WILLIAM T ROWE	1	50%	1	50%	0	0%	2
WILMONT CROSSING (PBV)	0	0%	0	0%	0	0%	0
WILMONT CROSSING (RAD/PBV)	0	0%	0	0%	0	0%	0
WINSLOW CELENTANO	4	100%	0	0%	0	0%	4
EASTVIEW PHASE 1 (RAD/PBV)	0	0%	1	100%	0	0%	1
MCCONAUGH Y 4%	18	69%	8	31%	8	0%	26
MCCONAUGH Y 9%	20	87%	3	13%	0	0%	23
VALLEY TOWNHOUSES	0	0%	0	0%	0	0%	0
<b>TOTAL #/ AVERAGE %</b>	<b>128</b>	<b>77%</b>	<b>34</b>	<b>20%</b>	<b>5</b>	<b>3%</b>	<b>167</b>

Overall portfolio wide the following income mix was achieved.

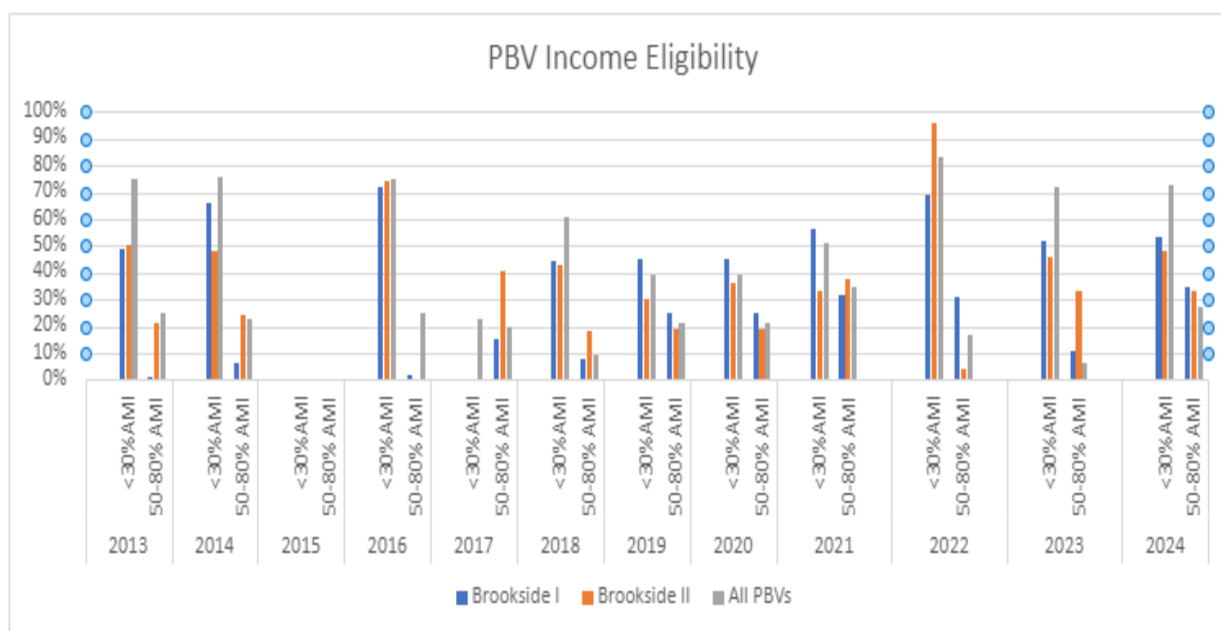
- 77% of PBVs – 0 to 30% AMI
- 20 % of PBVs – 31 to 49%AMI
- 3% of PBVs – 50 to 80% AM
- 0% of PBV's- greater than 80% AMI

Greater income mix is desired in these sites as the percentage of families at 50 to 80% AMI continues to lag. Efforts to recruit families and to assist families in maintaining and increasing their income remain high priorities in order to achieve the desired mixed-income community stability.

The following chart and graph show the PBV income mix for all AMIs at the end of FY2025.

<b><u>Income Mix for Project Based Voucher Program in Mixed-Finance Developments- Overall - FY2025</u></b>									
<b>Development</b>	<b><u>30% of AMI</u></b>		<b><u>50% of AMI</u></b>		<b><u>80% of AMI</u></b>		<b><u>Units over 80% of AMI</u></b>		
<b>Brookside Phase I Rental</b>	<b>25</b>	<b>56%</b>	<b>15</b>	<b>33%</b>	<b>5</b>	<b>11%</b>	<b>0</b>	<b>0%</b>	<b>45</b>
<b>Brookside Phase II Rental</b>	<b>22</b>	<b>46%</b>	<b>18</b>	<b>38%</b>	<b>8</b>	<b>17%</b>	<b>0</b>	<b>0%</b>	<b>48</b>
Eastview Phase I (PBV)	28	61%	15	33%	3	7%	0	0%	46
Fairmont Heights	76	96%	3	4%	0	0%	0	0%	79
Farnum I (Mill River)	66	80%	15	18%	1	1%	0	0%	82
Fulton Park	7	58%	4	33%	1	8%	0	0%	12
McConaughy 4%	51	76%	14	21%	2	3%	0	0%	67
Rockview Phase I Rental	18	41%	19	43%	7	16%	0	0%	44
122 Wilmot Road	9	82%	2	18%	0	0%	0	0%	11
122 Wilmot Road	24	77%	6	19%	1	3%	0	0%	31
CB Motley	39	91%	3	7%	1	2%	0	0%	43
Eastview Phase I-RAD	31	60%	19	37%	1	2%	1	2%	52
Fairhaven EVTII & CH	27	49%	19	35%	9	16%	0	0%	55
Farnum II 4% (Mill River)	21	66%	11	34%	0	0%	0	0%	32
Katherine Harvey Terrace	13	93%	1	7%	0	0%	0	0%	14
Matthew Ruoppolo Manor	84	98%	2	2%	0	0%	0	0%	86

McQueeney Towers	132	94%	8	6%	0	0%	0	0%	140
Trinity Rowe	18	58%	9	29%	4	13%	0	0%	31
Newhall Gardens	20	83	4	17%	0	0%	0	0%	24
PBV QT Phase 1	18	78%	5	22%	0	0%	0	0%	23
PBV QT Phase 2	13	65%	6	30%	1	5%	0	0%	20
PBV QT Phase 3	8	57%	5	36%	1	5%	0	0%	14
Prescott Bush	46	90%	2	4%	3	6%	0	0%	51
RAD Farnam II 9% (Mill River)	40	80%	7	14%	3	6%	0	0%	50
RAD McConaughy 9%	83	87%	10	11%	2	2%	0	0%	95
Ribicoff - 4% (Twin Brook)	35	70%	12	24%	3	6%	0	0%	50
Ribicoff - 9% (Twin Brook)	23	53%	16	37%	4	9%	0	0%	43
Stanley Justice	5	71%	2	29%	0	0%	0	0%	7
Valley Townhouses	22	71%	9	29%	0	0%	0	0%	31
Waverly Townhouses	34	68%	14	28%	2	4%	0	0%	50
Winslow Celentano	52	90%	6	10%	0	0%	0	0%	58
<b>TOTAL # / AVERAGE %</b>	<b>1,090</b>	<b>76%</b>	<b>281</b>	<b>20%</b>	<b>62</b>	<b>4%</b>	<b>1</b>	<b>0%</b>	<b>1,434</b>



## Internal Metrics

### HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	1,970 occupied units (baseline 2001)	Decrease of not more than 5% from previous year (limited to de minimus reduction);	2025: 2,817 2024: 2817 2023: 2,788* 2022: 2,246 units 2021: 2,246 units <sup>11</sup>	Yes

Yes\* ECC/HANH's baseline of LIPH occupied units was 1,970. As ECC/HANH repositions its portfolio units transfer from LIPH to other platforms. The benchmark is the combined number of LIPH and redeveloped units on the PBV, LIHTC and RAD platforms.

FY2025 - LIPH Units (821) + Total ECC/HANH redeveloped PBVS (307) + RAD PBVS (1,609) = 2,737

### Internal Metric #9: Income eligibility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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<sup>11</sup> 1,124 LIPH units and 1,122 PBV and RAD redeveloped replacement units

Number of households at below 30% Area Median Income (AMI)	N/A	No less than 40% of the PBVs awarded in any year will be awarded to families with incomes at or below 30% of the area median income, adjusted for family size.	<p>2025</p> <ul style="list-style-type: none"> <li>• 40% of families in applicable developments have incomes below 30% AMI (see above Income Eligibility table for more information)</li> <li>• Brookside I —60% (3 household) - New Admissions below the 30% AMI</li> <li>• Brookside II — 20% (1 households) - New Admissions below the 30% AMI</li> <li>• Brookside I - 56% of all households are at or below 30% AMI.</li> <li>• Brookside II - 46% of all households are at or below 30% AMI.</li> </ul> <p>2024</p> <ul style="list-style-type: none"> <li>• 81% of families in applicable developments have incomes below 30% AMI (see above Income Eligibility table for more information)</li> <li>• Brookside I —100% (1 household) - New Admissions below the 30% AMI</li> <li>• Brookside II — 0% (0 households) - New Admissions below the 30% AMI</li> <li>• Brookside I - 53% of all households are at or below 30% AMI.</li> <li>• Brookside II - 48% of all households are at or below 30% AMI.</li> </ul>	Yes-Only for the first benchmark
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Redevelopment Metrics (continued)				
Internal Metric #9: Income eligibility (continued)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households between 50% AMI and 80% Area Median Income (AMI)	N/A	<p>15% of the PBVs may be allocated to families with incomes between 50 and 80% of AMI at <u>Brookside Phase I rental</u></p> <p>45% of PBV may be allocated to families with incomes between 50 and 80% AMI at <u>Brookside Phase II rental</u></p>	<p>2025</p> <ul style="list-style-type: none"> <li>Brookside I – 0% - (new admissions between 50% &amp; 80% AMI))</li> <li>Brookside II – 0% (new admissions between 50% &amp; 80% AMI)</li> <li>Brookside I – 11% (allocation between the 50% to 80% AMI)</li> <li>Brookside II – 17% (allocation between the 50% &amp; 80% AMI)</li> </ul> <p>2024</p> <ul style="list-style-type: none"> <li>Brookside I – 0% - (new admissions between 50% &amp; 80% AMI))</li> <li>Brookside II – 0% (new admissions between 50% &amp; 80% AMI)</li> <li>Brookside I – 35% (allocation between the 50% to 80% AMI)</li> <li>Brookside II – 33% (allocation between the 50% &amp; 80% AMI)</li> </ul>	No

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None



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

Housing Choice

### Plan Year Approved, Implemented, Amended

Approved in FY08 and implemented in FY09. Updated in FY2020.

### Description/Impact/Update

Under ECC/HANH's MTW Agreement with HUD, ECC/HANH is authorized to develop its own Leased Housing Program through exceptions to the standard HCV program, 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.

#### **Exception Rents**

During FY2008, ECC/HANH implemented MTW Rent Standards that allowed ECC/HANH to approve exception rents up to 150% of the Voucher Payment Standard (VPS) to allow families to access housing in the following cases:

1. Wheelchair accessible units.
2. Large bedroom-size units, (4 bedrooms or larger).
3. Expanded housing opportunities in neighborhoods with low concentrations of poverty.
4. Housing opportunities in new development projects that include significant public investment to promote revitalization of neighborhoods; and
5. Mixed-income housing opportunities that promote expanded housing opportunities and de-concentration of poverty.
6. ECC/HANH approved budget-based rent increases for landlords who make major capital improvements in their property, including accessibility modifications.

Requests for MTW Rent Standards will be reviewed on a case-by-case basis. Under no circumstances may ECC/HANH approve an MTW Rent Standard above 150% without prior HUD approval.

ECC/HANH continues to reexamine its MTW Rent Standards monthly to ensure that ECC/HANH does not exceed 120% of the FMRs in the mean Rent Standard, which includes HAP payments to landlords, HAP RAD Payments, tenant rent payments to landlords, and any utility allowance amounts.

#### **Mobility Counseling and Incentives**

ECC/HANH provides mobility counseling services for voucher participants to assist in their search for housing in non-impacted areas. The non-impacted areas are the East Shore, Downtown and Westville neighborhood.  
(Census tracts, 1401, 1410, 1411 and 1428)

In FY23, ECC/HANH entered into a contract with Mobility Works to review and improve the impact of our initiative. This contract concluded in FY24.

Mobility Works provided the following deliverables. A comprehensive review of the organization's current program offerings, processes, procedures, and outcomes to identify opportunities for increased impact. They also developed program evaluation tools, including tailored questions and assessment measures, to determine program success and areas for improvement.

In order to enhance stakeholder engagement, they created a communication plan aimed at effectively conveying the benefits of housing mobility to participants, landlords, policymakers, and others. Mobility Works also developed participant resources, such as neighborhood maps of non-impacted areas, informational materials, and promotional content for briefing sessions.

For landlords, they designed resource fair plans, lease-up process flowcharts, customer service guides, and satisfaction surveys to support recruitment and retention efforts.

Additionally, they conducted research to determine successful practices, to include HCV movers, FSS participants, and agency mobility efforts, while identifying best practices for data collection and management.

Lastly, they identified potential funding opportunities and provided support with grant applications and funding letters, contributing to the program's sustainability and growth.

Additionally, ECC/HANH, in conjunction with the State of CT Department of Housing, applied and was awarded the HUD Mobility Grant, allowing for expansion of our efforts into the Greater New Haven Region. This expansion began in July of FY25.

Subject to funding availability, families that agree to participate in mobility counseling and move to census tracts in areas with low concentrations of poverty, will be given the opportunity for the following incentives:

1. Application fees paid for up to 3 units (anticipating \$30 per application or \$90 per family)
2. Security deposit assistance (up to one month of contract rent) or
3. Assistance with repayment of past utility debts that would prevent a family from securing utilities in their own name (up to payment standard for family size)

In order to provide families, the opportunity to lease units in areas with low concentrations of poverty and subject to funding availability, ECC/HANH may also offer landlords that are new to the HCV program an incentive fee based on the census tract and size of the unit placed under contract. The incentive fees are payable at initial lease execution. The decision whether to offer an incentive fee is at the discretion of ECC/HANH.

Additionally, landlords in non-impacted areas may receive incentive payments upon their first lease up with ECC/HANH in the HCV program.

Unit Size	Amount
1 Bedroom	\$175

2 Bedroom	\$275
3 Bedroom	\$475
4+ Bedroom	\$550

### **Impact**

At the beginning of FY2025, there were 3,413 TBV participants and 212 (6%) were living in non-impacted neighborhoods in New Haven. These are families with a TBV only and does not include families that live in a PBV or RAD/PBV unit.

At the end of FY25, there were 3,750 TBV participants and 180 (5%) were living in non-impacted neighborhoods in New Haven, which does not reflect a significant change.

The breakdown of the families residing in the four census tracts is:

- 1401 – 99 families
- 1410 - 24 families
- 1411 – 33 families
- 1428 – 24 families

There are also 19 PBV participants who live in a PBV development within one of the deconcentrated census tracts (1401), for a total of 199 participants. 5% of all our TBV and PBV households live in deconcentrated areas.

### **Mobility Counseling**

At the close of FY2025, 421 families were referred for mobility support/counseling. Two (2) families moved to deconcentrated areas, specifically in census tract area 1401 (Downtown) and 1410 (Westville). There also were 11 families who were able to find units on their own.

Some of the challenges in finding housing in the deconcentrated areas, were lack of rental homes in these neighborhoods that have many homeowner residences.

### **Landlord Incentive**

In FY25 ECC did not provide any incentives for participants moving to a deconcentrated neighborhood.

### **Average Income**

The average household income (\$22,318), of families who live in non-impacted neighborhoods is 6% percent higher than the entire ECC/HANH HCV-assisted population (\$21,127).

### **Exception Rents**

ECC/HANH received and approved thirteen (13) requests for exception rents for an average payment standard of 114%. This allowed 13 families to rent units that otherwise may not have been available to them.

Two (2) were approved for an accessible unit, eight were approved for units for families requiring a 4-bedroom unit or larger, and three were approved for units in an area of higher opportunity.

Some of the challenges in finding housing in the deconcentrated areas were lack of rental homes in the neighborhoods of choice due to high single family, owner occupied homes and rents that far exceed the FMR for the areas.

In addition, for families with school age children, many are reluctant to disrupt their child's learning by changing schools, especially if they've established trusted relationships with teachers, support staff and peer groups, even if schools in deconcentrated areas offer higher academic performance, the risk of emotional disruption can be a deterrent.

Deconcentrated neighborhoods also may not be conveniently located near job opportunities that families rely on especially for those that work irregular hours or rely on informal employment. A longer commute, higher transportation costs, or limited transit options can also put economic stability at risk.

Neighborhoods of origin offer cultural familiarity and shared lived experiences. Families may feel culturally disconnected or unwelcome in new, less diverse communities, and may be concerned about discrimination, bias or social exclusion.

Lastly, families often rely on local health clinics, community centers, food pantries and case management services that are concentrated in certain neighborhoods. Moving out of those neighborhoods may mean losing access to those trusted resources.

Recognizing the long-term benefits of living in areas of opportunity, Mobility Counseling Services has made it a priority to support families in making informed housing choices that break cycles of concentrated poverty. These efforts aim not only to improve individual outcomes, but to promote broader community equity and inclusion.

One strategy focused on landlord engagement, a critical element in making deconcentrated housing available.

In partnership with community stakeholders, in September 2025 Mobility Counseling Services hosted a landlord event aimed at spreading awareness about the benefits of the program and incentives available for leasing units to voucher holders in target areas. In FY2026 these landlord events will aim to increase the number of participating landlords open to leasing in low poverty neighborhoods by highlighting financial incentive and tools (such as Bob Ai) that will expediate the inspection and lease up process.

## **Internal Metrics**

ECC/HANH measures the increase in HCV moves to deconcentration areas seeking to improve by more than 2% over the prior year.

There was a 13% decrease in movers from FY2024 (15) to FY2025 (13).

\*\*\*Sample Tracker

Sample Percent Increase Tracker	Previous FY Percentage (2024)	Current FY Percentage (2025)	Goal - Percentage Increase	2% of Previous Year (2024)	Is Current Percent Equal to or Greater than 2% of Previous Year?
FY2025	88%	-13%	2%	1	No

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Annual number of incremental households leased up in low poverty areas* because of the activity	0 (2008)	Greater than 2% increase over prior year	2025 — 13% (13) 2024 - 88% (15) 2023 - 0% (8) 2022 - 27% (8) 2021- 15% (11) 2020- 27% (13)	No

\* Low poverty areas include the following U.S. Census Tracts: 1401, 1410, 1411, and 1428

\*\* This benchmark was new as of FY17 and was reevaluated in FY19. No changes to the benchmark

\*\*\* 2% higher of all Section 8 movers who moved to low poverty census tracts in the FY, compared to the total count of movers who moved to low poverty census tracts at the end of the last completed FY.

Example: If In FY 2018 the percent of families who moved to low poverty areas is 2.75%, the percent of families in FY19 must be at least 4.75%, which is 2% higher than the total percent of families who moved to an area of low poverty in FY18.

Internal Metric: Exception Rents Granted				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Annual number of incremental households with exception rents approved due to bedroom size issue because of the activity	0 (2008)			1**	Greater than 2% increase over prior year	2025- 100% (8)  2024 –more than 2% (4) 2023 -0% (0) 2022- 0% (0) 2021- 0% (0) 2020- 0% (0)	Partially  Yes for larger bedroom size.  No for accessible units.
Annual number of incremental households with exception rents approved due to an accessibility issue because of the activity	0 (2008)			10***	Greater than 2% increase over prior year	2025- 33 decrease (2) 2024 - more than 2% (3) 2023 -0% (0) 2022- 0% (0) 2021- 0% (0) 2020- 0% (0)	

#### Actual Non-significant changes

None

#### Actual Significant Changes

None

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

Plan Year Approved, Implemented, Amended

Housing Choice

Approved in FY10 and implemented in FY11.

Self-Sufficiency

**Description/Impact/Update**

ECC/HANH has strategically allocated housing choice voucher resources to support the goal of ending homelessness in New Haven. ECC/HANH partners with the City of New Haven, regional entities, Continuum of Care agencies (COC), shelters, transitional and permanent housing providers to identify chronically homeless individuals and families. ECC/HANH entered in Memoranda of Understanding (MOU) with community organizations that provide housing to homeless individuals and families and supportive services. These organizations assess and prioritize referrals to ECC/HANH to provide housing vouchers to the most vulnerable and chronically homeless individuals and families.

At the beginning of FY25, ECC/HANH had 234 tenant-based vouchers allocated to serve individuals that meet one or more of the following criteria.

- i. chronically homeless
- ii. homeless families
- iii. families receiving services from Child Protective Services
- iv. formerly incarcerated individuals

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

TBV Supportive Housing Efforts	Description	2025 Voucher Baseline	Planned Units to be Removed	Actual Units Removed	Planned Units to be Added	Actual Units Added	Actual Units at end of FY 2025	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Tenant Based DHMAS Supportive – Housing First	Supportive Housing	10	0	0	0	0	10	9	90%
DMHAS Mental Health Transformation Grant – FUSE	Supportive Housing	10	0	0	0	0	10	10	100%
Family Options – Homeless	Supportive Housing	8	0	0	0	0	8	8	100%
Permanent Enrichment	Supportive Housing	10	0	0	0	0	10	4	40%
Foreclosure Protection	Foreclosure Protection	14	0	0	0	0	14	13	93%
Family Unification Supportive Housing	DCF Family	20	0	0	0	0	20	20	100%
Homelessness/Imminent Danger of Homelessness	(Formerly Foreclosure PBV)	40	0	0	0	0	40	32	80%
Supportive Housing/Homelessness Prevention	Supportive Housing/Homelessness Prevention	61	0	0	0	0	61	45	74%
Project Longevity	25 vouchers for city initiative targeting homeless former	25	0	0	0	0	25	17	68%
Re-entry Fresh Start	26 vouchers for city initiative targeting homeless	26	0	0	0	0	36	33	92%
<b>Supportive Housing Efforts Subtotal</b>		<b>234</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>234</b>	191	<b>82%</b>

Most of these voucher allocations rely on referrals from outside sources. At the close of FY25, utilization of these vouchers was 82%.



## Impact

Due to the homelessness crisis in our city and our nation, this initiative is critical and a necessity. This initiative is a small but mighty step that ECC/HANH has taken to eradicate this epidemic.

ECC/HANH's initiative to engage area Agencies that provide supportive services to individuals and families who are near homelessness or chronologically homeless on a path to stability and self-sufficiency is important and impactful. Studies show that one of the major obstacles to self-sufficiency is access to decent and affordable homes for families.

As ECC/HANH continues to assist these individuals and families, our secondary focus will be assisting them in obtaining self-sufficiency so they can move on, and the voucher can be available for others who are in need.

At the start of FY25, 181 of the 234 vouchers allocated were used for a total utilization rate of 77%.

At the close of FY25, 191 of 234 allocated vouchers were utilized, (82% utilization rate). Throughout the year 21 referrals were received resulting in 16 lease ups.

The referrals were from the following agencies:

- Project Longevity
- Project re-Entry
- FUSE
- Christian Community Agency (CCA)
- Department of Children and Families (DCF)
- Greater New Haven Coordinated Access Network (GNHCAN)

ECC/HANH will continue to work with the agencies for referrals to fill any vacancies.

Supportive services are provided by the referral agencies, therefore all of the 191 households received supportive services. However, ECC/HANH will engage the families in the FSS program to provide additional services.

These families are now stably housed and focused on increasing their average household income. There was a decrease of 15% on the family's average income from FY 2024 (\$16,533) to FY 2025 (\$13,999) and a 19% decrease from the adjusted for inflation baseline (\$12,643).

The decrease in income suggests even greater hardship being experienced for families entering our program from homelessness and the need for more aggressive interventions to assist these families in attaining housing stability and increasing family income.

Despite the need for these vouchers, issues with utilization persist. ECC/HANH will continue to work with the Supportive Service providers and the Coordinated Access Network on receiving referrals to increase utilization and assist a homeless family or individual.

## Outcomes

### Internal Metrics

### SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average total household income for households affected by this policy in dollars	\$12,643 (2013) <sup>i</sup> \$17,634 (2025 adjusted for inflation) \$17,204 (2024 adjusted for inflation)	Steady increase in average household income over prior year	2025: \$13,999 (15% decrease) 2024: \$16,533 (19% increase) 2023: \$13,949 (20% increase)	No

### SS #5: Households Assisted by Services that Increase Self-Sufficiency

Percentage of homeless households enrolled in program receiving supportive services	0 (2010)	100% receiving supportive services	2025: 100% 2024: 100% 2023: 100%	Yes
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### HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Additional permanent housing made available to homeless families	0 (2010)	At least 10 new families housed per year	2025: 16 2024: 19 2023: 14	Yes

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

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

**Housing Choice**

### **Plan Year Approved, Implemented, Amended**

Approved in FY12 and implemented in FY13.

### **Description/Impact/Update**

At baseline in FY2012, ECC/HANH completed a Project Needs Assessment (PNA) of its entire portfolio. The PNA shows that over the next 20 years, ECC/HANH's needs would exceed available funds by a ratio of more than 3:1. To address this funding gap and help assure the long-term viability of the portfolio, ECC/HANH used the PNA to develop an asset management strategy for each of its developments. Part of this strategy includes converting existing public housing to Project-Based Assistance under Section 8(o) (13). ECC/HANH would dispose of properties under Section 18 of the Housing Act of 1937 or Rental Assistance Demonstration (RAD) prior to conversion to Project-Based Vouchers.

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

The majority of ECC/HANH's LIPH conversions create mixed income communities replacing all former LIPH units and adding 20% market rate units. Achieving this requires the ability to increase the percentage of PBVs placed at each development.

Mobility is offered by allowing tenants the option to vacate the development during rehabilitation and to choose between returning upon the completion of the rehabilitation or to accept a Tenant-Based Voucher and relocate permanently. ECC/HANH will provide all the assistance and counseling as required under Section 18 or the Uniform Relocation Act, if applicable.

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

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

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

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

**Impact**

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

With the advent of the Rental Assistance Demonstration Program and ECC/HANH's success utilizing this tool, the flexibilities provided under this initiative have not been needed to achieve the goal of preserving deeply affordable units while repositioning the LIPH portfolio.

During FY2025, no actions were taken pursuant to this initiative.

**Outcomes**

**Internal Metrics**

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	1,970 units (frozen 2001 base)	Decrease of no more than 5% from previous year	*2025- 2817units *2024- 2817 units  2023- 2,788 units 2022- 2,246 units 2021- 2,246 units	

\*FY2025 – LIPH Units (821) + LIHTC PBV (307) + LIHTC RAD/PBV (1689) =2817

\*FY2024 – LIPH Units (821) + LIHTC PBV (307) + LIHTC RAD/PBV (1689) = 2817

**CE #4: Increase in Resources Leveraged (MTW Leverage Ratios)**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Brookside I	1.7	2.0	2016: 2.3 2015: 2.3	Yes
Brookside II	1.7	2.0	2016: 7.5 2015: 7.5	Yes
Rockview I	1.7	2.0	2016: 4.6 2015: 4.6	Yes
122 Wilnot Road	1.7	2.0	2016: 3.2 2015: 3.2	Yes
Brookside Homeownership	1.7	2.0	2016: 1.7 2015: 1.6	Yes
Ribicoff I	1.7	2.0	2016: 6.1 2015: 6.1	Yes
Ribicoff II	1.7	2.0	2016: 1.2 2015: 1.2	No
Quinnipiac Terrace I	1.7	2.0	2016: 5.5 2015: 5.5	Yes
Quinnipiac Terrace II	1.7	2.0	2016: 8.6 2015: 8.6	Yes
Quinnipiac Terrace III	1.7	2.0	2016: 4.2 2015: 4.2	Yes
Eastview I	1.7	2.0	2016: 0.6 2015: 0.6	No
Rowe	1.7	2.0	2016: 4.5 2015: 4.5	Yes
Farnam Phase 1	1.7	2.0	2016: 3.1	Yes
Rockview Phase 2	1.7	2.0	2019:12.1	Yes
Farnam Phase 2	1.7	2.0	2012/22: 14.8:1	Yes
RAD 1	1.7	2.0	2018 – 8.6:1	Yes
RAD 2	1.7	2.0	2019 – 2.3:1	Yes
RAD 3	1.7	2.0	2020 – 2.9:1	Yes
RAD 4	1.7	2.0	2021 – 5.8:1	Yes
McConaughy Terrace	1.7	2.0	2023: 31:1	Yes
Valley Townhomes	1.7	2.0	2022: 15:1	Yes

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

**Internal Metric #1: Increase in Agency Revenue\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Increase in Agency Revenue – Farnam Phase 1 Redevelopment Fees	\$0	\$0	2017: \$890,453	Yes
Increase in Agency Revenue – Ribicoff 9% Redevelopment Fees	\$0	\$0	2016: \$2,000,000	Yes
Increase in Agency Revenue – Ribicoff 4% Redevelopment Fees	\$0	\$0	2016: \$2,077,570	Yes
Increase in Agency Revenue – Fair Haven Redevelopment Fees	\$0	\$0	2016: \$2,905,743	Yes
Increase in agency revenue - Rowe redevelopment fees	\$0	\$0	2014: \$893,374	Yes
Increase in agency revenue - Brookside Phase I redevelopment fees	\$0	\$0	2014: \$1,081,094	Yes
Increase in agency revenue - Brookside Phase II redevelopment fees	\$0	\$0	2014: \$725,704	Yes
Increase in agency revenue - Rockview Phase I redevelopment fees	\$0	\$0	2014: \$744,389	Yes
Increase in agency revenue - Rockview Phase II redevelopment fees	\$0	\$0	2019: \$2,551,148	Yes
Increase in agency revenue - 122 Wilmot Road redevelopment fees*	\$0	\$0	2014: \$1,419,767	Yes
Farnam Phase 2 Redevelopment Fees	\$0	\$0	2022: \$4,592,143	Yes
RAD 1 Redevelopment Fees	\$0	\$0	2019: \$1,548,190	Yes
RAD 2 Redevelopment Fees	\$0	\$0	2020: \$1,751,100	Yes
RAD 3 Redevelopment Fees	\$0	\$0	2021: \$2,550,500	Yes
RAD 4 Redevelopment Fees	\$0	\$0	2022: \$2,198,267	Yes
McConaughy Terrace Redevelopment Fees	\$0	\$0	2024: \$5,085,509	Yes
Valley Townhomes Redevelopment Fees	\$0	\$0	2023: \$2,054,734	Yes

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

**Internal Metrics**

Redevelopment Metrics				
Internal Metric #7: Crime rate				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Crime rate statistics, pre and post redevelopment	Quinnipiac major crimes in FY 2003: 13. West Rock (122 Wilmot, Brookside I and II) major crimes in FY 2005: 47	10% reduction in number of major crimes.	FY25 –.68 Average  FY24 – Average 1.5  FY23 – Average 1.9  Refer to Appendix 12: Number of Major Crimes.	Yes

**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None

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

Housing Choice

**Plan Year Approved, Implemented, Amended**  
Approved in FY13 and implemented in FY14.

**Description**

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

This initiative was considered prior to the advent of the RAD program. The percentage of MTW project-basing did not include the full conversion of ACC sites to PBVs. The adoption of RAD increased the proportion of the portfolio allowable for project-basing.

ECC/HANH's current percentage of non-RAD project based MTW vouchers is 12%, equivalent to a total of 610 vouchers out of a non-RAD voucher base of 4906.<sup>12</sup> Although, some PBVs were awarded, there was also a reduction of other PBV contracts in FY2024. At current voucher budget authorization levels, reaching 25% is the equivalent of approximately an additional 615 vouchers to remain compliant with this initiative.

**Impact**

ECC/HANH uses its ability to project-base vouchers in order to increase the availability of quality affordable housing options.

**Outcomes**

**Internal Metrics**

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved ?
Number of housing units preserved for households at or below 80% AMI that	1,970 units (frozen 2001 base)	Decrease of not more than 5% from previous year	2025: 2,737 units* 2024: 2,817 units*	No

<sup>12</sup> FY24 HANH divided the total number of Project Based Vouchers into the Total Voucher Authorization to come up with the percentage of Non-RAD PBV units, (610/4906). There was a decrease in PBVs from the previous year.

\*FY2024 – LIPH Units (821) + LIHTC PBV (307) + LIHTC RAD/PBV (1689) = 2817

\*FY2025 – LIPH Units (xxx) + LIHTC PBV (xxx) + LIHTC RAD/PBV (xxx) = xxx



would otherwise not be available			2023: 2,788 units* 2022: 2,246 units	
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (non ECC/HANH projects)		Annual PBV awards consistent with ECC/HANH MTW Annual Plan	2025: 27 units awarded 2024: 20 units awarded 2023: 19 units awarded 2022: 0 units awarded	
<b>CE #4: Increase in Resources Leveraged</b>				
Brookside I	1.7	2.0	2016: 2.3 2015: 2.3	Yes
Brookside II	1.7	2.0	2016: 7.5 2015: 7.5	Yes
Rockview I	1.7	2.0	2016: 4.6 2015: 4.6	Yes
122 Wilmot Road	1.7	2.0	2016: 3.2 2015: 3.2	Yes
Brookside Homeownership	1.7	2.0	2016: 1.7 2015: 1.6	Yes
Ribicoff I	1.7	2.0	2016: 6.1 2015: 6.1	Yes
Ribicoff II	1.7	2.0	2016: 1.2 2015: 1.2	No
Quinnipiac Terrace I	1.7	2.0	2016: 5.5 2015: 5.5	Yes
Quinnipiac Terrace II	1.7	2.0	2016: 8.6 2015: 8.6	Yes
Quinnipiac Terrace III	1.7	2.0	2016: 4.2 2015: 4.2	Yes
Eastview I	1.7	2.0	2016: 0.6 2015: 0.6	No
Rowe	1.7	2.0	2016: 4.5 2015: 4.5	Yes
Farnam Phase 1	1.7	2.0	2016: 3.1	Yes
Fair Haven	1.7	2.0	2015: 3.1	Yes
Farnam Phase 2	1.7	2.0	2022: 14.8:1	Yes
RAD 1	1.7	2.0	2018: 8.6:1	Yes
RAD 2	1.7	2.0	2019: 2.3:1	Yes
RAD 3	1.7	2.0	2020: 2.9:1	Yes
RAD 4	1.7	2.0	2021: 5.8:1	Yes
McConaughy Terrace	1.7	2.0	2023: 31:1	Yes
Valley Townhomes	1.7	2.0	2022: 15:1	Yes

Baselines taken from Quinnipiac Terrace/Quinnipiac Terrace 2  
 \*FY23- 1022 (LIPH units) + 2104 (all PBV and RAD/PBV) = 3126  
 \*FY24- 821 (LIPH units) + 2299 (all PBV and RAD/PBV) = 3120  
 \*FY25- xxx (LIPH units) + xxx (all PBV and RAD/PBV) = xxx

Internal Metrics

Redevelopment Metrics				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved ?
Internal Metric #12: HCV Budget Authority for the Agency that is Permitted to Project-Base				
Overall ECC/HANH percentage of PBV/HCV**	11% (FY13)	Up to 25%	2025: 14%** 2024: 12%** 2023: 15%** 2022: 12%	Yes

\* ECC/HANH has created a new stream of revenue from redevelopment activities. The redevelopment fees and ECC/HANH administrative costs are reimbursed by the development budget, and revenue is reinvested in future redevelopment efforts.  
  
 FY25\*\*The non-RAD PB allocation is 13.96%\*,  
 \*(Total voucher count (6588) - RAD/PBV (1609) = non-RAD vouchers (4,899) (PBV (684) is 14% of total non-RAD vouchers (4,889))  
  
 The non-RAD PB allocation is 12%\*,  
 \*(Total voucher count (6595) - RAD/PBV (1689) = non-RAD vouchers (4,906)) (PBV (610) is 12% of total non-RAD vouchers (4,906))  
  
 FY23\*\*{Total voucher count (5637) - RAD/PBV (1461) = non-RAD vouchers (4176)} {PBV (643) is 15% of total non-RAD vouchers}

Actual Non-Significant Changes

None

Actual Significant Changes

None

## **Initiative 1.18 – ECC/HANH Transformation/Development**

(Previously)

Initiative 1.15 and 1.17 – West Rock Transformation Plan/Major Redevelopment Efforts - Included Initiative 1.13;

Initiative 1.16 – Crawford Manor Transformation Plan;

Initiative 1.23 - St Luke's Whalley Avenue Development

Initiative 1.29F– Robert T. Wolfe Transformation Plan)

### **Plan Year Approved, Implemented, Amended**

- Initiative 1.15 and 1.17 – West Rock Transformation Plan/Major Redevelopment Efforts Approved in FY2014, implemented in FY2017 and revised in FY2021.
- Initiative 1.16 – Crawford Manor Transformation: Approved in FY13, implemented in FY16, and placed on hold in FY17. This initiative was moved from on hold to active in FY22.
- Initiative 1.23 - St Luke's Whalley Avenue Development Approved and implemented in FY2022.
- Initiative 1.29F– Robert T. Wolfe Transformation Plan (Previously Initiative 1.24) Approved in and implemented in FY23.

### **Description**

ECC/HANH's MTW flexibility has facilitated developments in many communities and continues to transform neighborhoods. ECC/HANH proposed one initiative to include all of its development activities.

The development activities are listed below.

#### **❖ West Rock Transformation**

The West Rock revitalization was originally 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 were replaced with a mix of Project-Based Section 8/LIHTC rental, Public Housing/LIHTC rental and affordable homeownership housing totaling 472 units, along with 8,987 square feet of retail space at the 122 Wilmot site. The rental units consist of 392 units, 352 family townhouse units and 40 senior units in a mid-rise building. The homeownership component consists of 38 units. The cost of the revitalization of the phases listed directly below was \$240 million.

ECC/HANH's goals in undertaking the project were 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, improve essential services to residents and the quality of the surrounding neighborhood and integrate it more fully into the surrounding city.

Completed phases include:

- ❖ Brookside Phase I and II, Homeownership --ECC/HANH received HUD approval to dispose of the Brookside property in FY2010.
- ❖ Rockview Phase I (completed and leased in FY2014) and Rockview Phase II (completed and leased in FY2021) ECC/HANH requested approval of disposal of Rockview in FY12. Per HUD direction, Initiative 1.13 was folded into this Section V description since only single fund flexibility was required.
- ❖ Wilmot Crossing at 122 Wilmot Road
- ❖ Commercial development at Wilmot Road. (FY2013) In FY14, Initiative 1.13 – Creation of a Commercial Business Venture at 122 Wilmot Road had been combined into this initiative. The mixed-use facility will provide for the Glendower Group Inc., or an affiliate thereof, an opportunity to develop one or more cooperative ventures to facilitate economic growth and create wealth in the West Rock community.
- ❖ Ribicoff Cottages – Twin Brooks I and II. (FY 2015). Twin Brooks 9% was completed in December 2015, and Twin Brooks 4% was completed in FY2016.
- ❖ McConaughy Terrace 196 RAD units and 26 Market Rate Units completed in 2025
- ❖ Valley Townhouses – 40 units, including 32 RAD units and 8 market units, completed in 2024.

#### ❖ **McConaughy Terrace**

In FY 2021 ECC/HANH began the process of redeveloping McConaughy Terrace to convert the property to a Project based Voucher model using the Rental Assistance Demonstration Program (RAD). McConaughy Terrace contained 201 units of townhouse style family rental units within two different building types. These building types include four-unit buildings referred to as 4-plexes and traditional horizontal townhouse units containing 6 units each. McConaughy Terrace was built in the 1940s and has been reduced in decades past from its original design which included 291 units, including units removed to create a central park for residents and families. McConaughy is the largest ECC/HANH family development on the west side of New Haven and its continued operation as affordable family housing is necessary to ensure continued affordability in New Haven. McConaughy provides employment and shopping opportunities due to its proximity to the commercial and employment corridor of State Route 63/Whalley Avenue, and the site is served by both local and regional transportation services.

The long-term sustainability of McConaughy Terrace is at risk without the substantial rehabilitation of the existing on-site units. The redevelopment plan is to substantially rehabilitate all existing units and to construct up to 26 additional units by constructing new buildings similar in size and scale to the existing 4-plex units currently located within the development. The expansion of existing affordable units will help to address the overwhelming need for affordable housing in the New Haven area. The new proposed units will be constructed per ECC/HANH's sustainable design standards. These design standards require the inclusion of more costly, yet sustainable, construction standards including but not limited to cementitious siding, quality flooring, and energy efficient HVAC and design components. To the extent feasible, the rehabilitation goal of existing units will increase energy efficiency and incorporate other sustainability measures. These newly constructed units will also allow for the inclusion of accessible units at McConaughy Terrace. The existing

development, dating from the 1940s, does not have any accessible units. Ten (10) new accessible units are included in the design plans.

The development plan included the addition of market rate units within the newly constructed buildings, which is recognized as a successful method of economically integrating affordable developments and improving sustainability. The redevelopment will also include supportive services for residents for improved access to jobs, high quality early learning programs, public assets, public transportation, and high-quality public schools and education programs.

McConaughy Terrace was awarded competitive 9% Low Income Housing Tax Credits and 4% Low Income Housing Tax Credits. The financial closings were completed in the first quarter of FY2024. All units were re-occupied by the end of the fourth quarter of FY2025.

### ❖ **Valley Street Townhomes**

In FY 2021 Valley Street Townhomes received an award from the U.S. Department of Housing and Urban Development (HUD) under its Rental Assistance Demonstration (RAD) portfolio award to convert public housing units to Section 8 project-based rental assistance contracts. Valley Street Townhomes is located at 210-290 Valley Street, New Haven. ECC/HANH proposed to demolish and reconstruct this development as part of the conversion to RAD/PBVs. The new construction consists of 40 units (32 RAD LIHTC and 8 unassisted market units). 10% of the units will be accessible.

All units will be visitable per Connecticut state statute. A community center was built as a separate structure on the same site for social services, development recreational activities, management services and includes a laundry facility for residents. The redevelopment of Valley Townhouses will continue the revitalization of the Housing Authority of New Haven's affordable public housing stock, provide residents with easy access to public transit, and promote economic diversity in the area. The site is served by 7-day per week bus service that links to the Whalley Avenue corridor and downtown New Haven providing direct linkages to commercial, employment, and medical services.

Valley Street Townhomes received 9% LIHTC funding and all other funding sources are in place. The Valley Street closing occurred in the first quarter of FY23. The construction period was estimated at 15 months and occupancy began in the second quarter of FY2024. All current residents were provided with full RAD and URA relocation rights including the right to return to the completed development. All units were fully occupied in FY2024, and the development has now been converted to permanent financing.

The next phase involves the redevelopment of Westville Manor/34 Level St.

### ❖ **Westville Manor**

Westville Manor/34 Level Street - Westville Manor originally contained 151 units of family housing. Westville Manor has outlived its economic useful life and is plagued by water infiltration, erosion and other moisture issues. The original design and building layout also do not provide areas of defensible space. Westville Manor consists of a series of linear buildings

clustered around parking lots, on a terraced landscape due to steeply changing topography.

As a result of a combination of topography and design, the current development has experienced extensive moisture issues. The cost of rehabilitation is similar to the cost of redevelopment with the result still being poorly designed units and likely future moisture problems. ECC/HANH is proposing a complete demolition and redevelopment of Westville Manor.

The redevelopment of Westville Manor represents the final piece in the transformation of ECC/HANH's West Rock Redevlopments into a new neighborhood that will become a community of choice. Westville Manor lies adjacent to a series of newly redeveloped properties that were completed under the West Rock Revitalization Plan. This plan was completed in conjunction with the City of New Haven and undertaken through the City's Planned Development District regulations.

Westville Manor is located in an area of many opportunities. In addition to abutting West Rock State Park, the West Rock neighborhood features a number of other public assets, including Southern Connecticut State University, a health care center, and elementary and pre-schools. Just beyond the northern boundary of the neighborhood is the suburban Town of Hamden.

Westville Manor will be redeveloped in three phases, 1 off-site phase and 2 onsite phases to replace the existing 151 units. The offsite phase, Rockview Phase 2, has been completed and is fully occupied. The original site will be completed in 2 phases due to the site and the number of units being developed. It is anticipated that on-site phase 1 will begin construction in FY2025 depending on the obtaining of all funding. Phase 2, which will complete the replacement housing on-site, would likely begin 1 year after Phase 1.

The on-site units will be replaced through a bifurcated process to ensure that resident displacement will be minimized, and that unit demolition will occur in phased manner upon receipt of funding. The on-site redevelopment plans include the incorporation of 20% market rate units to assure that the replacement development is not only sustainable but also a neighborhood of choice.

It was the intention of ECC/HANH to seek 9% LIHTC funding in the fall of 2021 for the first 50-unit phase and in 2022 for the second 59-unit phase. This application was not successful but was resubmitted under the 2024 Connecticut Housing Finance Authority 9% LIHTC round for Phase 1 onsite.

ECC/HANH received approval from both the City of New Haven City Plan Commission and the Board of Alders for the Westville Manor Planned Development District (PDD). These approvals allow ECC/HANH to proceed with the completion of architectural plans and other required development documents. HUD has an approved CHAP for this development. The project architect and construction manager at risk have been procured and the pre-construction process is proceeding as planned.

### ❖ 34 Level Street

ECC/HANH purchased 34 Level Street, New Haven, CT. The subject property is comprised of a 43,339 square foot inactive skilled nursing facility, constructed on a 6.00-acre site. The improvements were made in 1958 and are in very poor condition. The property has been vacant since the nursing home was closed in 2010. The property is located in the West Rock neighborhood directly adjacent to Westville Manor. The redevelopment plan is to demolish the existing building(s) and redevelop the subject property as a 50-unit (47 1-bedroom and 3 two-bedroom units) elderly development that will allow for the elderly to live independently even as residents may require more assistance with activities of daily living. Through this redevelopment Glendower is planning to construct a 50-unit HUD 202 Elderly Housing Development with the following characteristics:

- Housing that is physically designed to promote the long-term wellness of Elderly Persons and allow them to age in place.
- Can provide a robust package of services that support the health and social well-being of Elderly Persons.
- Leverage Capital Advance funds with other financing sources to maximize the number of units created per dollar of HUD funding.

Glendower unsuccessfully applied for 2021 HUD Section 202 Supportive Housing for the Elderly program. The score under the 2021 round was very competitive and a proposal was resubmitted under the 2023 round. This application was successfully awarded in September 2023.

A mixed-finance model, the project is estimated to cost \$20M, used with funding sources including Low Income Housing Tax Credits, Section 202 funds, private funding and MTW funding. The project will not convert to a RAD based model using in-place Faircloth Vouchers as previously proposed but will utilize the PRAC model to convert the units to RAD.

The project will convert to a RAD PBRA using the HUD 202 PRAC as a basis. Closing is targeted for the 1st quarter of 2026.

### ❖ Crawford Manor Transformation Plan

ECC/HANH applied for the Choice Neighborhoods Initiative Planning Grant, but it was not awarded. This initiative was placed on hold while an alternative plan and timeline could be devised. Crawford Manor will be redeveloped using a combination of State and Federal Historic Tax Credits as well as Low Income Housing Tax Credits.

Crawford Manor was designed by world-renowned architect Paul Rudolph in the 1960's brutalist style. Paul Rudolph was the Dean of the Yale School of Architecture at the time, and this building is considered a local landmark and is listed on the national registry of Historic places. The listing on the National Register limits the type of rehabilitation that can be completed but also opens the redevelopment to non-MTW capital. ECC/HANH was dedicated to planning and procuring a historic consultant to work with ECC on the preparation of Historic Tax Credit applications.



The procurement process for the consultant began in FY2023 and a consultant was hired in FY2024. ECC/HANH also started the procurement process for an architect and construction manager and plans on completing 40% of the design documents and obtaining city planning approval.

The property currently contains 109 units in a mixture of studio and 1-bedroom units. If approved by the State Historic Preservation Office, a small number of units would be combined to allow for the inclusion of additional 1 bedroom or 2-bedroom units. Under no circumstances will the diminimis reduction of 5% be exceeded. This initiative only requires MTW fungibility.

A historic consultant has been hired to assist in the redevelopment of this historic property. The historic consultant has reviewed the building and will assist in the State and Federal Tax Credit process as well as assisting in the procurement of an architect and the completion of the design plans. The procurement of an architect has begun with a proposed 1<sup>st</sup> quarter 2026 selection.

### ❖ **St Luke's Whalley Avenue Development**

ECC/HANH through its instrumentality The Glendower Group, partnered with a community-based developer, St. Luke's Development Corporation to redevelop multiple adjacent commercial parcels along Whalley Avenue, just walking distance from downtown New Haven and Yale University, into a premier mixed-use development including commercial/retail space and market and affordable units. Currently under design, the project plans will provide for a comprehensive transformation of the corner of Whalley Avenue and Sperry Streets in the city of New Haven.

The project's parcels are in a newly designated "opportunity zone," where certain investments will be eligible for preferential federal tax treatment. The Project shall consist of approximately fifty-five residential units and appurtenant commercial or retail space. The occupancy and income requirements shall conform to the requirements for "qualified residential projects" under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

St. Luke's Development Corporation (SLDC) has acquired parcels located at 117-125 & 129 Whalley, 10-12 Dickerman, and 34-36 Sperry. SLDC requires certain predevelopment and development services in connection with the development of the Project, has determined a need for a co-developer to assist with the development of the Project, and desires to work with Glendower as co-developer to undertake the Project.

The Glendower Group (Glendower), a nonprofit 501(c)(3) corporation established in November 2001, is an instrumentality to the Elm City Communities/Housing Authority of the City of New Haven (ECC/HANH). Glendower has been engaged in the development of real property for the past 20 years and has successfully developed over \$700 million worth of developments in New Haven, Connecticut. Glendower is at the forefront of those leading the private sector market in affordable housing. Glendower provides comprehensive and integrated real estate development services specializing in affordable housing. Glendower's vision has always been high-quality, innovative, and fiscally sound housing for families.



This mixed income project will contribute to promoting healthy lives, a strong community and robust economy. Residents of the Whalley Avenue building will have easy access to area amenities providing them with the opportunity to participate in social activities and services available in their community. The pedestrian-friendly layout of the project will offer increased traffic to new and existing businesses leasing the commercial space, and the new building will improve curb appeal as it becomes the gateway to one of New Haven's most active commercial districts.

To assist in the development of this affordable housing development, Elm City Communities will provide up to 49 project-based vouchers utilizing flexibilities previously approved under MTW Plans. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will act as co-developer and will assist in the planning, implementation, and management of the property.

Due to costs related to the demolition of ancillary buildings and the new construction of a new approximate 55-unit residential building, with 49 affordable units, the development of St Luke's Whalley Ave is only feasible through a mixed finance model which includes the inclusion of Low-Income Tax Credit (LIHTC) equity and private financing. It is ECC/HANH's intent to make a loan to the partnership to assist with the redevelopment that shall be repaid from operating cashflow.

ECC/HANH, through its development instrumentality, The Glendower Group applied for a 4% Low Income Housing Tax Credit in the second quarter of FY 2024. Architectural documents are currently being drafted.

ECC/HANH currently has HUD approval for the conversion of 33 units under Faircloth to RAD.

City Plan approval has been obtained, and the architectural team is progressing with the design documents. A Construction Manager at Risk has been chosen and the development team has been awarded a \$6million State CIF grant.

The closing is anticipated for the 1<sup>st</sup> quarter of FY2025, construction will take 18 months, and all units will be occupied by the second quarter of calendar year 2026.

St Lukes is progressing as planned with an anticipated Restore-Rebuild RAD closing in the first quarter of FY2026. City Plan approval has been obtained, and the architectural team is progressing with the design documents. The project was being bid by general contractors as of September 30, 2025. The development team has been awarded a \$6 million State CIF grant.

An expiring EPA Brownfields grant was used to abate and demolish the existing buildings on site to allow for a speedier construction process once full closing occurs. Approval of the demolition has been completed, and an MOU has been executed between Connecticut SHPO, ECC, and the City of New Haven. During initiation of development, the site contained three commercial businesses and no residential occupants. During FY 25, two of the business entities were relocated in compliance with the Uniform Relocation Act. The final business is in the process of establishing a new business location and will relocate in the first quarter of CY

2026 prior to closing. The Glendower Group relocation team has been assisting the commercial businesses throughout the relocation process.

❖ **Union Square Transformation (Church Street South/Union Square and Robert T. Wolfe)  
(Previously Initiative 1.24 Robert T Wolfe Transformation)**

ECC/HANH, through its instrumentality The Glendower Group, seeks to redevelop Robert T. Wolfe. Robert T Wolfe is directly adjacent to the former Church Street South housing complex. ECC purchased the Church Street South site with the intent of redeveloping this property in conjunction with the redevelopment of Robert T Wolfe. The site, currently vacant, was a former cinderblock complex, comprised of 301 apartments spread across 22 buildings on an expansive 13-acre parcel of land that was demolished in 2016.

ECC/HANH applied for and was awarded a Choice Neighborhoods Initiative Planning Grant in FY2023 to study the redevelopment of the Church St. South and R. T. Wolfe sites and how to increase connectivity to the downtown area. It is the intent of ECC to redevelop the Church Street South and Robert T Wolfe sites over multiple mixed-use and mixed-income developments over the next several years.

Robert T. Wolfe will be a transit-oriented redevelopment inclusive of commercial and other economic development improvements in the area. The redevelopment of Robert T Wolfe will create a desirable, walkable community, connecting residents to the downtown area and the New Haven train station. It is anticipated that the redevelopment will create approximately ninety (90) units with commercial and community space. The project's parcel is located near Union Station, a transit station.

This CNI planning grant will allow for a comprehensive approach to neighborhood transformation. This grant will provide up to \$500,000 in funding to develop a transformation plan to revitalize Robert T. Wolfe and the surrounding neighborhood. As one of the older, blighted developments in our portfolio, Robert T. Wolfe is an ideal center, focused towards initiating a transformation plan.

As part of the transformation plan, ECC/HANH intends to not only redevelop the housing units at Robert T. Wolfe, but to transform the surrounding community into a community that supports the long-term economic sustainability of our residents and the long-term economic sustainability of the City of New Haven. Through collaboration with other community partners, to include the Economic Development Corporation, the City of New Haven, the Board of Education and many more, ECC/HANH anticipates redesigning the infrastructure to create more traffic flow through the community, redesigning the housing units to be more spacious, removing barriers that individuals and families are facing by providing supportive services, and other critical components as they arise throughout the planning process. The supportive services may include but are not limited to improved access to jobs, high quality early learning programs, public assets, public transportation, and high-quality public schools and education programs.

Due to costs related to the demolition of ancillary buildings and the construction of a new approximate 90-unit residential building, the redevelopment of Robert T. Wolfe will be feasible through a mixed finance deal which includes the inclusion of Low-Income Tax Credit (LIHTC) equity, private financing, and Choice Neighborhood Implementation funding.

The initial financial closings are anticipated for the third quarter of FY2025. It is anticipated that construction will take 18 months to ensure that all required relocation activities will comply with the Uniform Relocation Act. Under this scenario the redevelopment will be complete, and all units occupied by the first quarter of calendar year 2026.

ECC/HANH submitted a draft CNI Transformation Plan in May 2025 and the Final version in August 2025. As of September 30, 2025, this plan was still under review by HUD. ECC anticipates applying for the next CNI Implementation round when announced by HUD.

This development is still in the planning stages.

### ❖ **Hazel Street**

ECC/HANH through its instrumentality The Glendower Group, seeks to partner with a private developer to develop a mixed-income market and affordable housing development. Currently under design, the project plans will provide for a comprehensive transformation of a vacant overgrown lot in the Newhallville neighborhood in the City of New Haven.

The Glendower Group partnered with Newhallville Community Development, LLC ("NCD") to develop 201 Hazel Street and required certain predevelopment and development services in connection with the development of the Project.

The Project shall consist of approximately sixty-one (61) residential units. The occupancy and income requirements shall conform to the requirements for "qualified residential projects" under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

The Hazel Street development is currently under design, the project plans will provide for a comprehensive transformation of the neighborhood.

It is anticipated that the development will consist of sixty-one (61) rental units. To assist in the development of this affordable housing development, Elm City Communities will provide up to forty-eight Faircloth RAD vouchers utilizing flexibilities previously approved under MTW Plans. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will act as co-developer and will assist in the planning and implementation, and will properly manage the property.

The development will be a mixed finance model which includes the inclusion of Low-Income Tax Credit (LIHTC) equity and private financing. It is ECC/HANH's intent to make a loan to the partnership to assist with the redevelopment that shall be repaid from operating cashflow.

ECC/HANH, through its development instrumentality, The Glendower Group will apply for 9% Low Income Housing Tax Credit in the first quarter of FY 2025. Architectural documents are currently being drafted.

ECC anticipates closing of the first quarter of FY2026, construction will take approximately 18 months.

This development is still in the planning stages.

### ❖ **East Grand Ave**

ECC/HANH through its instrumentality The Glendower Group will develop a mixed- use and mixed-income market and affordable housing development. Currently under design, the project plans will provide for a comprehensive transformation on a vacant lot in the Fair Haven Heights neighborhood in the City of New Haven.

The Project shall consist of approximately sixty (60) residential units with commercial use. The occupancy and income requirements shall conform to the requirements for “qualified residential projects” under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

ECC purchased the vacant parcel and one building with water views of the Quinnipiac River. The Glendower Group will develop 13 and 36 East Grand Avenue that requires certain predevelopment and development services.

ECC and Glendower procured an architect and the project is under design. The project plans will provide for a comprehensive transformation of the neighborhood. An archeological survey was also completed by a third-party Historic consultant who determined that the site was extremely disturbed and did not contain any historic resources. The project also includes the reconstruction of a seawall, the design of which has been approved by both the Connecticut Department of Environment and Energy Protection and the Army Corps of Engineers.

The development anticipates up to forty (40) rental units. To assist in the development of this affordable housing development, Elm City Communities will provide up to thirty-two (32) Faircloth RAD vouchers utilizing flexibilities previously approved under MTW Plans. The site will also include commercial space to take advantage of the location on the Quinnipiac River. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will develop and will assist in the planning and implementation, and manage the property.

The development will be a mixed finance model which includes the inclusion of Low-Income Tax Credit (LIHTC) equity and private financing. It is ECC/HANH's intent to make a loan to the partnership to assist with the redevelopment that shall be repaid from operating cashflow.

ECC/HANH, through its development instrumentality, The Glendower Group will apply for Low Income Housing Tax Credit in the third quarter of FY 2026.

ECC anticipates a closing of the second quarter of FY2027, construction will take 18 months.

#### ❖ **State and George**

ECC/HANH through its instrumentality The Glendower Group, seeks to partner with a private developer, LMXD to develop a mixed-use mixed-income market and affordable housing development. Glendower and LMXD responded to an RFP issued by the City of New Haven and was selected as the preferred developer. A schematic design was presented, and ECC/HANH will have community engagement around further design. The project plans provide affordable housing downtown and in walking distance of the train station in the City of New Haven.

The Project shall consist of approximately one-hundred and seventy (170) residential units. The occupancy and income requirements shall conform to the requirements for "qualified residential projects" under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

The Glendower Group, the real estate development instrumentality of the Authority partnered with LMXD and will develop 7 Orange Street and 19, 25, 31, 39 and 53 George Street and requires certain predevelopment and development services in connection with the development of the Project.

The MOU with the City is being presented for approval and ECC/HANH will work comprehensively on the design.

The development will yield approximately one-hundred and seventy (170) rental units. To assist in the development of this affordable housing development, Elm City Communities will provide approximately sixty (60) Faircloth RAD and/or Project Based vouchers utilizing flexibilities previously approved under MTW Plans. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will act as co-developer and will assist in the planning, implementation, and will property manage the property.

The development will be a mixed finance model which includes the inclusion of Low-Income Tax Credit (LIHTC) equity and private financing. It is ECC/HANH's intent to make a loan to the partnership to assist with the redevelopment that shall be repaid from operating cashflow.

ECC/HANH, through its development instrumentality, The Glendower Group will apply for LIHTCs in FY 2026. ECC/HANH anticipates a closing in FY2027.

This development is still in the planning stages.

## ❖ **Clock Factory**

ECC/HANH through its instrumentality The Glendower Group will develop a mixed- use and mixed-income market and affordable housing development. ECC/HANH will execute the purchase and sales agreement to purchase this property. There will be a due diligence period for purchase. The project plans will provide for a comprehensive transformation of a factory building in the City of New Haven.

The Project shall consist of approximately one hundred and ten (110) residential units and commercial use. The occupancy and income requirements shall conform to the requirements for "qualified residential projects" under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

The Glendower Group, the real estate development instrumentality of the Authority will develop 133 Hamilton Street that requires certain predevelopment and development services.

The development will yield approximately one-hundred and ten (110) units. To assist in the development of this affordable housing development, Elm City Communities anticipates providing approximately eighty-eight (88) Faircloth and/or Project Based vouchers utilizing flexibilities previously approved under MTW Plans. The vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will develop and will assist in the planning, implementation, and will property manage the property.

The development will be a mixed finance model which includes the inclusion of Low-Income Tax Credit (LIHTC) equity and private financing. It is ECC/HANH's intent to make a loan to the partnership to assist with the redevelopment that shall be repaid from operating cashflow.

ECC/HANH, through its development instrumentality, The Glendower Group will apply for 4% and/or 9% Low Income Housing Tax Credit in FY 2026.

This development is still in the planning stages.

## ❖ **Griswold**

ECC/HANH through its instrumentality The Glendower Group, seeks to partner with a private developer to develop a mixed-income mixed-use market and affordable housing development. Currently under design, the project plans will provide for a comprehensive transformation on vacant land in the Town of Griswold. ECC/HANH is working with the Town of Griswold to execute a formal invitation to serve as a developer to create much needed quality affordable housing.

The redevelopment was planned to be a multi-phased that will yield approximately 276 mixed-income rental units, a YMCA and commercial space. The occupancy and income requirements shall conform to the requirements for "qualified residential projects" under section 142 of the Internal Revenue Code as well as the requirements of any other funding program.

The Glendower Group, the real estate development instrumentality of the Authority partnered with Heritage River Village Development, LLC ("HRVD") for 203-249 Preston Road development and requires certain predevelopment and development services in connection with the Project. HRVD has determined a need for a co-developer to assist with the development of an affordable housing development, and desires to work with Glendower as co-developer to undertake the Project.

The development did not occur as planned. After numerous community meetings and planning sessions, the Town of Griswold decided not to proceed with the development. Heritage River Village Development, LLC is continuing to investigate possible avenues of development but this is no longer in the active Glendower queue.

Outcomes

Internal Metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI because of this activity (increase)	150 units	201 units	2025:  2024: 236 (Valley Townhouses and McConaughy Terrace  2023: 78	Yes
HC #2: Units of Housing Preserved *				
Number of new housing units preserved for households at or below 80% AMI that would otherwise not be available	1,970 (frozen 2001 base)	2,788	2025: 2024: 2817	Yes

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

Actual Non-Significant Changes

None

Actual Significant Changes

None



## 1.21 – Initiative Expanded Jurisdiction: Creating Housing Opportunities Outside of the City of New Haven in Areas of Opportunity (Previously Initiative 3.6)

Housing Choice

### Plan Year Approved, Implemented, Amended

Proposed and approved in FY2019

### Description

This initiative proposes to expand the jurisdiction of the ECC/HANH and its instrumentalities to develop affordable housing or site project-based vouchers in areas that have been identified as “opportunity areas”. Opportunity areas have been mapped in the State of CT by the Open Communities Alliance and identify areas that are “opportunity-rich” with regard to educational outcomes, employment access, poverty, crime rates and more. While the City of New Haven doesn't fare well across several of these measures, it is in close proximity (within 15 miles) of many towns that are considered High and Very High Opportunity. While some of these towns are developing senior housing, unfortunately, these towns have been slow to develop housing for families or disabled residents.

When looking at the availability of affordable housing resources, these resources fall disproportionately in communities of very low and low opportunity. New Haven has the region's largest percentage of government-assisted public housing. The City's Consolidated Plan notes the need for a more “balanced approach of market-rate and affordable units, spread more evenly across the entire South Central CT region”.

ECC/HANH and its instrumentality, The Glendower Group, is a major developer and subsidizer of affordable housing in this region. This initiative proposes to allow ECC/HANH and Glendower to expand its reach into neighboring areas of opportunity.

Currently, achieving significant increases in mobility moves to areas of deconcentrated poverty has been difficult. Most ECC/HANH assisted families lease in the City of New Haven – a city of high rates of poverty (over 25% of families live in poverty). Affordable housing in the city is increasing with over 20 % of housing units subsidized. Most census tracts in the city are classified as concentrated poverty areas. This initiative seeks to allow ECC/HANH and its instrumentalities to develop housing opportunities that allow families from ECC/HANH waitlists to obtain housing opportunities that currently do not exist.

### Impact

The “Opportunity areas” are areas identified as “opportunity-rich” with potentially greater access to educational outcomes, employment, lower poverty and reduced crime rates and more. While the City of New Haven doesn't fare well across several of these measures, it is in close proximity (within 15 miles) of many towns that are considered High and Very High Opportunity.

There are approximately four neighborhoods in New Haven which are considered deconcentrated or high opportunity and due to the tight rental market, it has been difficult for most families to find housing. This initiative seeks to allow ECC/HANH and its instrumentalities to develop housing opportunities that allow families from ECC/HANH waitlists



to obtain housing opportunities that currently do not exist in all areas of the city of New Haven and gives families housing choice opportunities.

During FY 2021 , ECC/HANH identified a partner agency through its competitive PBV RFP to develop housing in the neighboring town of Branford, CT. ECC/HANH awarded 40 units of PBV to this developer for the redevelopment of a formerly elderly only development into family affordable housing of which 40 housing choice vouchers will be subsidized by ECC/HANH. 20 vouchers were allocated for current residents, and 20 vouchers were allocated for applicants on the HCV waiting list.

In FY 2022, ECC/HANH entered into an MOU with Branford Housing Authority and completed the AHAP for the undeveloped portion of the property. The groundbreaking occurred in FY2022, and construction and lease up was completed in FY2024. Lease up for the 19 of the 20 vouchers for current residents was completed in FY2023, and the remaining 21 units were leased in FY2024.

There was no activity with this initiative in FY2025.

**Outcome**

***HC #1: Additional Units of Housing Made Available***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Zero (0)	Not to exceed 5% of ECC/HANH's total non-RAD voucher authority	2025-0 2024: 21 2023: 19	Yes

**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None

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

Plan Year Approved, Implemented, Amended  
Approved in FY19.

Housing Choice

Self-Sufficiency

### Description

ECC/HANH has co-developed non-traditional housing supports for units of affordable housing for families transitioning from homelessness. This support is targeted toward families seeking economic self-sufficiency following shelter and transitional housing, offered through a community provider. The first project developed under this initiative is an 18-unit (1BR, 2BR, and 3BR) development owned by Christian Community Action (CCA). The primary objective is to assist the families on identifying goals, focusing on their economic growth and assisting them on the pathway to their desired careers.

This initiative is a 10-year PILOT program and at the conclusion of the pilot period, ECC/HANH will determine if it makes this initiative a permanent activity.

Program participants are identified from shelters owned and managed by CCA and from other family shelter providers in the greater New Haven area. Families receive case management support to achieve work goals that support independent living. Participants are housed and engaged in the program for 24 to 36 months, with a maximum period of housing subsidy support for 36 months.

Once families graduate from the program, at either the 24- or 36-month mark, they will receive an additional year of support and mentorship. These services will be provided by CCA's ARISE Center.

The ARISE (Accessing Resources for Independence, Skill-Building and Employment) Center serves families that are residing within the CCA Hillside Family Shelter (HFS) and Stepping Stone Transitional Housing Program (SSTHP), as well as serving families for up to one year after they have moved from a CCA housing program and into permanent housing. The purposes of the ARISE Center services are to increase employability and promote family health, wellness, and stability through the work of the ARISE Employment Services and Child and Family Services.

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

All program participants will agree to a maximum period of housing subsidy support of 36 months. At the end of the program period, unless otherwise authorized, it is the expectation that families will move into non-subsidized permanent housing, identify subsidized housing options inside or outside of the City of New Haven, or pursue other housing options for their families.

The 10-year pilot program is based on the following assumptions.

(a) 1-year acquisition, renovations, and initial lease up period for program participants.

(b) Completion of three thirty-six-month program cycles for participants, which will be approximately 50 individuals and families.

Our goal during this period is for 70% of our families to transition out of the program with higher incomes and into non-subsidized housing options. Participants who either do not meet the program requirements and are voluntarily or involuntarily released from the program, or who fail to identify housing options for themselves when the program will be completed, will have to seek outside support to address their unmet housing needs. All program participants will continue to have access to ARISE Center staff once they leave the program to support their efforts to become or remain self-sufficient.

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

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

Families that are homeless or at risk of homelessness, where the heads of household make a commitment to participate fully in the Program must submit a pre-application. All completed pre-applications will be time and date stamped and added to a waitlist maintained by CCA Workforce Housing Program. As openings become available families will be scheduled for a pre-screening interview.

The Pre- Screening staff (the Director of Housing services and Family Coaches) will conduct a needs assessment focusing on the following areas:

- income
- employment
- childcare
- housing and health
- description of the Program goals
- opportunities for the family to move to greater independence.

The family will complete a full application to the Program. Along with the "full application" families will be required to submit the following documentation:

- proof of homelessness (letter from shelter provider),
- proof of income from all income sources,
- photo identification,
- birth certificate,
- social security card,
- health insurance card for all household members and immunization record (all the children).

To be eligible, household income cannot exceed the income limit of the New Haven-Meriden Area Median Income of Very Low (50%) Income Limit (see income guideline below).

<b>Income Criteria: Total Household income cannot exceed the income limit for each household size:</b>								
<b>New Haven-Meriden Area Median Income - Very Low (50%) Income Limit for FY2025</b>								
<b>Household size</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Income Limit:</b>	<b>\$39,800</b>	<b>\$45,500</b>	<b>\$51,200</b>	<b>\$56,850</b>	<b>\$61,400</b>	<b>\$65,950</b>	<b>\$70,500</b>	<b>\$75,050</b>

## Impact

ECC/HANH worked with the CCA, on a timeline for rehabilitation and financing. Construction was completed in FY2021. Program guidelines were developed and approved, and lease up began in FY2022.

At the end of FY2024 there were 15 families. In FY25 12 families exited the program, leaving a remainder of 3 families in the program. The reasons for leaving were, the family reached the three-year time limit (5), left on their own choosing (4) or were evicted (3). In FY25 7new families enrolled in this program, creating a current total of 11.

Referrals are coming from New Reach, The Children's Program, Department of Children and Family Services, Cornell Hill Health Center, and Youth Continuum.

100% of the households have children, with 73% of the households with 2 or more children. The children range in age from 0 to 21. Fourteen children are of school age. All 11 households have documented goals and plans in CCA's Homeless Management Information System (HMIS) and are actively working with family coaches. 100% of the households are minority households.

Having a stable place to live will give the families stability to be able to look for stable employment and provide food and essentials for the family. Stable housing will also benefit the children in their education and other areas of their lives.

In FY2025, there are 11 households, who have worked closely with their Family Coach and outlined goals to be accomplished for higher education, employment, and/or increased income.

Of the 11 adults, 5 (45%) are pursuing education goals

- 3 are enrolled in a GED program, and
- 2 are attending college (*one is working to complete her BA at Southern University to become a librarian, and the other is attending Gateway Community College for Nursing*).

Of the 11 adults, 2 (18%) are employed: 1 is employed full-time, and one is employed part-time.

## Partnerships

Family coaches work with the family and the Employment (ARISE) Center to develop the Family Action Plan (FAP) with the HOH(s). The Employment Specialist at ARISE assists the families with creating professional resumes, obtaining professional clothing for interviews, and access to applying for jobs online when necessary.

The Child and Family Specialist at ARISE also assists the family with educational goals, for the adults and children.

CCA has also partnered with several community organizations and agencies that provide assistance and needed items for the families.

Organizations and agencies to include:

- CT Money School
- New Haven STRIVE
- American Job Center
- Delta Sigma Theta Sorority, Inc.,
- The Manufacturing and Community Technical (MATCH)
- Little Scientist, a children program

CCA is also working to develop a partnership with Creative Harmony Clinical Services, to offer therapeutic services for the families to overcome the barriers which led to homelessness.

In FY 2024, four families exited the program for permanent housing, and FY 2025, eight out of the twelve families who exited the program moved to permanent housing without any subsidy

ECC/HANH anticipates making families self-sufficient and successful with this initiative and will continue to work with CCA to track their progress.

### **INFORMATION NEEDED ON FAMILIES THAT HAVE EXITED THE PROGRAM SINCE INCEPTION AND SUCCESS STORIES/DATA AND/OR STORIES/DATA ON FAMILIES THAT WERE NOT SUCCESSFUL**

Enrollment year	Number of new families enrolled	Average family income at enrollment	Average family income at close of FY24	# enrolled in training or employed	# who left program	# who achieved self sufficiency
FY2022	15	\$12,942	\$17,305	7	0	0
FY2023	3	\$12,840	\$17,004	11	2	2
FY2024	0	\$12,024	\$18,972	11	5	3
FY2025	7	\$14,544	\$11,771	3	12	8

## Outcomes

### Internal Metrics

## SS#1: Increase household income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Family income	<p>As families are enrolled baseline household income will be determined. At baseline, family income will be below levels required for unassisted housing</p> <p>\$17,305 (average gross income of initial families)</p>	33% of families will experience an increase in family income	<p>2025: 0% (0 of the 11 families)</p> <p>2024: 33% (5 of the 15 families)</p> <p>2023: 33% (5 of the 15 families)</p> <ul style="list-style-type: none"> <li>13 of the 15 families have income under 30% AMI.</li> <li>2 families have income between 30% to 50% AMI.</li> </ul> <p>The average household gross income is \$17,004</p> <p>2022:</p> <ul style="list-style-type: none"> <li>13 of the 15 families leased are under 30% AMI.</li> <li>2 families are within the 30% to 50% AMI.</li> </ul> <p>The average household gross income is \$17,305</p>	No

**SS#3: Increase positive outcomes in employment status**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Enrollment in part- and full-time employment	At baseline, all families will be engaged in workforce training or educational program, part time employment or full-time employment	50% of families will be enrolled in a part time or fulltime employment by the end of year 1 of their admission to the program.	2025: 18% 2024: 73% 2023: 75% 2022: 43%	No

**SS#8: Households transitioned to self sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Transition to access housing without assistance	At baseline, no families will meet economic self-sufficiency measures as indicated by ability to lease unassisted in the market  0	About 33% of families are anticipated to reach self-sufficiency by gaining employment or better employment in year one	2025: 4% (1) of the families 2024: 20% (5) of the families 2023: 20% (3) of the families	No

**HC#1: Additional units of housing made available**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Housing units	At baseline, 0 units of term limited nontraditional housing are available.	By year one, 18 new units of term limited nontraditional housing units will be available	2025: 18 2024: 18 2023: 18	Yes

**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None

## Initiative 1.28 - Increase Lease Up Success Rate for HCV Families

### Housing Choice

#### Plan Year Approved, Implemented, Amended

Approved and implemented in FY2023.

#### Description

Due to the tight rental market, some HCV families are having difficulty finding affordable units (apartments) to utilize their housing choice vouchers. Some of the challenges include having to pay multiple application fees when looking at multiple apartments to lease, not having the security deposits to rent an apartment, challenges in finding larger size bedroom apartments and landlords not willing to accept proposed contract rents.

Landlords have also expressed challenges in renting to HCV families due to apartments not passing the initial HQS inspections and the 60-day notice period for a family to move from one apartment to another, in which they potentially lose rental income.

ECC/HANH proposed an array of incentives to assist tenants to include mobility counseling options and landlord incentives which support the HCV families in finding affordable housing of choice, leasing up quicker and not having vouchers expire before finding housing.

#### **Mobility Counseling, Tenant Assistance and Landlord Incentive Payments**

ECC/HANH provides mobility counseling services for voucher participants to assist in their search for housing in all areas of the city. If participants choose mobility counseling services they are provided with:

ECC/HANH proposed the following assistance to participants.

Subject to funding availability, families that agree to participate in mobility counseling will be given the opportunity for the following:

- ❖ Application fees paid, for up to 3 units (anticipating \$30 per application or \$90 per family).

And the option for Security Deposit or Utility Deposit assistance.

- ❖ Security deposit assistance
  - Up to one month of the contract rent, only after efforts are made to seek security deposit assistance from other programs.
  - For initial move-ins and paid directly to the owner on behalf of the family when other resources cannot.
  - The security deposit will be returned to ECC/HANH and may follow the family from one unit to the next.

**OR**

- ❖ Utility deposit assistance for family's utility deposit expenses
  - Up to the payment standard for family size.
  - Includes connection fees required for the utilities to be supplied by the tenant under the lease.



- Assistance with repayment of past utility debts that would prevent a family from securing utilities in their own name.
- ECC/HANH may pay the utility deposit assistance directly to the utility company or may pay the assistance to the family when other resources cannot.
- If paid to the family, ECC/HANH will require documentation the family paid the utility deposit.
- ECC/HANH will not require the utility supplier or family to return the utility deposit assistance to the ECC/HANH.

The decision whether to offer the above assistance is at the discretion of ECC/HANH.

There will be an automatic voucher extension for families working with a Mobility Counselor Specialist. This will be processed by the HCV Department upon receiving progress update reports from the mobility counselor and documenting any challenges that the family may have in finding a suitable unit.

ECC/HANH may also allow families to move to another jurisdiction if they are experiencing difficulty in finding housing in New Haven. The request will be reviewed and approved at the discretion of the V.P. of HCV.

Landlords may receive a one-time incentive payment upon their first lease up with ECC/HANH in the HCV program. This will assist a landlord in bridging the financial gap while waiting for a new family to move in once a vacant unit is made ready for occupancy.

Unit Size	Amount
1 Bedroom	\$175
2 Bedroom	\$275
3 Bedroom	\$475
4+ Bedroom	\$550

Landlords who are engaged with a family who is receiving mobility counseling will also receive an HQS checklist upon initial engagement with a family in order to be prepared for an HQS inspection.

In FY2008, ECC/HANH received HUD approval, to approve an MTW Rent Standard up to 150% of the FMR.

ECC/HANH will 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 deconcentration of poverty.

ECC/HANH will not approve an MTW Rent Standard above 150% without prior HUD approval and requests for MTW Rent Standards above 120%, will be reviewed on a case-by-case basis.

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

ECC/HANH will also reexamine its MTW Rent Standards monthly to ensure that ECC/HANH does not exceed 120% of the FMRs in the mean Rent Standard, which includes HAP payments to landlords, HAP RAD Payments, tenant rent payments to landlords, and any utility allowance amounts.

**Impact**

In FY2025, ECC/HANH provided the following participant incentives

- Security deposit assistance for 26 families, totaling \$40,777.
- Application fee assistance for 49 families totaling \$ 4,720.
- Landlord incentive for 3 landlords in the amount of \$1,225 (1-two-bedroom unit and 2-three-bedroom units.)
- 0 participants utilized the utility deposit assistance.

\$52,650 in MTW funds was spent on this initiative.

In FY 2024, 645 families accessed these services, while in FY 2025, 421 families accessed the services with 254 families leasing up in units (60%) on average totaled 21 lease ups per month. The number of families utilizing the services of mobility counseling in FY 2025 is lower due to the HCV Department not conducting a big pull from the HCV wait list in 2025.

The mobility counseling team conducted a presentation of our mobility services during our Housing Choice Voucher briefings and made the mobility counseling form available for all families, regardless of whether they intended to use the service or not. When informed verbally about these services, many families expressed interest and chose to participate.

In September 2025 Mobility Counseling Services hosted a landlord event aimed at spreading awareness about the benefits of the program and incentives available for leasing units to voucher holders in target areas. A total of twelve (12) landlords attended the event, and it was met with enthusiasm and interests. In the coming year these landlord events will aim to increase the number of participating landlords open to leasing in low poverty neighborhoods by highlighting financial incentive and tools (such as Bob Ai) that will expediate the inspection and lease up process.

**Internal Metrics**

***HC #1: Additional Units of Housing Made Available***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made	0	30	2025: 254 2024: 288	Yes

available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.			2023: 19	
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**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None

Initiative 2.1 – Family Self-Sufficiency (FSS) Program



Plan Year Approved, Implemented, Amended

Approved and implemented in FY07.

Description

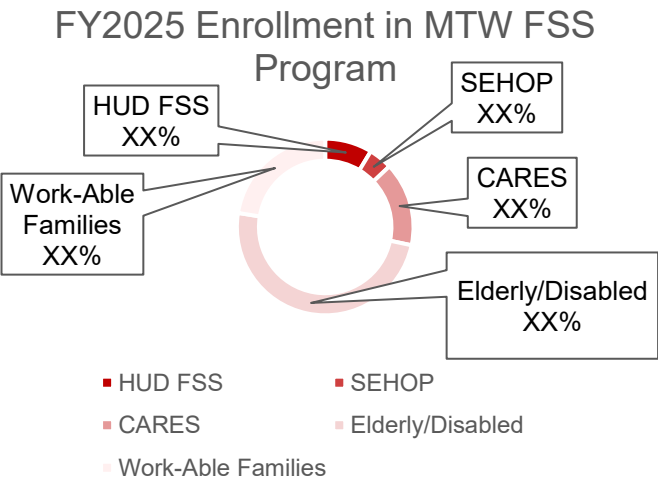
ECC/HANH's FSS program provides intensive counseling and case management services to help participant families achieve their self-sufficiency goals, according to each family's needs. Adding new services has allowed ECC/HANH to provide much needed support to a larger number of LIPH and Section 8 residents.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

The MTW FSS program serves up to 1,158 families.

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

ECC/HANH is slightly over in the number of families it has allocated to serve.

82% OF THE TOTAL AVAILABLE FSS SLOTS ARE FILLED  
3 NEW HOMEOWNERS  
8% OPENED SAFE AND AFFORDABLE BANK ACCOUNTS  
46% INCREASE IN SAVINGS



Program	Number of Slots	Number Served in 2025	Benefits from Escrow	Owner	Supports
HUD FSS Grant Funded Slots	150	108	Yes	FSS Coordinators	RSCs, CED Managers & Supervisors
CARES Program	Up to 177 (number includes 71 units currently exempt and 14 currently market rate)	89	Yes	CARES Coordinator	CED Managers & Supervisors

Work-able families	60	232	No	Program Managers	FSS Coordinators, CED Managers & Supervisors, RSCs
	200		No	FSS Coordinators	
Elderly/Disabled	570	737	No	RSC Coordinators	CED Managers & Supervisors, FSS coordinators
<b>TOTAL</b>	<b>1158</b>	<b>1166</b>			

## Impact

This initiative is expected to increase the self-sufficiency of residents through employment, specialized training, higher education and increased earnings and savings.

At baseline ECC/HANH's FSS program was serving approximately 450 families and has grown to 1166, a 159% increase since baseline.

Families participating in several of the MTW FSS such as CARES and HUD FSS have demonstrated growth in annual family income and have exceeded the New Haven AMI of \$ 56,850.

In FY 2025 there is an increase in the enrollment of the workable families from 185 in FY 2024 to 232 in FY 2025. 143 residents are employed.

At baseline, of the "workable families", 50% of the families were employed and 50% were unemployed. In FY25, 63% of the workable families were employed, a 25% increase above baseline.

As the FSS program has grown, we have specifically worked with unemployed families with a goal of helping them gain employment. The number of unemployed families has decreased significantly from baseline and from the past two years, which represents some recovery from the surge in unemployment during the pandemic impacted years.

In FY2025, ECC/HANH continued offering programs that included empowerment seminars, childcare, financial literacy and mental health services as well as promoting classes to better serve the residents' needs. ECC/HANH also partnered with other agencies that are a part of the Program Coordinating Committee (PCC) to offer additional programs such as Advancing CT Together, Concepts for Adaptive Learning, New Haven Works, Lulac Head Start, United Way, Gateway, American Job Center, Junta, CONNCAT.

Computer classes were offered to workable families and elderly residents through Concepts for Adaptive Learning. Residents were sent a survey, six months following their exit from the program and the outcomes are listed below.

- 31% of participants stated that they have obtained a job since leaving the program.

- 14% stated that they were employed while attending the program and have advanced in their positions.
- 20% stated they obtained a full time job since taking the class
- 25% have stated that they are working part time.
- 12% have stated YES, they have started their own business.
- 46% stated that if they had a computer they would use it daily.
- 22% stated that they would use a computer a few times a week
- 85% stated they feel more confident using a computer.

Throughout the year, some workshops continued to be presented virtually, to accommodate the needs and schedules of residents, however, ECC/HANH also offered on-site activities such as computer classes, job skills training, employment assistance workshops and job fairs.

In 2025, the department hosted a job fair with 35 agencies and companies seeking employees/trainees/students with 150 attendees. During the event, 3 residents were offered employment during the job fair.

There were 159 workshops held in FY2025 with 1096 attendees.

In FY2025, workshop topics included increased job training, development support, health and wellness, computer literacy, safety and security, Section 3 workshops, job fairs and asset building. ECC/HANH also conducted additional outreach to encourage more participation from Workable and Elderly/Disabled families.

ECC/HANH celebrated 1 family who became a homeowner in FY2025 despite the continued challenges in the real estate market. This was achieved by the FSS Staff assisting families in setting self-sufficiency goals that helped them gain full time or better employment, attend specialized training classes, obtain higher education, and increase their efforts in asset building through the required one-on-one meetings with a FSS Coordinator. FSS staff also conducted outreach in the developments to encourage all residents to effectively gain and maintain access to resources that can assist them in pursuing opportunities in achieving self-sufficiency.

In FY25, the 1166 residents enrolled in the FSS program had an average earned household income of \$31,800 which is a 6.3 % increase from the \$29,908 average earned household income reported in FY24. Beginning in FY2023, ECC/HANH identified families who are "workable" who were not previously identified and included their household income in the average.

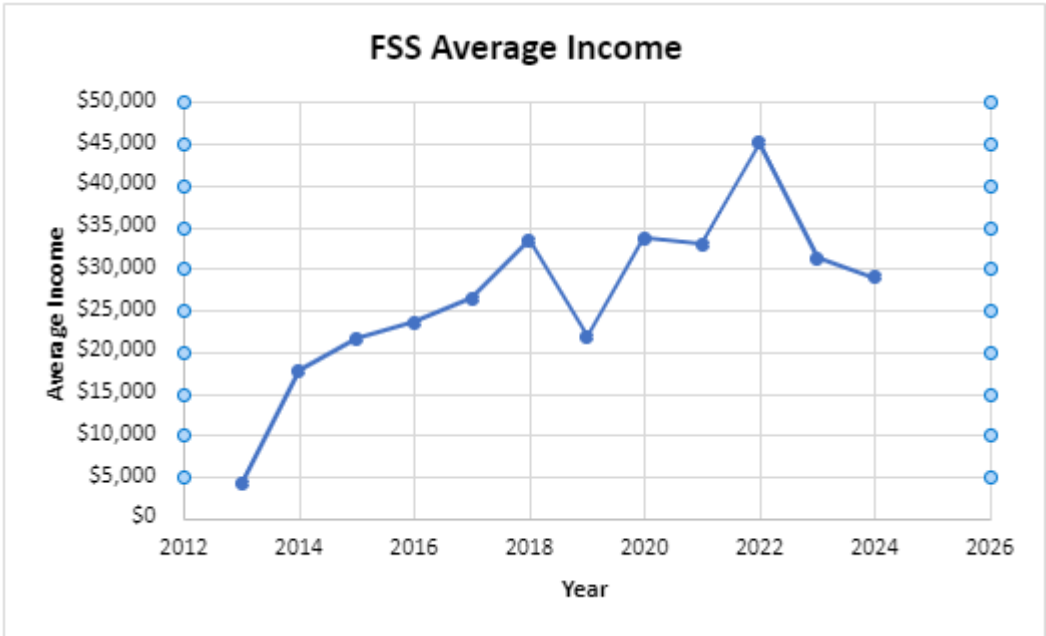
Due to the fact that some families (103) were not working or only working part time, it caused the average earned household income to decrease from the previous year.

The Resident Services Coordinators actively supported unemployed families to address barriers to employment and to assist with employment resources. Workshops and programs, including resume writing, job search workshops, connection to specialized training programs and community college as well as 1:1 budgeting sessions were created to support unemployed residents.

For the participants in the HUD FSS and CARES programs, the average income is \$41,453, which is 19% higher than the average for all FSS participants (\$31,800). This is an indication that participating in FSS programs will assist families in increasing their household income. The goal is to reach the New Haven AML of \$56,850.

A key challenge for the FSS program is engaging workable families and households identified as hardship/minimum renters to participate in the various service and programs offered within the department.

In, FY26 ECC/HANH will continue to survey residents to identify areas of need and interest in an effort to assist them with meeting goals, including employment and increase in household income as well as learning about motivators in program engagement and participation.



FSS PROGRAM – AVERAGE INCOME



The residents received intensive one-on-one financial literacy services, 236 sessions and over 365 one-to-one budgeting sessions.

- 29 (21%) residents increased their average credit score increased by 35 points after receiving services
- 18 (13%) residents opened safe and affordable bank accounts
- 102 (73%) residents increased their savings
- 95 (68%) residents reduced their delinquent accounts
- 1 (1%) resident established credit

**AH** became a homeowner purchasing a home in New Haven. She received a \$300,000 loan from Liberty Bank with a 30-year term and a 6% interest rate. She was granted \$83,000 in closing and down payment assistance, which included \$20,000 from LCI, \$10,000 from NHS, \$28,000 from HDF, and \$25,000 from CHAFA. However, there is a 1% interest charge associated with repaying the HDF loan. She enrolled in the FSS program in 2019 and has also managed to save over 8k in personal savings.



**TM** joined the FSS program in 2023 with one (1) past-due account and a credit score of 579. She has not been working and her only monthly income is SSI. With limited income she started working hard to improve her credit score which rose to 600 in 2024. In 2025, she reported an increase of 82 points, bringing her credit score to 682.

**TW** started the FSS program in 2023. She began working as a substitute teacher at Elm City Montessori Public School on a P/T basis in 2023, earning \$5,606 annually as a substitute teacher. In 2025, she was hired F/T as a classroom assistant and increased her annual income to \$40,000.

## Outcomes

### Internal Metrics

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved ?
Average earnings (wages) of households enrolled in FSS Program**	\$4,082 (2013) \$6,167 (2025)	Steady increase in average household earnings.  Long-term Goal: meet or exceed NH AMI \$56,850	2025: \$31,800 (10 increase) 2024: \$28,908 (7% decrease) 2023: \$31,204 (31% decrease) 2022: \$45,122 (37% increase) 2021: \$32,864 (2% decrease) 2020: \$33,633	No

			Prior years' average income: \$24,072	
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### SS #3: Increase in Positive Outcomes in Employment Status

Employed full-time***	<u>2014</u> - Employed FT: 22	Steady increase in full-time employment for FSS participants	2025: Employed FT: 150 (13% increase) <i>Employed PT: 156</i> <i>Enrolled Education: 200</i> <i>Enrolled Job Training: 156</i> <i>Unemployed: 104</i>	Yes
Employed part-time	- Employed PT: 93			
Enrolled in an educational program	- Enrolled in education: 228			
Enrolled in job training program	- Enrolled in job training: n/a			
Unemployed	- Unemployed: 113			
Other	- Other: N/A			
			2024: Employed FT: 132 (15% decrease) <i>Employed PT: 387</i> <i>Enrolled Education: 135</i> <i>Enrolled Job Training: 121</i> <i>Unemployed: 135</i>	
			2023: Employed FT: 157 (185% increase) <i>Employed PT: 67</i> <i>Enrolled Education: 200</i> <i>Enrolled Job Training: 25</i> <i>Unemployed: 154</i>	

### SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of FSS households that have taken vocational and computer classes (excluding Specialized Training)	155 (2013)	200	2025: Total Enrollment Education: 356 Job Training: 156 Computer classes: 34 Educational Courses: 267  2024: Total Enrollment Education: 522 Job Training: 136 Computer classes: 30	Yes

### SS #3: Increase in Positive Outcomes in Employment Status

Educational Courses:  
356

2023: Total Enrollment  
515  
Education: 200  
Job Training: 55:  
Computer classes: 30  
Educational Courses:  
230

\* This data includes SEHOP, CARES, elderly/disabled, resident-owned business services, and specialized services

\*\* Average earnings include wages and other earnings. Note that 20% of FSS participants did not have income in FY17, but 50% in FY14 and 52% in FY13. In FY19 this average includes Work-able, FSS, & CARES Families.

\*\*\* Full-time employment if earned income (wages + self-employment) equates to 30 hours/week at CT minimum wage; unemployed assumes no wages. All FSS participants in FSS Log considered to be enrolled in educational program.

### SS #8: Households Transitioned to Self-Sufficiency

Number of households who achieve homeownership	10	Steady increase in new homeowners annually	2025: 1 2024: 3 2023: 4 (33% increase) 2022: 3 2021: 19 2020: 18	No
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\*The outcome includes all programs under the FSS initiative

### Actual Non-significant Changes

None

### Actual Significant Changes

None

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

**Plan Year Approved, Implemented, Amended**

Approved in FY12 and implemented in FY13.

Self-Sufficiency

**Description**

In FY2013 ECC/HANH developed a pilot self-sufficiency plan for the Brookside Phase II and Rockview I developments that encompassed HUD’s continued mission to increase self-sufficiency among residents and promote accountability.

The C.A.R.E.S. Program (Caring About Resident Economic Self-Sufficiency) introduced the concept of term limits into the public housing and Section 8 programs administered by ECC/HANH. All residents, except those who are exempt under the program requirements, will be subject to a 72-month time limit on receiving rental assistance.

The second component of the program requires certain individuals to participate in an extensive 24-month case management, supportive services program designed to overcome barriers to becoming self-sufficient.

Residents returning to Brookside Phase I after redevelopment were exempt but could voluntarily participate in the program. ECC/HANH is using its MTW flexibility to fund the required social services component of this program.

Prior to signing a lease at the newly redeveloped Brookside Phase II and Rockview I site, all residents will have a pre-orientation that will explain the CARES Program.

At the end of the 72-month limit receiving rental assistance, the rent will be adjusted to a flat rent (public housing) or market rent (PBV), less any prorated assistance for household members who are seniors, 18 years of age or under, disabled or otherwise exempt, as described in the plan.

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

<b>Full CARES Participant</b>	<b>Transition CARES Participant</b>
Has education and job skills that match demand in labor market	Does not have education and/or job skills that match demand in labor market
Typically works full-time and earns a livable wage	Typically works part-time and/or needs job training to obtain higher wages or full-time employment

Residents and participants are incentivized to enroll in the CARES program because of the intensive supportive services offered, the escrow payment, and the increased control over the use of their escrow account funds (including subsidy dollars).

In addition to the intensive supportive services (for 24 months during the 72-month rental period), residents can also receive a lump sum payment from an escrow account. Funds are deposited into a REEF account and released upon the participant's graduation from CARES. The monthly subsidy payment will be pre-determined at an initial assessment conducted prior to lease up.

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

- a hardship (as defined under the CARES Hardship Policy and Guidelines)
- purchase of a vehicle to attain or maintain employment (a one-time payment not to exceed \$3,000 after all other options have been exhausted)
- costs to start a small business (a one-time payment not to exceed \$2,500 after all other options have been exhausted)
- purchase of a computer
- enrollment in higher education, subject to the approval of ECC/HANH

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

During FY2020, program changes were made in recognition of the global pandemic. This allowed families who experience a loss of income as a result of a natural disaster, local, state or national emergency such as COVID19 or the like, the opportunity to submit a request for interim rent change. The family must be able to provide documentation that proves that the loss of income is related to this a specific situation listed under this category.

## **Impact**

### ***Enrollment***

The CARES program continues to provide tools, case management and resources to support participants/households in reaching self-sufficiency.

Based on the total number of units at both Brookside II & Rockview I, the program supports up to 178 households, 101 at Brookside II and 77 at Rockview I. There are 2 additional households at Brookside I that are also enrolled in CARES for a total number of 180 households.

There are 71 residents who are exempt from CARES, 39% of the total available slots (180), which leaves 109 available slots.

At the beginning of FY25, 90 of the 114 households (79) were enrolled in CARES, (33 Transitional and 57 Full).

At the end of FY25 7889 households (49%) were enrolled in CARES, (36 transitional and 53 Full).

Also, in FY25, 1 FULL CARES families graduated from the program. Graduation means they are no longer receiving housing subsidy and are considered self-sufficient and can transition to paying a market rate rent. Additionally, there are 22 CARES residents that are prepared to graduate in FY2026.

ECC/HANH will continue to work towards implementing the updated program guidelines to the significant program change to address unintended consequences in CARES initiative related to conflict with LIHTC rules for those residents who choose to stay on site and pay Flat Rent (LIPH) or market rate rent (PBV).

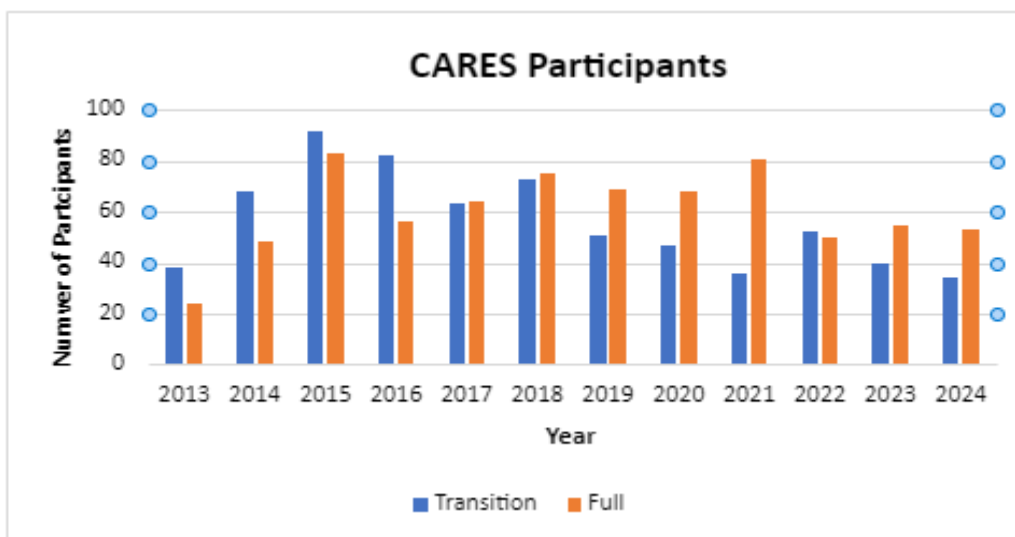
The table below outlines the breakdown of families at these sites at the end of FY2025.

CARES Participation End of FY25(Q3)		
Program	Participants	Notes
Full CARES	57	
Transition CARES	30	
<b>Total at end of FY24</b>	<b>87</b>	<b>46 BSI/43 ROCKVIEW I</b>
Total participants at end of FY24	87	
Exemption from CARES	71	1 out of 71 exempted participants reside in BSI
Vacant units/slots	8	2 PBVs, 6 LIPH units
Market Rate/Flat Rent-	14	Graduated from the program and remained on-site 1 out of 14 additional market rate/flat rent in BSI
TOTAL	180	This number reflects the 2 mentioned BSI units above

The table below outlines the historical program participation and compliance throughout the given FY:

	Number of Transition CARES	Number of Full CARES	% Program Compliant
<b>2013</b>	38	24	83%
<b>2014</b>	68	48	98%
<b>2015</b>	92	83	90%
<b>2016</b>	82	56	46%
<b>2017</b>	63	64	100%
<b>2018</b>	73	75	46%
<b>2019</b>	51	69	94%
<b>2020</b>	47	68	97%

<b>2021</b>	36	81	95%
<b>2022</b>	50	52	97%
<b>2023</b>	40	55	82%
<b>2024</b>	53	37	78%
<b>2025</b>	32	57	80%



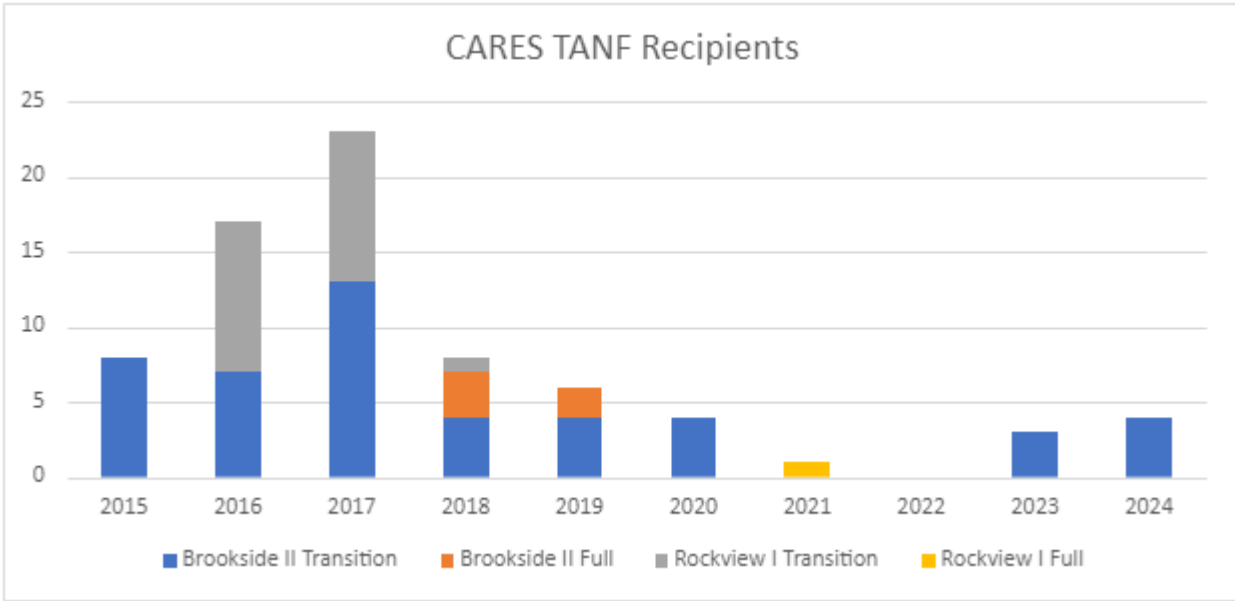
## Employment

During the initial years of CARES, the majority of the families were in a Transition phase, meaning they had not achieved full time employment. However, since 2017, the majority of

families now have full time employment and qualify as Full CARES participants demonstrating that consistent improvement in employment outcomes.

Although the number of families who obtained full time employment has increased overall since 2017, there appears to be a slight decrease in FY2025 due to the fact that the number of participants decreased due to graduating from the program and chose to remain in the unit.

Although many families are gaining full time employment, in FY25, there were four (4) Brookside II CARES Transitional residents who required temporary cash assistance through TANF. The CARES Coordinator has engaged all 3 families and is assisting them in finding employment.



**Income**

During FY25, the average income of all CARES participants was \$40,298, which is 57% higher than residents who live in Brookside Phase I, which is not under the CARES program, who have an average earned income of \$22,327.

The participants in the Full CARES program, have an average annual income of \$59,509 which is 38% higher than all the CARES participants (\$40,298).

**REEF Accounts**

In FY25 the average amount of funds in each participant's REEF account was \$13,998. The average amount requested by CARES participants in FY2025 was \$2,936

In FY25 there were 2 CARES participants that accessed the REEF account prior to graduation.

- One participant requested \$2,872 towards repair of a vehicle,



- Once participant requested \$3,000 towards purchase of a vehicle

Additionally, one participant requested \$3,000 for a car that was denied because the resident did not meet the criteria to utilize the funds.

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

Request to Cover Cost		Total Amount Requested to date	Total Amount Approved to date
Purchase of a vehicle	19	\$55,500	\$55,500
Down payment on a home	2	\$17,390	\$17,390
Purchase of a Computer	2	\$1,615	\$1,464
Enrollment in Higher Education	7	\$17,449	\$17,449
Start a small business	1	\$1,000	\$1,000
A hardship	6	\$15,672	\$15,672
Other	8	\$15,972	\$14,056
Denied requests	5	\$3,633	\$0
<b>Total Requests (48)</b>	<b>48</b>	<b>\$125,231</b>	<b>\$122,531</b>

### Supportive Services

In FY2025, every participant in the CARES program received on-going support and assistance from ECC/HANH and the partners. Partners included the Advancing CT Together, New Haven Financial Empowerment Center and Neighborhood Housing Services. Residents participated in homeownership programs such as the HUD Homebuyer seminars and in a number of Asset Building programs and initiatives offered through a grant with the Cities for Financial Empowerment Fund and the New Haven Financial Empowerment Center.

CARES is proving successful as we are seeing residents graduate with significant escrow savings, consistent and full time, well-paying employment.

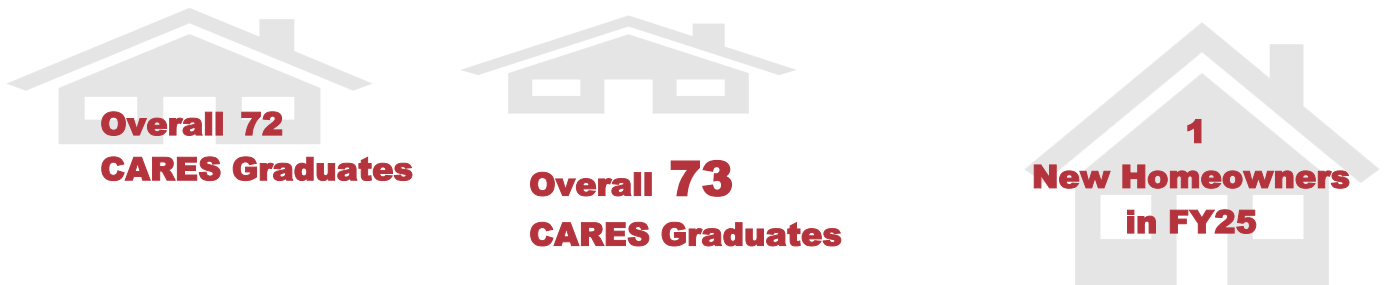
### FY 2025 CARES Graduates + Interim Disbursements and Final Disbursement from REEF

	Disbursement prior to graduation	Disbursement after graduation
<b>Participant 1</b>	\$3,000	\$11,686.62

### **CARES Graduates**

In FY25 there was 1 participant who graduated from the CARES program with an average earned income of \$146,570. This resident moved to a market rate unit outside of the development.

Since the start of the program there have been 73 residents who have graduated from the CARES program.



### **CARES Significant Change MTW FY25 Amendment #2:**

ECC/HANH proposes an update for participants who successfully graduate from the CARES program, who choose to stay on site and pay Flat Rent (LIPH) or market rate rent (PBV).

- Upon completion of the 72 months, the resident will be re-evaluated and recertified accordingly.
- The resident will not receive the final payout escrow until the resident has moved out of the CARES unit and is receiving zero subsidy.

Resident escrow will be deducted as noted below

Resident who stays in the unit for up to 6 months after graduation date	0% will be deducted from escrow balance
Resident who stays 6 months to up to 1 year and 11 months after graduation date	25% will be deducted from escrow balance
Resident who stays 2 years	50% will be deducted from the escrow balance
Resident who stays 3 years	75% will be deducted from escrow balance
Resident who stays 4 years	100% will be deducted from escrow balance

Residents staying over 4 years from graduation date will be terminated from the CARES program.

All Residents will abide by the CARES program obligations until fully terminated from the program.

All extensions will require a yearly update meeting with CED Supervisor or designee.

Due to LIHTC rules, ECC/HANH is unable to raise the rent cap on the LIHTC units to reflect a market rate rent. However, ECC/HANH can incentivize the family to move, pursuant to the PILOT CARES program, by implementing a time limit (4 years) in which they can remain in the unit after graduation. This will also allow the family to save money, by paying lower rent. Also, the gradual deduction from their escrow balance, may incentivize them to move on sooner. All graduation extensions must be approved by CED Director or designee.

During FY25, as part of the implementation of this amendment, ECC/HANH conducted structured outreach and briefing campaign with all impacted stakeholders—primarily residents, property managers, and partner agencies with the goal of ensuring that all parties fully understand the changes and formally acknowledge them through signed lease addendums.

The process included the following key steps:

- Review of the amendment by compliance and legal teams
- Identification of affected stakeholders, including tenants and housing partners.
- Coordination of on-site and virtual briefings to provide clear and accessible explanations of the amendment in both individual and group formats.
- Distribution and collection of Lease Addendums, ensuring all residents receive, review, and sign the updated documentation.
- Documentation and compliance racking to maintain complete and accurate tenant files.
- Ongoing resident support from the Community and Economic Development Department including comprehensive assistance and follow-up communication, to address any questions or concerns.

Outcomes

Internal Metrics

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Income for Full Cares and Transition CARES participants*	Average income of population: \$16,897 in Fiscal Year 2013  (Baseline Adjusted to 2025 dollars – \$22,838)	Average family income of \$45,000 by program completion (Full CARES)	2025: Total Average Full CARES: \$59,509  BS II Full: \$ 54,389 Rockview I Full: \$64,628  BSII Transition: \$20,648 Rockview I Transition: \$15,363  2024: Total Average Full CARES: \$55,812	Yes

			BS II Full: \$ 45,030 Rockview I Full: \$66,59 4  BSII Transition: \$18,83 9 Rockview I Transition: \$16,598  2023: Total Average Full CARES: \$46,673 BS II Full: \$42,613 Rockview I Full: \$50,733 BSII Transition: \$17,494 Rockview I Transition: \$13,591	
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SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark**	Outcome	Benchmark Achieved?
Average amount of savings/escrow of participants affected by this policy in dollars (REEF accounts)	Zero	\$8,000 per participant  (Adjusted to 2025 dollars \$10,813)	2025: Average: \$13,998 Brookside: \$13,864 Rockview: \$14,082  2024: Average: \$12,710 Brookside: \$13,510 Rockview: \$11,910  2023: Average: \$15,512 Brookside: \$12,843 Rockview: \$12,180	Yes

### SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of participants enrolled in education /job development training	Zero	10% annual increase in enrollment of education/job development classes	<p>2025: 94 (7.8% decrease due to exemptions)</p> <p>Participants Employment Training: 3 Higher Education: 4 College (4yr): 5 NHS Homebuyer 3 Asset Building: 15 Financial Empowerment Center: 19 FSS Webinars:43 GED: 2</p> <p>2024:102 participants (41% decrease due to graduates and exemptions)</p> <p>Employment Training: 7 Higher Education: 7 College (4yr): 5 NHS Homebuyer 8 Asset Building: 2 Financial Empowerment Center: 15 FSS Webinars:48 GED: 4 ROB: 6</p> <p>2023:174 participants (210% increase)</p> <p>Higher Education: 7</p>	No

		<p>College (4yr): 5 NHS Homebuyer 3 Asset Building: 64 Financial Empowerment Center: 39 FSS Webinars: 50 GED: 3 ROB: 3</p>	
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#### SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark***	Outcome	Benchmark Achieved?
Percentage of households receiving TANF assistance	2013: 4 (11% of Transition CARES)	Reduction by 20% of prior year households receiving TANF	<p><u>2025 Total:</u>  Brookside Transition: 3  Brookside Full: 0  Rockview Full: 0  Rockview Transition: 0  25% decrease</p> <p><u>2024 Total:</u>  Brookside Transition: 4  Brookside Full: 0  Rockview Full: 0  Rockview Transition: 0  0.75% increase</p> <p><u>2023 Total:</u>  Brookside Transition: 3  Brookside Full: 0  Rockview Full: 0  Rockview Transition: 0  3% increase</p>	Yes

### SS #5: Households Assisted by Services that Increase Self-Sufficiency

Unit of Measurement	Baseline	Benchmark***	Outcome	Benchmark Achieved?
Number of participants receiving services aimed to increase self-sufficiency (participants who have completed CARES action plans)	Zero	10% annual increase	2024: 89 (1.1% decrease) 2024: 90 (5% decrease) – families served throughout the FY) 2023: 95 (7% decrease) 2022: 102 (15% decrease)	No

### SS #8: Households Transitioned to Self-Sufficiency

Number of households who receive zero subsidy at the end of year six	Zero	12 by the end of the program; Estimated length of the program is six years in total	2025: 1 2024: 4 (includes 2 homeowners) 2023: 7 (includes 1 homeowner) 2022: 27 (includes 3 homeowners)	No
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### SS #8: Households Transitioned to Self-Sufficiency\*\*\*\*\*

Number of households transitioned to self-sufficiency*	Zero	20 transitioned households	2025: 85 2024: 80 2023: 95 2022: 129	Yes
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\* Weighted income figures across Brookside and Rockview participants

\*\* Benchmark was created in FY17 and may be reevaluated in FY26

\*\*\* While this benchmark has been met, it may be reevaluated in FY25 to reflect the idea that there will always be a certain percentage of new participants on TANF and the goal of transitioning those participants off TANF after enrollment.

\*\*\*\* This benchmark may be reevaluated in FY25 to reflect the fact that participation is capped by the number of residents in the two developments.

\*\*\*\*\* Self-sufficiency in this context is referring to the number of households that completed their FY 25 specific goals.

### Internal Metrics

#### Enrollment

Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of Full CARES participants	Zero	25% Increase in Full CARES	2025: 57 (9.6% increase) 2024: 52 (5% decrease) 2023: 55 (6% increase)	No



			2022:52 (35% decrease)	
Number of Transition CARES participants	Zero	25% Reduction in Transition CARES	2025: 30 (15% increase) 2024: 26 (35% decrease) 2023:40 (20% decrease) 2022:50 (39% increase)	No
<b>Compliant with program requirements</b>				
Number of participants compliant with the program's requirements	Zero	60% of new participants will remain compliant	2025: 79 (77%) 2024: 70 (78%) 2023: 78(82%) 2022: 99 (97%)	Yes

*\* These benchmarks may be reevaluated in FY24 to reflect the fact that participation is capped by the number of residents in the two developments and the importance of serving new residents who may be fit for Transition CARES. In the future, the benchmark may focus on the percentage of new participants who are transitioned to Full CARES within a certain amount of time.*

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

## Initiative 2.4 Teacher-in-Residence

Self-Sufficiency

### Plan Year Approved, Implemented, Amended

Approved in FY15 and implemented in FY16.

### Description

The Teacher-in-Residence program is part of an ECC/HANH youth initiative known as ECC Believes!. The initiative is based on the premise that although some young people growing up with limited resources can rise above their circumstances to advance academically, personally, and professionally, most require intensive support from an array of service providers and community-based organizations. The initiative is also rooted in ECC/HANH's belief that each of our students can achieve excellence through individual and family supports to help them on their way towards success. ECC Believes! includes academic supports and afterschool programming to reduce the achievement gap, parent and family engagement in children's education and increasing program opportunities that support post-secondary education.

Launched in FY16, ECC/HANH sought to make academic supports readily available to the approximately 2,000 school-age youth who resided in our developments. Modeled after the Officer-in-Residence program, the Teacher-in-Residence program offers housing to teachers in exchange for the delivery of homework help and tutorial services for our youth.

The initiative aims to serve both ECC/HANH youth and their families by having a Teacher in Residence living on-site. First, the initiative focuses on necessary academic assistance. Second, the initiative aims to help bridge an historical divide between educators and our families, working to build community and shift traditional relationships between teachers and parents.

In turn, the program creates space for experiential learning, living, and communication. By grounding support where families live, the initiative aims to build relational pathways from the home into the classroom.

As part of an agreement between ECC/HANH the teacher, the teacher is required to provide educational assistance to ECC/HANH's youth at two properties: McConaughy Terrace and Valley Townhouses.

The educational assistance provided by the Teacher is defined as follows:

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

## Impact

The initiative is designed to include a data sharing agreement between the public schools and ECC/HANH. In FY19, ECC/HANH experienced challenges in securing data on students' academic outcomes from the school system, so the Teacher-in-Residence began to incorporate the Math and Reading IXL program into the curriculum. This enabled the teacher to access data on students' progress that is aligned with school assessment measures in reading and math. This also allowed the teacher to assess and track individual academic growth in reading and writing, as well as highlight challenging areas in both subjects.

Beginning in FY24, through a partnership with the State of CT's P20WIN and a data sharing agreement, ECC/HANH anticipated accessing school achievement data for all our students, however the data was not available. Currently the data is being reviewed.

In FY22, the Teacher in Residence (TIR) who had been in place since the inception of the program resigned as a teacher and moved from her unit. Following this time period, McConaughy Terrace was also redeveloped making the unit unavailable for a teacher candidate.

During that time, ECC/HANH continued to actively recruit a new TIR and secured a teacher in FY25 once the unit was completed. The community room at McConaughy is currently being redeveloped and a decision has been made to begin programming at Valley Townhouses community room, located a few blocks away to be able to provide summer programs despite the unavailability of the community space on site.

Although the program is not set to launch until FY26, ECC/HANH provided summer academic support programming through a partnership with New Haven Reads. During the summer ECC/HANH assisted 16 (9%) of the 170 school aged children who live at McConaughy Terrace and Valley Townhouses.

To support the gap in programming while finalizing the Teacher in Residence candidate moving in and onboarding into the role, ECC/HANH also established an agreement with New Haven Reads, a local New Haven based non-profit aimed to increase the literacy skills of children by providing individually tailored one-on-one after school tutoring, educational family support, and a community book bank. There were no associated costs incurred by either party under this agreement.

The summer programming operated from July through August and served youth grade 4 through 7. The program provided participants with structured academic and enrichment activities designed to promote literacy, engagement, and social-emotional development.

### Key Program Data:

- **Weekly Hours Registered:** 14
- **Total Program Hours Completed:** 28
- **New Books Supplied:** 100+
- **Additional Books Supplied:** 50+
- **Choice Time Games Provided:** 10

- Activities designed to support the development of executive functioning skills
- Included *puzzles, Spot It, UNO, Chess/Checkers, Zingo, and Sight Word Swat*

Key outcomes included:

- **Enhanced Literacy Engagement:** Students demonstrated increased interest and participation in reading activities.
- **Development of Executive Functioning Skills:** Choice-based learning and structured games encouraged critical thinking, decision-making, and teamwork.
- **Positive Learning Culture:** Consistent attendance reflected student motivation and enjoyment, while parent feedback indicated strong satisfaction with the program's impact on confidence and engagement.
- **Community Collaboration:** The partnership model successfully leveraged shared space and community resources to deliver a cost-effective, high-impact educational experience.

Building on the success of the summer session, NH Reads requested to continue supporting the Teacher in Residence program beginning in Fall of 2025 alongside the Teacher in Residence with a goal of expanding enrichment opportunities and strengthen data collection to better assess student outcomes. Plans include integrating additional literacy supports, tracking Lexia engagement more comprehensively, and enhancing collaboration with community partners to increase program reach.

Additionally, during FY25, ECC/HANH entered into an agreement with the New Haven Tutoring Initiative to weave New Haven Counts programming into the TIR Model to expand math tutoring support from this New Haven based non-profit. Through this additional partnership, ECC/HANH has increased their reading and math skills by providing coordinated opportunities in summer and after school programs for students. NH Counts provides students opportunities to learn critical reading and math skills, build home libraries, and develop an enjoyment of reading and math. There were no associated costs incurred by either party under this agreement and ECC/HANH received a \$2,000 grant to support the efforts. At the end of FY 2025, the TIR was trained in New Haven Counts curriculum with a goal of implementing in FY2026.

## Outcomes

### Internal Metrics

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark***	Outcome	Benchmark Achieved?
Number of households receiving consultation and/or technical assistance	0	65% of school-aged children	2025: 9% (16 households) 2024: 34% (48 households)	No

2023: 7% 9  
2022: 10  
2021:6  
2020: 16

## Internal Metrics

Enrollment				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of children at each session	10	10% Annual Increase	2025: 16(166% increase)  2024: 6 (0% increase) 2023: 6 (25% decrease) 2022: 8 (100% increase) 2021: 4 (60% decrease) 2020: 10	No
Minimum of 15 children enrolled over the course of the year	20	5% Annual increase	2025: 16 (64% decrease)  2024: 48 (700% increase)  2023: 6 (40% decrease) 2022: 10 (67% increase) 2021: 6 (40% decrease) 2020: 10	Yes
Increase student achievement in Literacy				
Improvement in individual reading levels	N/A	80% of students will increase one reading level (equivalent to one year's growth)	2025: 0% (0 children as literacy component did not include assessments)  2024: 0% (unable to receive report)	No

			2023: 0% (unable to receive reports) 2022: 30% (3 children provided report cards) 2021: Cannot report; schools did not provide usable grades 2020: Cannot report; schools did not provide usable grades	
<b>Increase student achievement in Mathematics</b>				
Improvement in individual mathematics levels	N/A	80% of the students will increase one math level (equivalent to one year's growth)	2025: 0% (0 children as math component was not implemented) 2024: 0% (0 children) 2023: 0% (0 children provided report cards) 2022: 30% (3 children provided report cards) 2021: Cannot report; schools did not provide usable grades 2020: Cannot report; schools did not provide usable grades	N/A

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

## **Initiative 2.5 REACH Grant. Incentive Grant Program for ECC/HANH Residents Participating in Agency's Family Self Sufficiency Program.**

**Plan Year Approved, Implemented, Amended**  
**Approved FY19 and Implemented in FY21**

### **Description**

The REACH program is an establishment of an incentive Grant Program for ECC/HANH residents participating in the Family Self-Sufficiency (FSS) Program. The REACH Grant will provide cash assistance to residents seeking to achieve defined self-sufficiency goals. (Participants do not include residents enrolled in HUD FSS Program or ECC/HANH CARES Program).

In FY2019 ECC/HANH proposed to phase out and replace the Earned Income Exclusion (EIE) program with the REACH Grant Program. EIE was closed out in FY21. The REACH Grant program will allow ECC/HANH residents that have elected to participate in the agency Non-HUD FSS Program, the ability to apply for and receive up to \$500 per year, for up to 5-years, to support the achievement of goals that they have established as part of the Individuals Self Sufficiency Plan. These funds will be managed by FSS Case Managers.

The REACH Grant Program is designed to reduce barriers and facilitate short term wins for residents as they move toward self-sufficiency. REACH grant funds will not roll over from year-to-year. The intent of not having funds carry forward from one year to the next, places an emphasis of goal achievement during each year of participation. This is a departure from previous programs that the Agency has established, for example, the CARES Program and the traditional HUD FSS Program, where participants can become eligible to build or grow dollars in escrow accounts. The funds from the escrow accounts can be used to purchase automobiles, as a down payment for home purchase or for educational expenses.

REACH Grant Funds can be used by residents in the following ways:

- Books for School or Educational Courses**
- Application or Enrollment Fees**
- Uniforms**
- Testing Requirements**
- Tools and Equipment for Work**
- Technology**
- Small Emergencies**
- Short Term Transportation Needs**

### **Impact**

To date, the REACH Grant Program has supported 18 residents, providing up to \$500 each for urgent needs such as housing stability, car repair, and transportation. In total, approximately \$9,000 has been disbursed to date.

While initial utilization has been modest, we anticipate a 20–30% increase in demand over the next year due to ongoing political and policy changes—including the One Big Beautiful Bill Act—which are expected to create additional financial strain for many households.

Early outcomes indicate that the program is delivering meaningful short-term relief, helping residents avoid immediate crises, and fostering stronger connections to longer-term supportive services. Based on current trends, we project the program will serve an additional 15–20 residents in the next fiscal year, disbursing between \$7,500 and \$10,000 in assistance. To prepare for this anticipated increase, CED will strengthen community partnerships and expand coordination efforts to maximize impact and ensure the program continues to serve as a vital safety net for vulnerable residents.

While the REACH program provides meaningful support, some residents remain hesitant to utilize it due to a range of barriers, including:

- Limited awareness of program availability
- Concerns about stigma or judgment
- Uncertainty around eligibility
- Fear that accepting short-term assistance could affect other benefits

To address these barriers in FY25, CED has implemented a comprehensive outreach and engagement strategy designed to increase participation and build trust. This will include:

- Clear, empathetic messaging that frames the grant as a supportive resource, not a handout
- Sharing resident success stories to normalize utilization and highlight positive outcomes
- Reassuring residents that receiving assistance will not negatively affect other benefits
- Offering hands-on support from staff to simplify the application process
- Leveraging trusted community partners and staff to engage residents directly and foster personal connections

Through these targeted efforts, CED aims to reduce stigma, increase awareness, and ensure the REACH Grant Program reaches those who would benefit most, reinforcing its role as a responsive and equitable resource for residents facing urgent financial challenges.

Category	Current (To Date)	Projected (Next FY)	% Change / Notes
<b>Total Residents Supported</b>	18 residents	33–38 residents (+15–20)	<b>+83% to +111% increase</b>
<b>Total Funds Disbursed</b>	\$9,000	\$16,500 – \$19,000	<b>+83% to +111% increase</b>
<b>Average Grant per Resident</b>	\$500	\$500	Consistent
<b>Projected Utilization Growth</b>	—	20–30%	Anticipated due to policy changes (One Big Beautiful Bill Act)
<b>Primary Uses of Funds</b>	Housing stability, car repair, transportation	Expanded to include additional urgent needs Increased stability and engagement with long-term supports	Based on emerging resident priorities  Strengthened wraparound services
<b>Key Outcome</b>			



Short-term crisis  
prevention and service  
linkage

<b>Community Partnerships</b>	3–4 active partners	5+ targeted partnerships	To expand reach and awareness
<b>Outreach Focus (FY25)</b>	Initial awareness efforts	Enhanced messaging, storytelling, and trust-building	Aim: reduce stigma, increase participation

#### SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Income for REACH participants	Average income of population: \$14,000 (for non-HUD FSS)  2024: \$17,192 (adjusted for inflation)	5% Increase in Household Income for Non-HUD FSS Participants in the REACH Grant Program	2025: \$10,450 2024: \$46,904 (2 participants)  2023: \$24,134 (2 participants) 79% increase  2022: \$13,520 (8 participants) 225% increase  2021: \$4,160 (1 participant)	No

#### SS #5: Households Assisted by Services that Increase Self-Sufficiency

Unit of Measurement	Baseline	Benchmark***	Outcome	Benchmark Achieved?
Number of participants receiving services aimed to increase self-sufficiency	Households receiving self-sufficiency services prior to implementation of the activity (0) Zero	50% annual increase	<u>2025: 5</u> <u>2024: 2</u> <u>2023: 2</u> <u>2022: 8</u> <u>2021: 1</u>	Yes
yes				

SS #7 - Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase)	Household contributions prior to implementation of the activity (in dollars)  \$308	*5% Increase in expected household contributions after implementation of activity (in dollars)	2025: \$668 2024: \$439 2023: \$897 2022: \$494 2021: \$398	No

*\*Revised benchmark from 5% decrease in PHA MTW TBV subsidies to non-HUD FSS participants in the REACH Grant program to 5% increase in expected household contributions*

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

## Cost Effectiveness

### Initiative 3.1 – Rent Simplification

Cost Effective

Approved in FY07 and implemented in FY08.

#### Description

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

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

- 1) **Multi-year recertification cycles.** ECC/HANH implemented the multi-year recertification cycles that recertifies work-able families every two years and elderly/disabled (non-workable) families every three years.

Elderly/Disabled (non-workable) families are families where all adult family members are elderly (age 62 or more) and/or disabled. MTW families that do not meet the definition of a Non-Work-Able family will be considered work-able families.

a. Biennial cycle (every two years) for work-able households (those that do not meet the elderly/disabled definition)

b. Triennial cycle (every three years) for elderly/disabled households (defined as head, co-head, or spouse is elderly and/or disabled)

- **Rationale:** Very little change in income takes place with elderly/disabled families on fixed income on an annual basis. Given this consistency, there is little financial incentive for ECC/HANH to verify the income of elderly/disabled families annually.

Work-able families will also benefit from two-year cycles as they will not pay incremental rent increases on any income increases for the two years between recertifications.

- **Expected impact:** Administrative savings, increased resident satisfaction and reduced need for interim recertifications.

ECC/HANH also utilizes the Enterprise Income Verification (EIV) system for all third-party verifications.

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

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

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

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

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

- **Rationale:** Excessive resources are dedicated to verifying deductions for childcare, medical and disability allowances. Third-party verifications of these amounts are difficult to accomplish, and the agency often relies upon second- and first-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident.
- **Expected impact:** Administrative savings, simplified process for residents/participants and fewer recertification appointments are expected. Additionally, rent tiers have been built to minimize impact on residents during the initial years and to phase in rent increases over time. Residents will not experience an overwhelming rent burden but will be incentivized to increase their earnings over time as their rent gradually increases. The impact on income has been tracked.

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

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

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

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

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

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

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

The transition to avoid hardship period has been completed.

## Impact

### Multi-year recertification schedules.

In FY2025, 6,047 HCV families were served, of which 3,474 (57%) families were eligible to be recertified. That includes families that were eligible for the biennial/triennial recertification and families who reside in the RAD/PBV/LIHTC properties who have to be recertified on an annual basis, due to tax credit rules.

Of the 6,047 served 4,389 families were eligible for the multi-year recertification schedule. 1,658 of the RAD/PBV/LIHTC families were eligible for an annual recertification in FY2025.

In LIPH, 779 families were served, of which 66%) families were eligible to be recertified. That number includes families that were eligible for the biennial/triennial recertification and families who reside in the LIPH/LIHTC properties who have to be recertified on an annual basis, due to tax credit rules. 199 (38%) of the families eligible for recertification (517), were eligible for the multi-year recertification schedule.

Without rent simplification, ECC/HANH would have recertified 6,564 families (HCV) 6,047 and LIPH (517). Under the biennial/triennial schedule, 60% (of the families were recertified.

### **Staff Time**

In FY2007, 2.5 hours of staff time was dedicated per certification. Post FY2014, the average time to complete a recertification was reduced to 2.3 hours.

There was a 29% reduction in staff time to process all recertifications, from 12,238 hours at baseline to 8,778 hours in FY25 (HCV 7,990 and LIPH 458). This includes the families who are recertified annually because of tax credit rules.

### **Interims**

In FY2007, there were 1280 interims processed. In FY2025 there were 2,781 interims processed (HCV 2,739 and LIPH 42). Interims are processed on request of the family and due to a loss of income or reduction in benefit.

### **Printing, Mailing and Postage Costs**

There was also a 57% reduction in printing, mailing and postage costs from baseline \$26,923 (FY07) to \$11,453 FY25). (\$11,013(HCV) \$440(LIPH)

Adjusting for inflation, the baseline would have been \$40,629 and the benchmark would have been \$20,478.

In FY 2007, the per certification mailing cost was \$5.40. With rent simplification, ECC/HANH has reduced the mailing cost to \$3.17 (HCV) and \$2.33(LIPH) per certification.

ECC/HANH anticipates that cost decreasing further as we implement an online portal for the processing of recertifications for families. That will reduce the printing and postage cost for mailing packets.

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

### **Minimum rent.**

ECC/HANH established a minimum rent of \$50 with the expectation that everyone will pay something for housing. Residents who are unable to pay the minimum rent of \$50 can request a hardship exemption for \$0 rent.

These individuals meet with the ECC/HANH Hardship Committee to determine the nature and length of the hardship, and their rent is then modified accordingly based on the information collected. To assist these residents in achieving self-sufficiency, they are referred

to the Family Self-Sufficiency program, if the adult household member is non-elderly/non-disabled.

In FY2025, 86 applications for a hardship exemption to \$0 rent were received and all (100 %) were approved.

In FY2025, there were 574 (9%) HCV families and 106 (2%) LIPH families on either a hardship exemption (\$0) or minimum rent of \$50. This equates to (680) xx% of the families that ECC/HANH serves (6,568).

The FSS staff continues to work with the families in programs such as job readiness, computer skills, job interviewing and GED and higher education classes.

There were 38 new referrals to FSS in FY2024. At the end of FY2024, 2 were active participants in FSS attending various webinars and other activities offered by the FSS staff.

**Error rate**

In FY2024, there was an average error rate of 4% for file reviews which is below the goal of 5%.

**Outcomes**

**Internal Metrics**

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Savings related to staff reduction due to implementation of multi-year recertification*	2008 \$0	2008 (\$133,000)	2025: \$219,825	Yes
			2024: \$213,422	
			2023: \$207,206	
			2022: \$201,171	
			2021: \$195,312	
			2020: \$189,624	
			2019: \$184,101	
			2018: \$178,739	
			2017: \$173,533	
			2016: \$168,479	
			2015: \$163,572	
			2014: \$158,808	
			2013: \$154,182	
			2012: \$149,691	
			2011: \$145,332	
			2010: \$141,099	
			2009: \$136,990	

Total annual cost of printing and mailing documents related to annual recertification (excluding staff time; PH and HCV combined). *	\$26,923 (2007) \$40,629 (FY24 – adjusted for inflation)	\$13,750 (FY24 – adjusted for inflation)	2025: \$11,452.96 <ul style="list-style-type: none"> <li>HCV \$11,012.58</li> <li>LIPH \$440.38</li> </ul> 2024: \$13,581 <ul style="list-style-type: none"> <li>HCV \$12,190</li> <li>LIPH \$1391</li> </ul> 2023: \$13,376 2022: \$20,301 2021: \$13,242 2020: \$17,282 2019: \$11,964 2018: \$16,123 2017: \$14,344 2016: \$17,391 2015: \$12,705 2014: \$14,927 2013: \$13,338 2012: \$16,924 2011: \$14,597 2010: \$23,639 2009: \$26,340 2008: \$26,175	Yes
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\*Annual HCV Director Salary from previous year multiplied by 3% increase.

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total annual staff time in hours to complete annual recertifications (PH and HCV combined) **	12,238 (2007)	5,000 annual staff hours	2025: 8,448 (HCV 7,990 LIPH 458) 2024: 8,705 (HCV 7,516 LIPH 1,189)  2023: 8,305 2022: 8,490 2021: 8,120 2020: 8,240 2019: 4,671 <sup>13</sup> 2018: 15,138 2017: 5,998 2016: 7,273 2015: 5,313 2014: 6,133	No

<sup>13</sup> Total number of annual staff time for HCV includes all HCV certs under Rent Simplification. Number of units where rent simplification is not utilized were backed out of the total annual cert count.



			2013: 4,850 2012: 6,154 2011: 5,308 2010: 8,596 2009: 9,578 2008: 9,518	
CE #3: Decrease in Error Rate of Task Execution				
Average percentage error rate in calculating rents in annual recertifications (% files reviewed with errors)	11% of files (2011)	5% of files	2024: 4% (average) 2023: 5.5% (average) 2022: 6% (average) 2021: 5% of Files LIPH 2020: 0% of Files LIPH 2019: 10% of files (HCV) 2018: 0% of files (HCV) 2017: 1% of files (HCV) 2016: 1% of files (HCV) 2015: 24% of files (HCV) 2014: 24% of files (HCV) 2013: 15% of files (HCV) 2012: 10% of files (HCV)	Yes

\* Postage and Printing - (2007)- 4,895 PH+HCV recertifications; 2,310 (2015); 3,162 (2016); 2,000 (benchmark); \$5.50 total cost per recertification packet: \$2.50 average cost of postage and \$3.00 printing (60-page recertification packet at \$.05 per page) per recertification pre- and post-new schedules.  
(2024) Postage -\$3.73 postage, 30-page recertification packet

\*\* Staff Time - (2007) 4,895 PH+HCV recertifications; 2,714 (2014); 3,162 (2016); 2,500 (benchmark); 2.5 hours average staff time (both PH and HCV) per recertification pre-rent reform per 2007-time study and 2.3 hours post-rent reform from (2014) HCV activity time study (average of work-able and elderly/disabled households recertification processing time)

## Internal Metrics

Rent Simplification Initiative Metrics				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of hardships approved and hardship applications	2012: 122 approved/ 243 applications  No baseline data available prior to 2012	No significant increase in hardships	2025: 86 approved/ 86 received  2024: 191 approved/ 191 received 2023: 19 approved/19 received 2022: 32 approved/32 received 2021: 18 approved /20 received 2019: 18 approved/18 received 2018: 35 approved/102 applications 2017: 67 approved /73 applications 2016: 55 approved/94 applications	No

			2015: 42 approved/111 applications 2014: 40 approved/213 applications 2013: 54 approved/195 applications	
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#### Rent Simplification Initiative Metrics (continued)

Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of families on minimum rent	28 (HCV - 2010) 170 (PH - 2007) (Baseline families 4827)	Decrease in minimum rent households	2025: 680 - 574 (HCV) 106 (LIPH) 2024:663 -551 (HCV); 112(LIPH)  2023:643 -502 (HCV); 141 (PH) 2022 605 - 483 (HCV); 122 (PH) 2021: 498 - 397 (HCV); 101 (PH) 2020: 481 -378 (HCV); 103 (PH) 2019: 492 - 246 (HCV); 246 (PH) 2018: 577 -412 (HCV); 165 (PH) 2017: 551 -380 (HCV); 171 (PH) 2016: 593-360 (HCV); 233 (PH) 2015: 561-348 (HCV); 213 (PH) 2014: 574-341 (HCV); 233 (PH) 2013: 526-314 (HCV); 212 (PH) 2012: 467-287 (HCV); 180 (PH) 2011: 410-227 (HCV); 183 (PH) 2010: 181-28 (HCV); 153 (PH) 2009: 180-33 (HCV); 147 (PH) 2008: 282-121 (HCV); 161 (PH)	No

Number of “annual” interims processed (PH and HCV combined)	1,280 (2007)	1,300	2025: 2,781- 2,739(HCV) 42 (LIPH) 2024: 3019 2836(HCV); 183(LIPH) 2023: 2768 2,490 (HCV); 278 (LIPH) 2022: 2382 2,139 (HCV); 242 (LIPH) 2021: 1491 1,351 (HCV); 140 (LIPH) 2020: 2305 2,075 (HCV); 230 (LIPH) 2019: 1746 1,522 (HCV) 194(LIPH) 2018: 1231 949 (HCV); 282 (LIPH) 2017: 2493 2016: 2497 2015: 1551 2014: 1539 2013: 1363 2012: 1967 2011: 1598 2010: 1196 2009: 1364 2008: 1140	No
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The biennial and triennial recertifications have eased the burden for most LIPH residents and HCV participants, particularly the elderly/disabled residents/participants who have little change to income. The rent tiers and elimination of standard deductions have also reduced the administrative burden for staff and the participants with impacts on staffing levels and administrative costs. Families in need of relief under minimum rent policy are still able to access such and no increase in errors has been noted as a result of rent simplification.

#### **Actual Non-Significant Changes**

None

#### **Actual Significant Changes**

None

### Initiative 3.5 – HCV Rent Simplification/Cost Stabilization Measures

Approved and implemented in FY08. Updated in FY14 and FY22.

Cost Effective

#### Description

This initiative expands upon the Rent Simplification streamlining measures. This initiative replaced previous Initiative 3.3 - Revised HQS Inspection Protocol (closed out) and was transitioned once HCV organizational changes and caseload optimization were completed.

This activity has three components:

#### Part 1. HQS Inspections on Biennial/Triennial Schedule

1. Unit inspections are placed on a schedule consistent with the biennial/triennial recertifications cycle. However, HCV participants and landlords can request a special inspection, if necessary, at any point that deficiencies are suspected.
  - i. **Rationale:** History has demonstrated that most units inspected annually pass on the first inspection. It is reasonable to assume that given high pass rates, the quality of the housing lends itself to less frequent inspections.
  - ii. **Expected impact:** Savings in staff time related to inspection scheduling and a reduction in cost of the inspection contract with the City of New Haven are expected.
2. HQS Inspections may also be conducted via video conference with the Owner or his/her designee present at the inspection site. All HQS inspections forms will be mailed or made accessible via email or other electronic format to the owner or designee in advance of the scheduled appointment. Inspection appointments will be scheduled as usual and will be attended in person by the landlord or designee. A certified HQS inspector must participate on the video conference and will guide the homeowner or designee through the inspections process.

This process will be allowed for initial inspections of previously inspected units, meaning if a unit was previously occupied by a family receiving HCV subsidy, the unit may qualify for a video inspection for the initial inspection for new voucher holder.

This option for a video inspection applies to special inspections and bi/triennial inspections, as well. Failed initial inspections will follow the current inspections protocol and timeline with the added option of proceeding via video conference. A 2nd failed inspection will require that an inspector go out to the site and inspect the corrected deficiencies in person.

- a. **Rationale:** Due to COVID19 and the social distancing guidelines in place at the time and HUD guidelines, remote video inspections were implemented to coincide with the bi/triennial inspection schedule and will continue.
- b. **Expected impact:** Savings in staff time related to inspection scheduling and a reduction in cost of the inspection contract with the City of New Haven are expected, as well as improved customer service for landlords and participants.

## Part 2. Self-Certification for Fails Not Related to Health/Safety

ECC/HANH will use a self-certification process to follow-up with non-life threatening HQS inspection violations. Landlords and participants will be able to self-certify and submit documentation of corrected deficiencies for regularly scheduled HQS inspections (bi/triennial). All participants retain the right to request a special inspection at any time.

**a. Rationale:** At baseline approximately 860 HQS inspections fail for items that are not health and safety related. The cost of these inspections is approximately \$61,000.00.

**b. Expected impact:** The number of re-inspections related to minor fails that are not health and safety related is expected to decrease.

## Part 3. Landlord Rent Increases on Biennial/Triennial Schedule

Landlord rent increases are only processed at the time the family is recertified. These recertifications take place biennially for work-able families and triennially for Elderly/Disabled families.

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

## Impact

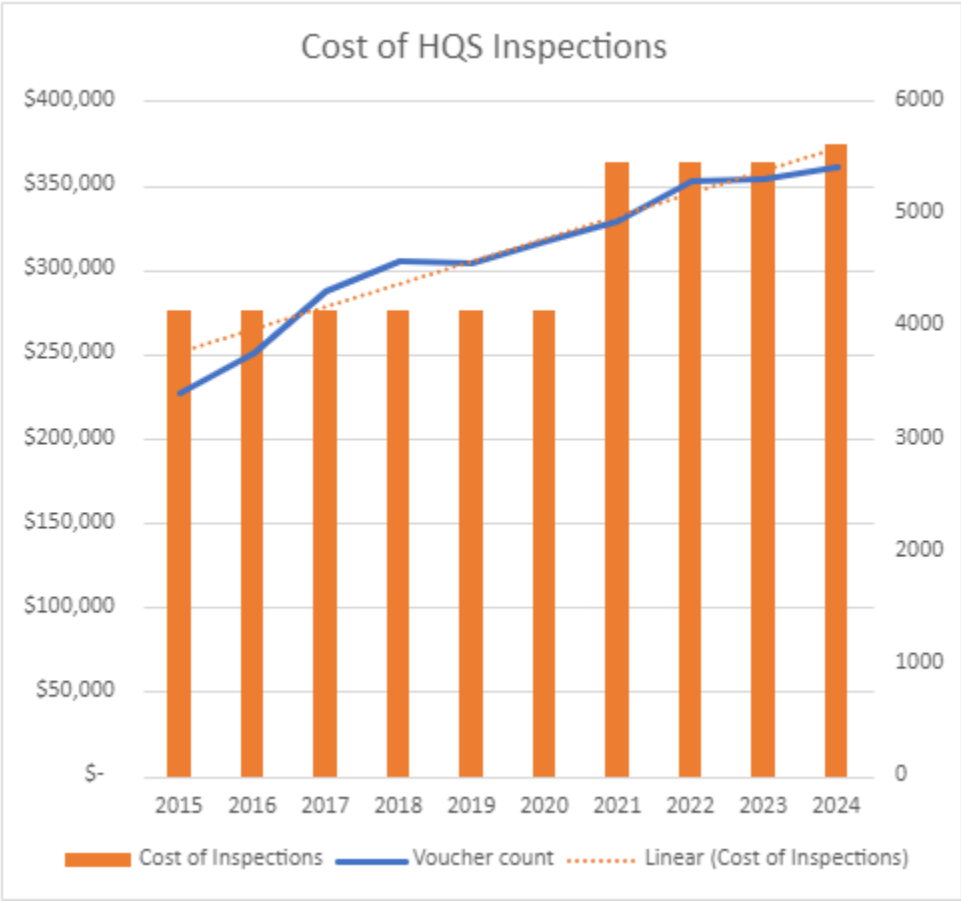
### Cost Per Inspection

ECC/HANH has seen a significant increase in voucher utilization over time without associated increases in costs that would be expected were it not for these streamlining activities. ECC/HANH's HQS inspection was meant to create administrative savings while not sacrificing the quality of housing offered to families. By inspecting units every two or three years we anticipated reduced inspection costs.

Cost per inspection has fallen from \$77 to \$61 from FY2015 to FY2025. Additionally, accounting for inflation, the baseline inspection cost in today's dollars equals \$107 per

inspection, where we are only spending \$61 per inspection, demonstrating significant cost avoidance.

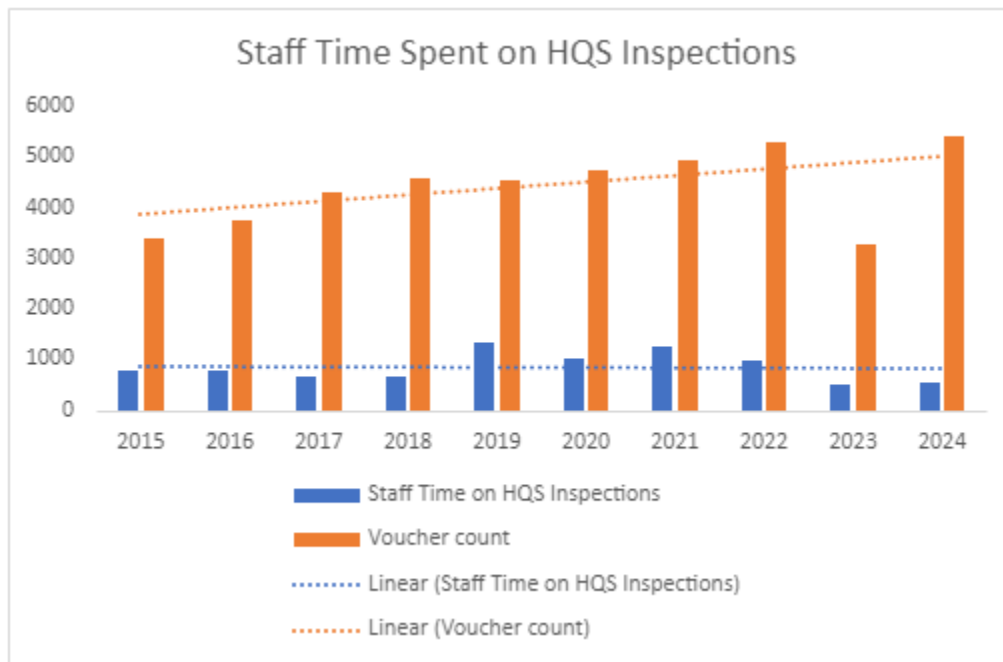
(Contract cost, \$374,457)



**Staff Time Spent Scheduling Inspections**

Staff time spent on HQS inspections has slightly increased. Vouchers increased significantly from FY2014 to FY2024, we saw staff time spent on HQS inspections increased to 734 hours.

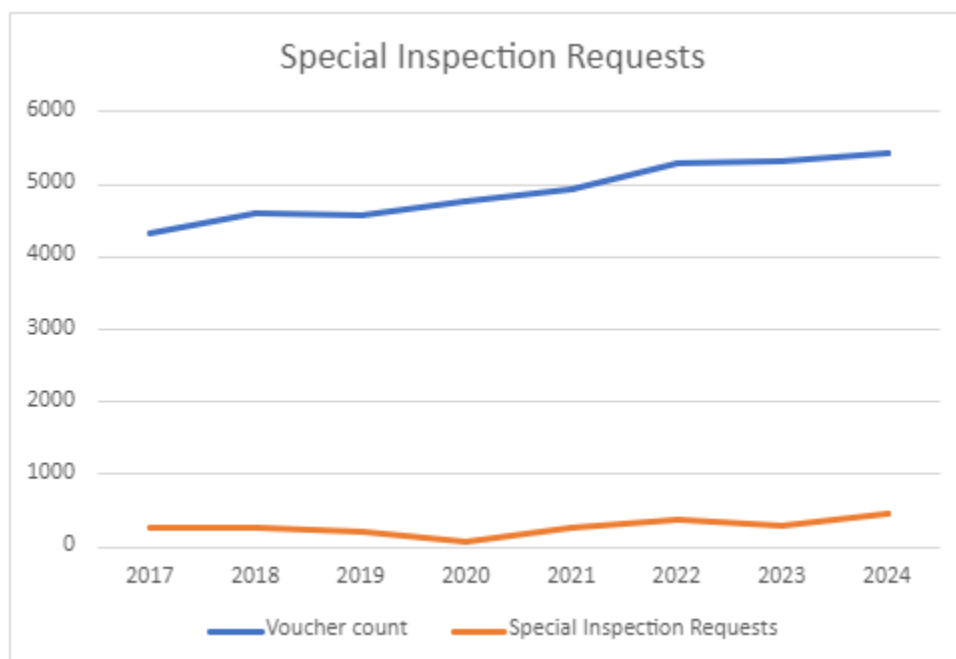
It is important to note that ECC/HANH has seen a significant increase in RAD voucher utilization since FY2019 and these vouchers are not subject to the alternate year inspections. As more and more of ECC/HANH's portfolio becomes RAD (non-MTW) vouchers, the impact of this initiative will lessen.



## Special Inspections

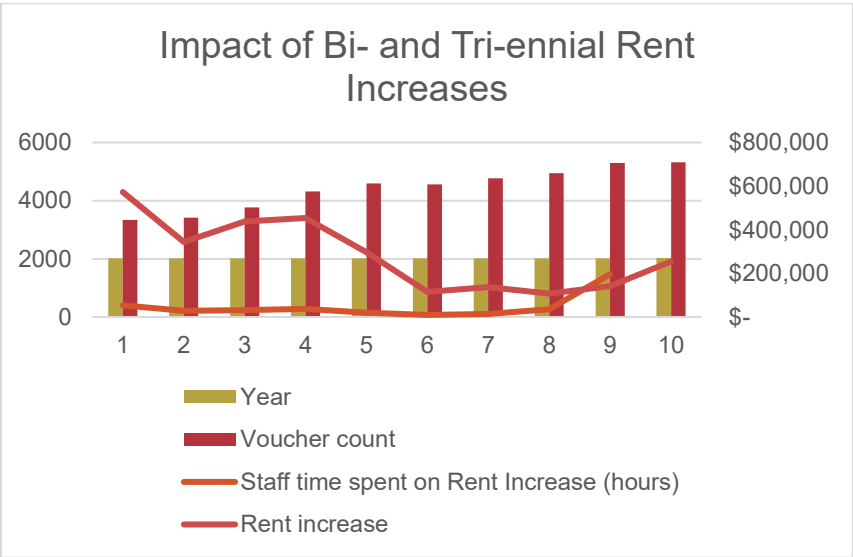
ECC/HANH wanted to ensure that the quality of housing did not diminish as we lessened our inspections. As such, we have tracked participant need for special inspections. At baseline, approximately 5% of units required a special inspection.

At the close of FY25, 9% (219) of units required a special inspection, which is a 4% increase since baseline.



Rent Increases

ECC/HANH has tracked savings related to bi- and tri-ennial rent increases. Expense stabilization has been noted here as well. The amount of rent increase per voucher averaged \$171 at baseline in 2014. In 2025, the per voucher average was approximately \$198. (number served/rent increase amount)



Outcomes

Internal Metrics

Metrics Related to Inspections Components (1,2) of Activity				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Cost of inspection contract with City of New Haven (per voucher cost)	\$259,000 (2014) * (\$77.59)  2024 - \$102.25 (inflation)	25% reduction of inspection contract cost with City	2025: \$374,457 (\$69) 2024: \$374,457 (\$69) 2023: \$363,550 (\$69) 2022: \$363,550 (\$69) 2021: \$363,550 (\$74) 2020: \$326,866 (\$58) 2019: \$275,379 (\$60) 2018: \$275,379 (\$60) 2017: \$275,379 (\$64) 2016: \$275,379 (\$73) 2015: \$275,379 (\$81)	No



Total HANH internal staff inspection scheduling time (annual hours) ** (minutes per inspection)	904 hours (2014) = 16 minutes per inspection 54) = 15 minutes per inspection	367 hours	2025: 734 hours 2024: 1,467 hours 2023: 526 hours 2022: 999 hours 2021: 1,274 hours 2020: 1,039 hours 2019: 1,352 hours 2018: 674 hours 2017: 670 hours 2015: 778 hours	No
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3. \* 2014 - ECC/HANH's current inspection contract with the City of New Haven costs \$259,000. This number includes 860 inspections for fail items that are not health and safety related. These inspections cost \$61,000 to process. The proposed policy will allow self-certification for these issues. (amount of HQS contract/number of inspections)
4. \*\*2014 - # of HCV program inspections under current MTW inspection policy is 2,484. # annual HQS inspections expected to be further reduced to 1,467 due to proposed MTW elderly/disabled population change and proposed biennial/triennial inspection protocol; Staff spend 15 minutes scheduling "annual" HQS inspections. FY 2015 inspections = 3,111; 3,616 in FY 2014. Note that the outcomes include the initial and special inspections.

### Metrics Related to Biennial/Triennial Landlord Rent Increase Component (3) of Activity

#### CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Cost (in annual HAP) of processing landlord rent increases	\$573,000 (2014) *  \$760,920 2024 – adjusted for inflation	\$200,000 Proportionate reduction of 40%	2025 \$479,295 2024: \$365,905 2023: \$253,902 2022: \$140,585 2021: \$107,240 2020: \$136,428 2019: \$115,140 2018: \$296,520 2017: \$453,324 2016: \$437,580 2015: \$343,932 2014: \$573,000	Yes

#### CE #2: Staff Time Savings

Annual staff time (hours) spent processing landlord rent increases	401 hours (2014) **	Reduce by 40%	2025: 2424 hours 2024: 2245 hours (16% increase) 2023: 1929 hours 2022: 1472 hours 2021: 264 hours 2020: 98 hours 2019: 70 hours 2018: 141 hours 2017: 278 hours 2016: 232 hours	No
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			2015: 210 hours	
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\* ECC/HANH processed 401 annual landlord rent increases in FY14 with average annual HAP increase of \$1,429 (\$119 per month). ECC/HANH processed 210 HCV landlord rent increases in FY15.

\*\* ECC/HANH processed 401 annual landlord rent increases in FY14. 2014-time study found that landlord rent increases take an average of one hour to process.

## Internal Metrics

Special Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of HCV special inspections (percent of vouchers issued)	157 special inspections (2015) (5%)	No significant increase over baseline	2025: 219 (9%) 2024: 467 (9%) 2023: 300 (6%) 2022: 373 (7%) 2021: 265 (5%) 2020: 82 (2%) 2019: 208 (5%) 2018: 277 (5%) 2017: 274 (6%) 2016: 338 (9%) 2015: 157 (5%)	No

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

## Actual Non-Significant Changes

None

## Actual Significant Changes

None

- **NOT YET IMPLEMENTED**

None

- **ACTIVITIES ON HOLD**

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

**Approved in FY13 and implemented in FY14.**

**Placed on Hold in FY24**

#### **Description**

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

During recent years ECC/HANH has not used this initiative but has rather transitioned to RAD conversions using a Project Based Voucher and mixed-finance model. The units that have been completed continue to be operated as public housing for purposes of admissions, continued occupancy, resident rights, and certain other rules. However, for purposes of providing ongoing operating assistance, ECC/HANH used its MTW authority to design and fund a local program to develop replacement public housing units under a local housing assistance payments contract with the owner entity, with operating assistance being utilized in a manner like the project-based voucher program.

Among other things, this approach allows ECC/HANH to pay debt service on private loans taken out to support redevelopment projects. To the extent necessary, under its MTW authority ECC/HANH revised required forms to provide for this mix of applicable rules and sought the necessary HUD approvals.

Subsequent to the approval of this initiative, ECC/HANH has successfully competed for RAD awards.

#### **Impact**

The replacement of public housing units under this initiative is intended to promote housing choice for low-income families by replacing of an aging and economically disadvantaged housing development with a resident oriented mixed income and mixed-use community.

The goal of this initiative is to transform obsolete and unsustainable housing developments with vibrant new developments while maintaining affordable housing opportunities for our residents. The use of MTW block funds have produced over 1,200 quality affordable housing units. The ability to reposition the aging LIPH stock utilizing MTW Block funds allows for cost effectiveness by maximizing the leveraging of non-MTW funding.

## Outcome

ECC/HANH's need to implement this initiative has been limited due to the RAD portfolio award. This approach may be applied to developments not selected or appropriate for RAD conversion.

The MTW activity envisioned by this initiative was achieved with nearly 300 LIPH units redeveloped in new mixed finance developments.

In recent years, ECC/HANH has moved towards converting and repositioning LIPH units through a RAD mixed finance model and has not used this initiative since 2013. In FY2024, this initiative was placed on hold.

Development Name	Year Converted	LIPH Units	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units	Overall Development Costs	MTW Share	MTW Per Unit	MTW Leverage
Eastview Terrace Phase 1	2009	53	49	102	0	102	\$43,110,362	\$3,591,481	\$35,210.60	12
Quinnipiac Terrace 3	2010	17	16	33	0	33	\$15,013,613	\$836,120	\$25,336.97	18
William T. Rowe	2010	46	32	78	26	104	\$40,710,905	\$7,907,927	\$76,037.76	5
Brookside Phase I	2011	50	50	100	0	100	\$40,618,730	\$6,625,828	\$66,258.28	6
Brook. Phase II	2012	50	51	101	0	101	\$29,798,133	\$1,633,849	\$16,176.72	18
Wilmot Crossing	2012	0	47	47	0	47	\$18,806,305	\$1,626,517	\$34,606.74	12
Rockview Phase I	2013	30	47	77	0	77	\$33,407,238	\$5,791,932	\$75,219.90	6
Ribicoff 9%	2014	0	44	44	11	55	\$22,469,185	\$4,075,502	\$74,100.04	6
Ribicoff 4%	2014	0	51	51	0	51	\$21,551,269	\$10,101,565	\$198,069.90	2
<b>Total</b>		<b>246</b>	<b>387</b>	<b>633</b>	<b>37</b>	<b>670</b>	<b>\$265,485,740</b>	<b>\$75,695,058</b>	<b>\$41,354,601</b>	<b>85</b>

Development Name	PH Units <sup>14</sup>	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units
Eastview Terrace	0	102	102	0	102
Quinnipiac Terrace I	58	23	81	0	81
Quinnipiac Terrace 2	56	23	79	0	79
Quinnipiac Terrace 3	17	16	33	0	33
Brookside Phase I	50	50	100	0	100
Brookside Phase II	50	51	101	0	101
Rockview Phase I	30	47	77	0	77
William T. Rowe	46	32	78	26	104
Wilmot Crossing	0	47	47	0	47
Monterey Place	0	42	42	0	42
Monterey Place 2	0	7	7	0	7
Monterey Place 3	0	45	45	0	45
Monterey 4	0	42	42	0	42
Monterey 5	0	17	17	0	17
Monterey Phase 2R	0	28	28	0	28
William Griffin	0	4	4	0	4
Edith Johnson Towers	0	95	95	0	95
Ribicoff 9%	0	44	44	11	55
Ribicoff 4%	0	51	51	0	51
<b>Total</b>	<b>307</b>	<b>766</b>	<b>1073</b>	<b>37</b>	<b>1110</b>

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

<sup>14</sup> Public Housing Units at Eastview Terrace has since converted to RAD.

## CLOSED OUT ACTIVITIES

**1. Specify the Plan Year in which the activity was first approved and implemented (if applicable) and closed out.**

None

**2. Explain why the activity was closed out.**

None

## Previously Closed Initiatives

Activity	Plan Year Approved/ Implemented	Year Closed Out
Initiative 1.3 – Fungibility	Approved in FY12 and implemented in FY13. HUD provided guidance that this was no longer required to be listed as an MTW initiative.	FY13
Initiative 3.2 – UPCS Inspections	Approved and implemented in FY08. MTW authorization no longer required.	FY13
Initiative 1.13 – Creation of a Commercial Business Venture at 122 Wilmot Road	Approved in FY13. MTW authorization no longer required.	FY14
Initiative 1.14 – Redevelopment of 99 Edgewood Avenue (Dwight Gardens). ECC/HANH will use MTW Block Grant Banks to develop housing through a mixed finance process.	Approved in FY13. Never implemented.	FY14
Initiative 1.1 – Development of Mixed-Use Development at 122 Wilmot Road	Approved in FY09. Development was completed and occupied in September 2013.	FY14
Initiative 3.4 – Mandatory Direct Deposit for Housing Choice Voucher Landlords	Approved and implemented in FY10. MTW authorization no longer required.	FY14
Initiative 3.3 – Revised HQS Inspection Protocol	Approved and implemented in FY11. Replaced with Initiative 3.5.	FY15
LIPH Income Targeting: Marketing Initiatives for Higher Income Eligible Families	Approved in FY08. Placed on hold in FY14 and closed out in FY16.	FY16
INITIATIVE 1.5—HCV Preference and Set-aside for Victims of Foreclosure	Approved in FY09. Implemented in FY10. Closed out in FY19.	FY19
Initiative 1.24F - Fulton Park Modernization	Approved in FY11 and Implemented in FY11	FY21
Initiative 2.11 Community Health Network of CT (CHNCT)	Approved in FY22 and Implemented in FY22. Closed out in FY22	FY22
Initiative 2.2 Incremental Earned Income Exclusion	Approved and Implemented in FY2008	FY22
Initiative 1.8F- Farnam Court Transformation Plan	This initiative was approved in FY11, implemented in FY12	FY25

## V. PLANNED APPLICATION OF MTW FUNDS

(V) PLANNED APPLICATION OF MTW FUNDS		
<u>ANNUAL MTW REPORT</u>		

### A. FINANCIAL REPORTING

#### i. Available MTW Funds in the Plan Year

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

UNAUDITED/SINGLE AUDIT SUBMISSION TO FASS-PH, FY2024		
LINE ITEM #	DESCRIPTION	TOTAL
290	Total Assets and Deferred Outflow of Resources	
600	Total Liabilities, Deferred Inflows of Resources and Equity - Net Assets/Position	
70000	Total Revenue	
96900	Total Operating Expenses	
97000	Excess of Operating Revenue over Operating Expenses	
10000	Excess (Deficiency) of Total Revenue Over (Under) Total Expenses	

\*\* Line 97000 was used to fund HAP payments of \$78.2M, Development Costs of \$29.3M, our CED Program of \$2M and the financing of Notes for RAD properties of \$34.1M.

#### ii. Expenditures of MTW Funds in the Plan Year

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

N/A

#### iii. Describe Application of MTW Funding Flexibility

The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW funding flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of



the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW funding flexibility to direct funding towards specific housing and/or service programs and/or other MTW activity, as included in an approved MTW Plan.

#### APPLICATION OF "MTW FUNDING" FLEXIBILITY

Single fund flexibility is made possible by the MTW program. It enables ECC/HANH to make improvements at some of its developments, enables vacancy prep which increases occupancy, enables major redevelopment efforts, continually improves the operational conditions of our RAD sites, and enables provision of services to our residents through the self-sufficiency initiatives including CARES, Elm City Believes, SEHOP Capital Improvement program, Resident Owned Business program, and the Prison Community/Reentry Program as well as the Resident Services for Elderly/Disabled.

For example, ECC/HANH spent approximately \$2M on its CED program and used most of the remaining excess funds on development costs.

Activities Requiring Funding Flexibility Only

Initiative 1.25F - Vacancy Reduction

Plan Year Approved, Implemented, Amended  
Implemented in FY08.

Description

ECC/HANH currently uses the funding flexibility to reduce vacancy by performing more unit turnover. To reduce vacancy, ECC/HANH has set a standard time period of 30- days. MTW funding allows ECC/HANH to bulk, abate hazardous materials, renovate the unit, and manage all administrative functions supporting vacancy reduction.

Impact

During FY2025 a total of 21 LIPH unit vacancy turnovers were completed ending the year with an occupancy rate of 97%. This was accomplished with a reduction in maintenance staffing and management.

Elm City Communities is undergoing redevelopment and modernization of significant numbers of units which requires a major scale resident relocation. In FY2025 ECC/HANH continued to utilize the funding flexibility to effectuate its redevelopment efforts in which parts of the portfolio needed significant rehabilitation.

As we will not house relocation residents in units that are substandard, some vacancy dollars were used to prepare the vacant unit for the relocated residents. Turning a unit that is scheduled for redevelopment is an inefficient use of limited federal dollars. As such, we are balancing our redevelopment plan with our agency-wide vacancy reduction efforts. In FY25, ECC/HANH turned over 21 vacant units and the cycle renovation required for the WVM 62 units used for temporary resident relocation. Total expenses were \$0168,500 in MTW funds.

Elm City Communities is committed to maintaining its current occupancy percent of 97% attainment.

Outcomes\*

Internal Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	1,970 units (frozen 2001 base)	No more than a decrease of 5% from previous year	2025:  2024: 2817 units* and 103 units turned  2023: 2,788 units	Yes

			and 107 units turned	
			2022: 2,246 units and 179 units turned	
			2021: 2,246 units and 95 units turned	

\*FY2024 – LIPH Units (821) + LIHTC PBV (307) + LIHTC RAD/PBV (1689) = 2817

## Internal Metrics

Internal Metric #2: REAC Scores				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
REAC scores	REAC score of 80 for ECC/HANH's developments (those not reflecting local or increased TDCs)	10% increase. REAC scores would reach 88.	FY2025: 36  FY2024 Average – 76%  Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	No

Internal Metric #3: Average work order				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Work orders per property	Average portfolio wide: 1 work orders per property	reduce volume by 50% or more over baseline	FY24 - LIPH only: Average 2 work orders per property  FY25 – All units: Average 801 work orders per property  Refer to Appendix 9:	No

			Work Orders, FY09 to FY24 for specific data points.	
<b>Internal Metric #8: Occupancy</b>				
Occupancy		95%	FY25 – 97% FY24 97% Refer to Appendix 11: LIPH Occupancy for specific data points.	Yes.

*\* The metrics will be re-evaluated in FY26.*

#### **Actual non-significant changes**

None.

#### **Actual significant changes**

None.

## **Initiative 1.30F– Real Estate Development Acquisition (Previously 1.25)**

**Approved in F2023**

### **Description**

Raising a family is expensive, especially in Connecticut. ECC/HANH sees the impact firsthand with the families that we serve. Connecticut is facing an affordable housing crisis leaving far too many families struggling to make ends meet. Estimates suggest that over 40% of CT families are rent-burdened. Furthermore, the New Haven market has an older housing stock with non-local ownership. ECC/HANH reimagines communities comprehensively and brings federal subsidies that will be leveraged to allow for a reinvestment in our local housing stock.

ECC/HANH through its instrumentality, The Glendower Group, seeks to increase affordable housing opportunities through the purchase of housing portfolios from local owners. ECC/HANH's strategy is to purchase real estate portfolios when they become available. This will allow ECC/HANH and Glendower to create affordable rental and homeownership opportunities throughout the city of New Haven. Further, ECC/HANH and Glendower will leverage dollars, which we've demonstrated in past development efforts of at least 3:1, and to make capital improvements to provide for quality affordable housing.

The parcels may be located in various neighborhoods throughout the City of New Haven. The purchases can be made by ECC/HANH, Glendower, an affiliate of Glendower, or a combination thereof. ECC/HANH and Glendower will seek to utilize its capital to leverage other investments such as tax credits, grants and private debt for the purchase and rehabilitation of said units. Further, ECC/HANH and Glendower seek to partner with the City of New Haven and the State of Connecticut to effectuate the acquisitions.

The Glendower Group (Glendower), a nonprofit 501(c)(3) corporation, established in November 2001, is an instrumentality to the Elm City Communities/Housing Authority of the City of New Haven (ECC/HANH). Glendower is at the forefront of those leading the private sector market in affordable housing. Glendower provides comprehensive and integrated real estate development services specializing in affordable housing. Glendower's vision has always been high-quality, innovative, and fiscally sound housing for families.

The acquisitions will contribute to promote healthy lives, a strong community and robust economy. Residents will have access to high quality housing with access to ECC/HANH's social service activities.

To assist in with the acquisition and stabilizing the affordable housing local market, ECC/HANH will provide project-based vouchers utilizing flexibilities previously approved under MTW Plans. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group will act as co-developer and will assist in the planning and implementation. ECC/HANH's property management instrumentality, 360 Management Group, will manage the acquired properties.

## Impact

ECC has purchased two vacant parcels, East Grand Ave and Church St South, which will be used as a location for residential development that is now in the planning stages. Additional detail on these two acquisition sites is as follows:

### ❖ East Grand Ave

ECC/HANH through its instrumentality The Glendower Group will develop a mixed- use and mixed-income market and affordable housing development. Currently under design, the project plans will provide for a comprehensive transformation on a vacant lot in the Fair Haven Heights neighborhood in the City of New Haven. The Project shall consist of approximately forty (40) residential units with related commercial use. ECC/HANH purchased the vacant parcel and one building with water views of the Quinnipiac River. The development of the project requires certain predevelopment and development services. ECC/HANH and Glendower procured an architect and the project is under preliminary design. The project plans will provide for a comprehensive transformation of the neighborhood. To assist in the development of this affordable housing development, Elm City Communities will provide up to thirty-two (32) Faircloth RAD vouchers utilizing flexibilities previously approved under MTW Plans. The project-based vouchers will be issued, consistent with all other ECC/HANH project-based vouchers activities and will be issued in accordance with the HUD regulations and ECC/HANH redevelopment efforts. The Glendower Group, ECC's development instrumentality, will develop and will assist in the planning, implementation, and will property manage the property.

### ❖ Union Square Transformation (Church Street South/Union Square and Robert T. Wolfe) (Previously Initiative 1.24 Robert T Wolfe Transformation)

ECC/HANH through its instrumentality The Glendower Group, seeks to redevelop Robert T. Wolfe. Robert T Wolfe is directly adjacent to the former Church Street South housing complex. ECC/HANH purchased the Church Street South site with the intent of redeveloping this property in conjunction with the redevelopment of Robert T Wolfe. The site, currently vacant, was a former cinderblock complex, comprised of 301 apartments spread across 22 buildings on an expansive 13-acre parcel of land that was demolished in 2016.

ECC/HANH applied for and was awarded a Choice Neighborhoods Initiative Planning Grant in FY2023 to study the redevelopment of the Church St. South and R. T. Wolfe sites and how to increase connectivity to the downtown area. It is the intent of ECC to redevelop the Church Street South and Robert T Wolfe sites over multiple mixed-use and mixed-income developments over the next several years. Robert T. Wolfe will be a transit-oriented redevelopment inclusive of commercial and other economic development improvements in the area. The redevelopment of Robert T Wolfe will create a desirable, walkable community, connecting residents to the downtown area and the New Haven train station. It is anticipated that the redevelopment will create approximately ninety (90) units with commercial and community space. The project's parcel is located near Union Station, a transit station.

This CNI planning grant will allow for a comprehensive approach to neighborhood transformation. This grant will provide up to \$500,000 in funding to develop a transformation plan to revitalize Robert T. Wolfe and the surrounding neighborhood. As one of the older, blighted developments in our portfolio, Robert T. Wolfe is an ideal center, focused towards initiating a transformation plan.

Due to costs related to the demolition of the property and the construction of a new approximate 90-unit residential building, the redevelopment of Robert T. Wolfe will be feasible through a mixed finance deal which includes the inclusion of Low-Income Tax Credit (LIHTC) equity, private financing, and Choice Neighborhood Implementation funding. The initial financial closings are anticipated for the third quarter of FY2025. It is anticipated that construction will take 18 months to assure that all required relocation activities will comply with the Uniform Relocation Act. Under this scenario the redevelopment will be complete, and all units occupied by the first quarter of calendar year 2026.

ECC/HANH submitted a draft CNI Transformation Plan in May 2025 and the Final version in August 2025. As of September 30, 2025, this plan was still under review by HUD. ECC anticipates applying for the next CNI Implementation round when announced by HUD.

❖ **State and George**

ECC/HANH through its instrumentality The Glendower Group will develop a mixed- use and mixed-income market and affordable housing development in downtown New Haven. Glendower is partnering with LMXD to newly construction approximately 170 units, 50 of which will be affordable. ECC will use Rebuild-Restore vouchers for the 50 affordable units to assure that these are deeply subsidized units in what is a non-impacted census tract. Multiple community meetings have been held and the initial design plans have been submitted to the City of New Haven with City Plan Approval anticipated in the last quarter of 2025. It is anticipated that the closing will occur in 2026 with an 18 month construction period with lease up occurring in the first quarter of 2028.

❖ **Henry Street**

ECC/HANH purchased 133-137 Henry ST in 2024. This was a vacant 7 unit townhouse property located in the heart of what is a gentrifying neighborhood. ECC, through it's instrumentality the Glendower Group, will rehabilitate these properties and incorporate project based vouchers to assure long-term affordability. The property is still in the planning process with construction start scheduled for the first quarter of 2026. An architect has been hired and 100% drawings completed. As of September 30, 2025, the procurement of a construction manager is in process

**Outcomes**

**Internal Metrics**

*HC #1: Additional Units of Housing Made Available*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	75 new units annually	N/A	N/A

**HC #4: Displacement Prevention**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Households losing assistance/moving prior to implementation of the activity (number).  0	300+	N/A	N/A

**CE #4: Increase in Resources Leveraged**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars).	3:1 Leverage	N/A	N/A

**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None



## **Initiative 2.6F - Resident-Owned Business Development Program (Previously Initiative 4.1F Resident Owned Business Development)**

### **Plan Year Approved, Implemented, Amended**

This initiative was approved and implemented in FY09.

### **Description**

Implemented in FY09, ECC/HANH continues to strengthen the Resident Owned Business (ROB) Development by;

- 1) providing technical assistance;
- 2) business and financial capacity assessments;
- 3) business entity formation, development of business plans, business conduct;
- 4) bookkeeping and financial management;
- 5) obtaining liability insurance; licensing, understanding the bonding process and other business growth training and supports.

ECC/HANH ROB services cover both construction and non-construction Section 3 ROBS/Vendors.

Under this program ECC/HANH serves residents that start their own businesses by providing technical assistance services.

ECC/HANH support includes the following:

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

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

The prerequisites for the loan program are

- 1) only ECC/HANH Resident Owned Business Concerns may apply for the revolving loans; and
- 2) the business' Principal must commit to enrolling into ECC/HANH's Family Self Sufficiency Program ("FSS").

FSS has been designed to work specifically with participants on basic personal financial capability skills such as workshops on credit, basics of banking, budgeting, saving, and insurance. Loan applications are reviewed by an ECC/HANH loan committee.

Loan repayments are scheduled over a 12-month period. A total of \$250,000 in MTW flexible funds are dedicated to the Revolving Loan Fund.

### Impact

The ROBs are based on resident areas of interest and have included services in the construction trades, food truck operation, childcare, transportation, and consulting areas.

The ROB program has increased the economic well-being of residents who have successfully started and sustained their own businesses.

In FY25 the average income of ROB households was \$76,976 compared to \$45,174 in FY24, a 70% increase.

In FY25, the Resident Owned Business (ROB) program served 15 participants from 14 households, all of whom received individual assessments and entrepreneurship consultation and/or ongoing training and all in varying levels on the road to entrepreneurship.

To date, the ROB program has launched 36 businesses. The businesses launched range in interests and currently include a landscaping service, nail salon services, community-based non-profit, catering service, cleaning services, livery service and relocation service and a moving company.

ECC/HANH contracted with the contractor "Can I Live". "Can I Live" has a Resident Owned Business Incubator (ROBI) to cultivate, support, and provide entrepreneurial education, administrative and technical assistance to under-resourced entrepreneurs that result in the facilitation and access to economic independence. They also provide training to a team of Coordinators with a focus on promoting the program and motivating the participants. As a result of this effort, twenty-one (21) residents showed interest in the Business Accelerator Program and 6 joined and attend frequently.

There were six (6) active participants who continued to receive individualized training and business development, which included Saturday coaching, where each participant would meet with the Business Coach to focus on their Business Plan.

The participants also met with the ROBI Legal Coach who discussed business law, Start Up and Legal Formations, Compliance, Contracts, and Intellectual property. Participants determined their Business Legal Structure.

Additionally, participants focused on their Sales and Marketing Plan to determine the Target Market, Direct and Indirect Competitors, and learned how to communicate value to their customers.

In FY25, ECC also complete a program evaluation and will be launching an updated program model that will create multiple pathways to better serve the varying levels of entrepreneurship levels/goals and current business supports.

### Resident Highlight:

One resident successfully started a moving company with office space. With the support of the CED department, she hosted a luncheon to present her business pitch to the ECC/HANH staff where she shared her vision for what it means to do business with her company. This resident was also able to qualify and secure an ECC/HANH Resident Owned Business loan of \$15,000 to help grow her business. She has also bid on several solicitations/contract bids offered through ECC/HANH for moving services. She has also remained up to date and current on her loan payments. This resident also ran for her Tenant Resident Council and was elected TRC President in FY25.

The ROBI team continues to work with the resident and her team on the necessary technological solutions to support and grow the business.

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households or individuals affected by this policy in dollars	\$38,785 (2014)	\$24,850* \$34,400 (updated for FY2023)	2025: \$76,976 2024: \$47,557 2023: \$45,174 2022: \$34,232 2021: \$23,436 2020: \$24,403 Prior years' average: \$21,262	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Number of households receiving consultation and/or technical assistance	7 (2012)	10	2025:21 2024: 15 (2 participants represented in 1 household) 2023: 11 (2 participants represented in 1 household) 2022: 1 2021: 15 2020: 36 Prior years' average: 27	Yes
Number of households receiving training**	7 (2012)	10	2025: 21 2024: 6 (2 participants represented	No

			in 1 household)	
			2023: 11 (2 participants represented in 1 household)	
			2022: 5	
			2021: 27	
			2020: 31	
			Prior years' average: 13	

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

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

## Internal Metrics

		New loans issued	Dollar value of new loans	Amount outstanding	Amount under contract with ECC/HANH
2011			\$ 33,093		]
2012			\$ -		
2013	2		\$ 74,423	\$ 29,959	\$ 800,000
2014	1		\$ -	\$ 10,541	
2015	1		\$ -	\$ 7,382	
2016	1		\$ 7,382	\$ 6,700	
2017	1		\$ 22,000	\$ 16,400	
2018	1		\$ 12,000		
2019	1		\$ -	\$ 8,000	
2020	1		\$ -	\$ 5,222	
2021	0		\$ -	\$ -	\$ 3,392
2022	0		\$ -	\$ -	\$
2023	0		\$ -	\$	\$
					\$
2024			\$ -	\$ -	
2025	01		15,000	3,125	0
Total	9		\$ 148,898	\$ 87,329	\$ \$803,392

## Actual non-significant changes

None

## Actual significant changes

None

**Initiative 2.7F. SEHOP CAPITAL IMPROVEMENT PROGRAM (PREVIOUSLY INITIATIVE 4.2F)**

**SEHOP CAPITAL IMPROVEMENT PROGRAM**

**Plan Year Approved, Implemented, Amended**

Approved and implemented in FY10

**Description**

Implemented in FY10, this program supports SEHOP homeowners with necessary capital improvements that arise after being in the home for a minimum of three years. The program was created to increase the livability and value of recently purchased homes. This program supports new homeowners with necessary capital improvements costing \$500.00 or more that arise after being in the home for a minimum of three years.

On a monthly basis, from the time of a SEHOP homeowner purchase, 1% of the purchase price of the home is deposited into the account to be available for capital improvements. Homeowners can access the funds after owning the home for three years.

Only those SEHOP homeowners with a current contract will have access to the program until the contract expires, or program participation ends.

Following an evaluation of the program in FY19, it was recommended that ECC/HANH would phase out and close the SEHOP capital improvement and program and MTW Initiative, with 27 eligible homeowners grandfathered into the benefit at that time.

In reviewing this initiative, ECC/HANH has determined that the need for this service is low. ECC/HANH is closing and phasing out this initiative as the program is underutilized and is not directly related to the achievement of any resident self-sufficiency goal or outcome.

Since the review of this initiative, the SEHOP contract has expired for ten 10 households and 17 households remain eligible.

In FY24, the CED Department hosted an annual meeting to discuss the program and the ways homeowners can utilize the funds. As a result of this meeting, one household received a disbursement of \$3,450 to take care of a water heater replacement in the home. The improvements made allowed the resident to regain hot water and heat in her home. The balance in the account is \$254,59.

**FY25 SEHOP Capital Improvement**

Number of Households	Amount Disbursed	Capital Improvement Balance
1	\$4,000 to one household	\$275,666

Since the inception of the program, twelve (12) households received disbursement for various capital improvements such as HVAC, plumbing, foundation, tree removal, demolition, ADA compliance, deck and stair replacement with the total cost of improvements at \$98,915.

### Overall SEHOP Capital Improvement

Number of Households	Total Amount Disbursed Since Program Started to Date	Times Utilized
12	\$98,915	7 households utilized once 3 households twice 1 household utilized three times 1 household utilized four times

#### Actual non-significant changes

None

#### Actual significant changes

None

## **Initiative 2.8F – Prison Community Reentry (Previously Initiative 4.3F)**

### **Plan Year Approved, Implemented, Amended**

Approved in FY09, implemented in FY10 and updated in FY21.

### **Description**

ECC/HANH serves individuals who have reentered society following incarceration by offering mentoring, training, and housing. ECC/HANH Reentry program candidates are referred by the City of New Haven and partner organizations.

Participants are assessed and work to develop an action plan. ECC/HANH provides case management services to assist in meeting goals for the LIPH segment. Additionally, ECC/HANH's returning residents who join an existing household as part of our reunification reentry program may access the case management services also.

When the Reentry Program was initiated in June 2010, ECC/HANH established a preference for a maximum of 12 Low-Income Public Housing (LIPH) units. Subsequently, the program's maximum capacity was increased to 16 LIPH housing units.

In prior years, there were a set number of units set aside in the LIPH program, and a set number of vouchers set aside in the HCV program. Beginning October 2021, for LIPH and HCV, ten percent (10%) of the new admissions each fiscal year will be allocated to the applicants on the Re-Entry waiting lists. For FY25 there were a total of 61 vouchers allocated. 25 for Project Longevity and 36 for Re-Entry Fresh Start.

ECC/HANH expects to enable participants to begin a journey toward self-sufficiency through remaining stably housed, gaining employment, and avoiding recidivism. This is hugely beneficial to the individual and his/her family, and to the community through gaining a productive member and reducing criminal behavior and prison-related expenses.

Given the significant need for housing for this population, ECC/HANH has transitioned to a waitlist management process where a percentage of all new admissions are targeted for re-entry applicants. This enables us to house more families without reliance on freeing an existing slot.

### **Impact**

During FY 2025, there were 0 new admissions in the LIPH program and 7 new admissions in the HCV program.

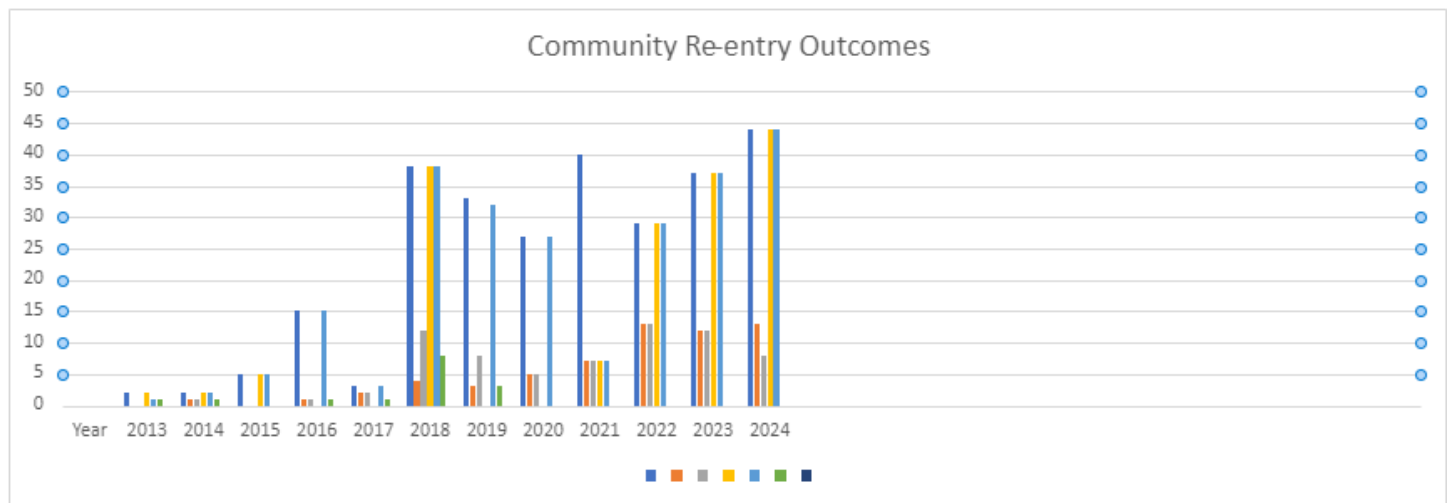
At the end of FY25, 45 families were enrolled in the Prison Community Reentry program. 45 participants (98%) in the HCV program and 0 participant in the LIPH program (0%).

ECC/HANH tracks the income of wage earners so that we are able to ascertain which families are moving toward economic self-sufficiency. The income of families who are on SS or SSI does not change significantly, so therefore it is not tracked.

In FY25, 13 of the 45 HCV participants (34%) had earned income for an average of \$21,667.

34% of the HCV families had employment income and have held a job for more than 6 months. Since 2015 there have been 97 families assisted by this initiative, 34 LIPH families and 63 HCV families.

\$801,148 was spent in MTW funding for HCV program in FY25. In the LIPH program, \$0 was spent on utility and maintenance costs.



SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of families with employment income as of 9/30/2025	0 (2010)	50% would be employed	2025: 13/45 (34%) 2024: 13/44 (30%) 2023: 12/37 (32%) 2022 13/29 (45%) 2021: 7/40 (18%) 2020: 5/27 (19%)	No
Percentage of individuals remained employed for more than six months	0 (2010)	50% will be employed for more than six months	2025: 13/45 (34%) 2024: 8/44 (18%) 2023: 12/37 (32%) 2022 13/29 (45%) 2021: 7/40 (18%) 2020: 5/27 (19%)	No
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Percentage of individuals referred for services**	0 (2010)	All individuals will be enrolled in Family Support Service or FSS Program	2025; 45/45 (100%) 2024: 44/44 (100%) 2023: 37/37 (100%) 2022 29/29 (100%) 2021: 07/40 (18%) 2020:0/27 (0%)	No

**SS #5: Households Assisted by Services that Increase Self Sufficiency (continued)**



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of individuals compliant with plan	0 (2010)	50% will be compliant with Service Plan***	2025: 45/45 (100%) 2024: 44/44 (100%) 2023: 34/34 (100%) 2022: 29/29 (100%) 2021: 7/40 (18%) 2020: 27/27 (100%)	No
<b>SS #8: Households Transitioned to Self Sufficiency****</b>				
Participant program graduation during fiscal year (LIPH segment)	0 (2010)	50% will Graduate the program	2025: 0/45 (0%) 2024: 0/44 (0%) 2023: 0/34 (0%) 2022: 0/29 (0%) 2021: 0/40 (0%) 2020: 0/27 (0%)	No

\* Employed is defined as "living directly from an individual's profession or business." ECC/HANH includes part-time work in this definition.

\*\* ECC/HANH includes in "referred for services" services such as compResident Services for Elderly/Disabled

#### Actual non-significant changes

None

#### Actual significant changes

None

## **Initiative 2.9F - Resident Services for Elderly/Disabled (Previously Initiative 4.4F)**

Implemented in FY2003, Updated in FY2007

In FY2003, ECC/HANH implemented its Resident Services for Elderly/Disabled initiative in one of the elderly/disabled buildings. The initiative was then extended to three additional sites in 2007. As of FY19, resident services have been expanded to all Elderly/Disabled Developments.

### **Description**

The initiative began with the goal of supporting the quality of life for residents who are elderly, at age 62 and older, or living with a disability, and ensuring that residents can live independently and maintain self-sufficiency.

The goals of this initiative are:

- connecting elderly and disabled residents with the support needed to ensure a sense of community and companionship and maintain independent living without frequent hospitalization.
- Isolation Prevention.
- helping residents to access public benefits and supplemental income,
- making connections to medical and behavioral health services, and
- providing general support with access to basic needs, such as food, transportation, or housekeeping.

### **Impact**

The Resident Services Coordinator (RSC) role is funded in part by the Resident Opportunities and Self-Sufficiency (ROSS) Grant, a HUD-funded initiative that supports hiring and maintaining service coordinators for public housing residents. Additional funding comes from Moving to Work (MTW) flexible funds. Currently, two RSCs provide dedicated support to elderly and disabled residents, managing an average caseload of 382 residents each.

### **Funding and Expenditures**

- Total direct resident services expenditure: \$375,846
- Salary and benefits for two RSCs: \$266,932
- Supportive services contracts (RAD Group 3 – McQueeney and Celentano): \$119,914 (funded through operational funds)
- HUD ROSS Grant awarded: \$240,941 (serving two LIPH properties: Crawford and Wolfe)
- Remaining services funded through MTW flexible funds
- These investments support intensive case management, community programming, and resources that help residents maintain independent living, prevent eviction, and delay or avoid moves to higher levels of care.

### **Resident Assessment and Case Management**

- Each RSC conducts an initial assessment for every resident, identifying:
- Individual needs and barriers
- Long-term goals for self-sufficiency
- Required supportive services
- Case management includes:

- Intensive support: For residents requiring regular medical care, eviction prevention, or addressing substance abuse or nuisance issues
- Minimal support: For residents with less frequent medical needs, or one-time support services such as nutrition education, redetermination assistance, or linkages to Meals on Wheels and other aging services
- Programmatic Outcomes and Services

## 1. Health and Wellness Programs

- COPES Group: Community Opioid Prevention Education and Support
- High Blood Pressure Health Event (sponsored by Emerest Home Care of CT)
- Nutrition Education: "EAT This Not That" and nutritional cooking classes
- G.R.A.C.E. Program: Resource connections through the Community Action Agency
- Care Forth Program: Educational program enabling families to earn income by caring for elderly relatives
- Cornell Scott-Hill Health: Health workshops and seminars
- Medicare/Medicaid Education: Coverage overview from Anthem, Aetna, and others
- Arts & Crafts Groups: 12 sessions per site
- Mental Health Support: Coordinated with Mobile Crisis teams
- Quantitative impact:
  - Over 382 residents per RSC assessed and supported
  - Approximately 20 health and wellness programs delivered at multiple sites

## 2. Safety and Community Wellbeing

- Safety Training: Fire and Police Department workshops
- Crisis Management: Collaboration with Officers in Residence and property managers
- Referrals: Yale Child Study Center and other community services
- Community Engagement: Monthly TRC meetings, Resident Advisory Board meetings, outings, and coffee chats
- Quantitative impact:
  - Over 12 community engagement events held per site
  - Direct crisis intervention and support provided to 181 residents

## • 3. Financial Wellbeing

- Rent Rebate Program: 1,200 rebates processed (\$400–\$8,900 per resident)
- Energy Assistance: \$52,450 returned to residents
- Building Attendant Stipend Program: 67 volunteers receiving \$200/month
- Utility Assistance: United Illuminating low-income program for eligible residents

## • 4. Food Security

- Food Bank Distribution: 800–901 residents/month
- Elderly Boxes: 380 residents received non-perishable foods
- Turkey Distribution: All elderly sites
- Farmers Market Programs: Fresh produce distributed onsite

## 5. Education and Digital Literacy

- Computer Literacy (CFAL): Microsoft Office, workplace skills, free refurbished computers
- GED/ESL Referrals: Adult Education programs
- Intern-led Classes: SCSU conducted Computer 101 classes
- Quantitative impact:
- Over 50 residents attended computer literacy and GED/ESL programs
- At least 10 sessions held per site annually

## 6. Eviction Prevention

- Referrals and 1:1 Case Management: 181 residents received individualized support
- Areas addressed: budgeting, housekeeping, compliance, and nuisance issues

## 7. Program Growth and Innovation

- FY25 emphasized expanding site-based programming
- Creative initiatives included: arts & crafts, couponing groups, walking clubs, and housekeeping groups
- Partnerships with Clifford Beers and other organizations strengthened opioid prevention and educational outreach

## 8. Conclusion

- ECC/HANH's RSCs provide essential, measurable support to the elderly and disabled population, ensuring residents can age in place with dignity, independence, and stability. Through consistent programming, strategic partnerships, and a focus on holistic wellbeing—health, safety, financial security, community engagement, and education—ECC/HANH continues to enhance quality of life for our residents while tracking quantifiable outcomes that demonstrate program success.

Program Area	Service/Activity	Quantitative Metrics (FY24)	Qualitative Impact
Health & Wellness	COPES Group (Opioid Prevention)	10–12 sessions per site	Increased awareness of substance abuse prevention
	High Blood Pressure Event	50+ residents attended	Promoted preventative health management
	Nutrition Education / Cooking Classes	8–10 sessions per site	Improved healthy eating habits
	G.R.A.C.E. Program	20 residents connected to resources	Residents empowered with resource access
	Care Forth Program	15 families educated	Provides income opportunities while supporting elderly relatives
	Health Seminars (Cornell Scott-Hill / Oak Health)	10+ sessions per site	Residents informed on health and wellness topics
	Medicare/Medicaid Education	50+ residents reached	Residents better understand benefits and coverage

<b>Safety &amp; Community Wellbeing</b>	Mental Health Support	30+ residents referred to Mobile Crisis	Supports access to intensive mental health care
	Safety & Security Training (Fire/Police)	12 sessions	Promoted personal safety and emergency preparedness
	Crisis Management / Referrals	181 residents	Reduced risk of eviction or harm
<b>Financial Wellbeing</b>	TRC / RAB Meetings, Outings, Coffee Chats	12+ events per site	Strengthened community engagement and social connection
	Rent Rebate Program	1,200 rebates processed (\$400–\$8,900 each)	Increased financial stability for residents
	Energy Assistance	\$52,450 returned to residents	Reduced utility burden and financial stress
	Building Attendant Stipend Program	67 participants, \$200/month stipend	Residents engaged in productive, supported volunteer work
<b>Food Security</b>	Utility Assistance Programs	50+ residents assisted	Reduced monthly utility expenses
	Food Bank Distribution	800–901 residents/month	Reduced food insecurity
	Elderly Boxes	380 residents	Ensured access to non-perishable food
	Turkey Distribution	All elderly sites	Promoted community wellbeing and nutrition
<b>Education &amp; Digital Literacy</b>	Farmers Market / Fresh Produce	200+ residents	Increased access to healthy, fresh food
	Computer Literacy / CFAL	50+ residents; 10+ sessions	Increased digital skills and employability
	GED / ESL Referrals	20–25 residents	Expanded educational opportunities
	Intern-led Computer Classes	15–20 residents	Supported tech literacy and lifelong learning
<b>Eviction Prevention</b>	1:1 Case Management	181 residents	Helped residents maintain independent living; addressed compliance & budgeting
<b>Overall Service Reach</b>	Resident Caseload	382 residents per RSC	Personalized support for independent living and self-sufficiency
<b>Program Funding</b>	Total Direct Resident Services	\$375,846	Funds used to maintain staffing, contracts, and programming
	RSC Salary & Benefits	\$266,932	Ensures consistent professional support
	Supportive Services Contracts	\$119,914	Extended services to RAD Group 3 residents
	HUD ROSS Grant	\$240,941	Targeted support for Crawford and Wolfe properties

<b>Arts &amp; Leisure</b>	Care Forth Program (Caregiver Income Opportunities)	15 families participated	Provided financial support while promoting intergenerational care
	Health Workshops & Seminars (Cornell Scott-Hill, Oak Health)	10+ sessions per site	Educated residents on health management, disease prevention, and wellness
	Medicare/Medicaid Education	50+ residents reached	Improved understanding of health benefits and insurance navigation
	Mental Health Programming (Mobile Crisis collaboration)	30+ residents referred	Facilitated access to intensive mental health supports
	Arts & Crafts Groups	12 sessions per site	Encouraged creativity, social engagement, and mental wellbeing
	Educational & Recreational Outings (Holiday Hill, Cinema)	8–10 outings	Strengthened community engagement and reduced social isolation
	Coffee & Chat Peer Groups	12+ sessions per site	Promoted social connection and peer support
	Fire/Police Safety Training	12 sessions	Improved resident awareness of personal safety and emergency procedures
	Crisis Management & Referrals	181 residents supported	Prevented incidents and ensured timely assistance
	Community Meetings / Resident Advisory Board	12+ meetings	Encouraged resident participation and advocacy
<b>Financial Wellbeing</b>	Rent Rebate Program	1,200 rebates processed (\$400–\$8,900 each)	Provided direct financial relief to residents
	Energy Assistance (Community Action Agency)	\$52,450 returned to residents	Reduced utility burden and financial stress
	Building Attendant Stipend Program	67 participants, \$200/month stipend	Encouraged volunteerism and community responsibility
	Utility Assistance Programs (United Illuminating low-income)	50+ residents	Decreased monthly expenses for vulnerable residents
<b>Food Security</b>	Food Bank Distribution	800–901 residents/month	Reduced hunger and food insecurity
	Elderly Boxes	380 residents	Ensured access to non-perishable food items
	Turkey Distribution	All elderly sites	Strengthened community engagement and seasonal support
	Farmers Market / Fresh Produce Markets	200+ residents	Promoted healthy eating and increased access to fresh food
<b>Education &amp; Digital Literacy</b>	Computer Literacy / CFAL	50+ residents; 10+ sessions	Improved digital skills and workplace readiness
	GED / ESL Referrals	20–25 residents	Expanded educational and career opportunities
	Intern-led Computer Classes	15–20 residents	Enhanced technology literacy and lifelong learning
<b>Eviction Prevention &amp; Housing Stability</b>	1:1 Case Management (budgeting, housekeeping, compliance)	181 residents supported	Helped residents maintain independent living and avoid eviction

## Outcomes

### Internal Metrics

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Number of individuals enrolled	102 (2012)	570*	2025: 740 2024: 765 2023: 769 2022: 726 2021: 579 2020: 608	Yes
Average number of outreach efforts conducted per month	62 (2013)	85	2025: 237 2024: 237 2023: 785 2022: 762 2021: 783 2020: 770	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average number of group meetings held per month	128 (2013)	85	2025: 225 2024: 237 2023: 85 2022: 58 2021: 46 2020: 30	Yes

SS #8: Households Transitioned to Self Sufficiency				
Number of households transitioned to self-sufficiency*	0 (2012)	20	2025: 60 2024: 64 2023: 58 2022: 47 2021: 41 2020: 52	Yes

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

Group Meetings	Times a month
Wolfe CNI Meetings	4 meetings monthly 9X4: 36
TRC/RAB/community meetings	Once a month: 11 meetings 11X3= 33 meetings
Programming per site	2 times a month per site = 66
Community cookouts and other meetings	38
COPES groups	1 weekly at 7 sites for 6 weeks: 42
Building attendant meeting	2 monthly meeting with BA's/lead BA meeting and managers = 11 meetings, 2X11=22

## Internal Metrics

Compliant with Action Plan				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of individuals compliant with Action Plan*	83 (2013)	80	2025: 728 2024: 751 2023: 753 2022: 709 2021: 564 2020: 589	Yes
Non-compliant with Action Plan				
Number of individuals non-compliant with Action Plan	22 (2013)	< 25	2025: 12 2024: 14 2023: 16 2022: 17 2021: 15 2020: 19	Yes

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

### Actual non-significant changes

None

### Actual significant changes

None



## **Initiative 2.10F Jumpstart Initiative – incentivizing higher income families to exit subsidized program (previously Initiative 4.10F)**

### **Plan Year Approved, Implemented, Amended**

#### **Approved and implemented in FY20**

#### **Description**

This initiative has been created to assist higher income residents and participants to exit subsidized programs in advance of required program termination for over-income status. This initiative is designed to offer families the incentive and the resources needed to enter the private rental market or obtain unassisted homeownership.

National estimates indicate that 40% of US households cannot manage a \$400 emergency expense. This highlights a national issue around families having sufficient savings to create a safety net for themselves. The lack of such savings makes it difficult for otherwise income ready families to exit subsidized housing. In order to rent in the private market in New Haven, landlords often charge one-month security and first and last month's rent.

At baseline, typical security deposits held by ECC/HANH were \$246. The gap between what a family may get back upon moving out and the amount needed to lease an unassisted unit may prove prohibitive to residents seeking their first apartment.

At baseline, ECC/HANH had an extensive waitlist of over 10,000 families waiting for housing. Also on an annual basis, on average, only 150 LIPH families and 100 HCV families end participation in the respective programs. At this rate, it would take almost 40 years to work through the existing families on the waitlist.

At baseline there were 51 LIPH and 130 HCV families reporting an income above the Low-Income Limit. This is the targeted universe for the Jumpstart initiative (181 families).

By offering families a one-time incentive payment based upon the average amount needed to rent in the private market, we seek to accelerate the move out/end of participation of higher income families allowing us to house a family off the waitlist.

In order to be eligible for the Jumpstart Program, families must be reporting income above the Low-Income Limit (80%) and:

1. The unit they are currently living in needs to pass housekeeping inspection with no damage beyond normal wear and tear.
2. The families are currently in good standing with regard to rental payments and other terms of the lease agreement.
3. The family is not under a repayment agreement.
4. The family can document an appropriate exit plan including having obtained new housing – rental or ownership.

5. The family understands that should they wish to return to subsidized housing they will need to go through the standard application process.
6. The family agrees to participate in follow up data collection and evaluation upon their exit to allow ECC/HANH to track the success of the initiative.

At baseline, ECC/HANH anticipated that 25% (45) of the households would enroll in Jumpstart.

Payments will be made to families upon execution of the agreement along the following schedule and in amounts not to exceed the amounts below which are based upon current Fair Market Rents<sup>15</sup>:

BR Size	Baseline Security Deposit	Security Deposit FY2024*	1st month	Last Month	Subtotal	# Families Over Income in FY204	Total Exposure	% anticipated to enroll	# Families anticipated to enroll	Total Cost
0	\$965	\$1,251	\$1,251	\$1,251	\$3,753	2	\$7,506	25%	1	\$3,753
1	\$1,074	\$1,374	\$1,374	\$1,374	\$4,122	1	\$4,122	25%	0	\$0
2	\$1,299	\$1,676	\$1,676	\$1,676	\$5,028	7	\$35,196	25%	2	\$10,056
3	\$1,662	\$2,062	\$2,062	\$2,062	\$6,186	28	\$173,208	25%	7	\$43,302
4	\$1,979	\$2,348	\$2,348	\$2,348	\$7,044	1	\$7,044	25%	0	\$0
					<b>\$26,133</b>	<b>39</b>	<b>\$227,076</b>	<b>25%</b>	<b>10</b>	<b>\$ 57,111</b>

\*Based on FY2024 FMR

## Impact

In FY 2025, the Community and Economic Development (CED) team worked with 39 families whose household income exceeded the Very Low-Income Limit (50%), with an average household income of \$83,002. These families received individualized case management, program orientation, and referrals to external agencies to help them prepare for anticipated income increases and potential transitions out of the program.

- Goal-Setting Participation: 100% (39 of 39) of families established individualized self-sufficiency goals, which included objectives such as:
  - Advancing education or training opportunities
  - Enhancing credit scores
  - Increasing personal savings
  - Reducing or paying off debt
- Program Engagement:
  - 70% (27 families) are actively participating in CED programming.
  - 30% (12 families) remain hesitant to enroll due to reliance on fixed income sources (Social Security, disability, or pension), which can limit perceived benefit or readiness for participation.

<sup>15</sup> FMRs will be adjusted annually.

Participants expressed appreciation for the personalized approach and goal-oriented support, noting that one-on-one sessions helped them better understand their financial standing and plan for stability beyond the program. However, engagement challenges emerged among households with fixed or non-wage income, emphasizing the need for tailored strategies to address concerns about eligibility, financial stability, and potential benefit impacts.

Additionally, CED case managers identified the importance of household composition counseling—educating families on how changes, such as the departure of a contributing family member, can significantly affect overall financial health and housing affordability.

Although the program has not yet seen new enrollments this fiscal year, active engagement and preparation efforts are underway to strengthen resident readiness and increase participation.

This year, CED also undertook a comprehensive program review to enhance design, align with emerging resident needs, and ensure readiness for upcoming policy shifts—notably the implementation of HOTMA (Housing Opportunity Through Modernization Act).

With these refinements, Jumpstart is poised to serve as a stronger incentive and empowerment tool, offering residents meaningful opportunities to:

- Increase earnings and reduce subsidy dependence
- Strengthen financial literacy and resilience
- Advance education and career pathways
- Achieve greater long-term independence

By aligning the program with current policy changes and resident realities, CED expects to see increased engagement, measurable economic mobility, and deeper alignment with its mission to empower households toward self-sufficiency.

Metric Summary		FY25 Data
Total Families Served	39	
Average Household Income	\$83,002	
Families Setting Goals	100% (39 of 39)	
Families Enrolled in CED Programming	70% (27 of 39)	
Families Hesitant to Enroll	30% (12 of 39)	
Common Goal Areas	Education, credit improvement, savings, debt reduction	
Primary Support Provided	1:1 case management, program review, referrals to external agencies	

## Internal Metrics

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase). Total number of households receiving services under the jumpstart program per FY.	At baseline 0 of the 180 income eligible families	2021: 45 or 25% of the total number of families with income at or above the 80% AML.	2025: 39 2024: 39  2023: 17 of 45 or 38% 2022: 9:33 2021: 45	Yes
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of Families who transitioned to self-sufficiency (graduated from the program). This includes families who transitioned to a market rate unit in the community or purchased a home without subsidized assistance.	At baseline 0 of the 180 income eligible families	2021: 45 or 25% of the total number of families with income at or above 80% AML.	2025: 0 2024: 0% 2023: 0 % 2022:0% 2021: 0%	No
<b>HC #1: Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AML as a result of the activity (increase). Number of units/vouchers made available as a result of families graduating to	2019: At Baseline we are ending participation for 250 families annually.	45 New Families housed annually as a result of housing made available when families in jumpstart	2025:0 2024: 0 2023: 0 2022: 0 2021: 0	No

self-self-sufficiency under the Jumpstart Initiative.		transition to Self Sufficiency.		
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**Actual non-significant changes**

None

**Actual significant changes**

None

## **Initiative 2.12F - ECC Believes!**

### **Plan Year Approved, Implemented, Amended**

Approved and implemented in FY2014

#### **Description**

In 2014, the City of New Haven and the New Haven Public Schools (NHPS) introduced the School Change Initiative with the goal of closing the achievement gap for public school students from low-income households across the city of New Haven. ECC/HANH supported the reform initiative and recognized the need to supplement the activities of the school district for students living in ECC/HANH housing.

To complement the citywide school reform initiative, ECC/HANH created the Elm City Communities Believes! Initiative (ECC Believes!). ECC Believes! programming starts in early childhood and supports student throughout high school and beyond by providing resources to prepare them for college and future careers.

Through the ECC Believes! program, ECC/HANH is committed to creating a culture of achievement and fostering student success. This commitment is articulated in the ECC Believes Theory of Change. ECC provides educational supports not only to NHPS students living in ECC/HANH housing, but also to ECC/HANH residents enrolled in early childhood programs, local charter schools, as well GED and other postsecondary programs.

ECC/HANH believes that all children can achieve excellence. Youth outcomes are among ECC/HANH's core goals along with investment in the future of our families. ECC/HANH Believes! is designed to assist students in achieving academic excellence, support parents as they engage in their children's education, and to help avail postsecondary opportunities to ECC's young people.

This program amplifies a variety of youth programming for residents and has strong partnerships with the New Haven Public Schools and other community partners. The ECC/HANH Believes! program offers robust services that will increase students' academic success and has worked to instill a culture of high academic expectations for ECC/HANH students, parents, and staff.

#### **Impact**

In FY 25, ECC Believes! has expanded and provided a range of valuable services to student residents and their families. ECC Believes! is structured in a "cradle to career" pipeline model that starts with access to education supports for prenatal care such as referrals to Hill Health, Yale and MOMs group and continues throughout secondary school and into postsecondary education and employment preparation.

The cradle to career pipeline includes five program focus areas that each include different partnerships and opportunities for residents:

1. Early childhood (Prenatal to 5 years old);
2. Family engagement (all ages);
3. Attendance and school engagement (Students grades K-12);

4. Academic supports and afterschool programming (Students grades K-12);
5. Postsecondary preparation (Students grades 9-12).

During FY25 ECC/HANH spent \$447,656 on the ECC Believes! Initiative.

In FY25, ECC/HANH Believes served 1,164 out of 4526 youth (0-18 years old) in the LIPH and HCV programs. As the ECC Believes! initiative grows, ECC/HANH will continue to broaden community partnerships and identify new areas where they can support residents from cradle to career.

### **Early Childhood**

(Prenatal to 5 years old).

During FY25, agency wide there were 256 children up to age 5.

ECC/HANH has established a partnership with the New Haven Early Childhood Council and United Way who assist Early Head Start programs, literacy resources, CARE for Kids for tuition assistance and to increase family engagement and impact early childhood outcomes through resident training programs, on site workshops and quarterly Early Childhood Information Sessions.

Additionally, ECC/HANH partnered with Parents, Partners and Peers (PPP) Program with the Comer School Development Program (SDP) at the Yale Child Study Center to offer a program to train six Parent Leaders around child growth, development, and effective parenting strategies.

Through hands-on learning and guided instruction on evidence-based parenting practices, participating families demonstrated measurable improvements in family engagement and parental confidence. The program fostered stronger family bonds and more supportive home environments conducive to child development.

Pre- and post-program assessments show a reduction in parental stress and anxiety related to parenting responsibilities—from 68% of participants reporting high levels of tension prior to the program to 21% post-program. Additionally, the proportion of parents who reported feeling familiar and confident in their parenting role increased from 45% at intake to 50% upon completion.

Qualitative feedback supports these findings, with parents reporting enhanced communication within the household, improved understanding of child development, and greater overall family cohesion. Through a partnership with Connecticut Diaper Bank, ECC/HANH has provided diapers monthly to 144 families. This represents a 152% increase of families served as last year there were 57 families who were registered.

### **Family Engagement**

In FY2025, ECC/HANH celebrated National Summer Learning Week with a series of community events designed to engage families, strengthen social cohesion, and promote positive youth and family development. ECC/HANH hosted Family Fun Day events at Eastview Terrace and the West Rock Community Center, reaching 960 participants encompassing both youth and adults from various developments, which represents a 48% increase from FY24 with 650 residents engaged during these community events .

Additional family engagement events included:

- Trip to Washington, D.C.
- National Night Out
- Trip to CT Suns WNBA Game
- Sports Center Outing
- Author Visit
- FAFSA Application Workshop

#### Youth Wellness Hike

All of these events, create a vibrant sense of community. Outcomes for FY2025:

- Community Participation: 960 individuals participated in community engagement events, fostering a sense of belonging and connectedness across multiple developments.
  - Family Engagement: 85% of participating families reported stronger connections with neighbors and increased awareness of community resources.
  - Youth Engagement: 90% of youth participants reported feeling more connected to peers and program staff, and 80% engaged in at least one enrichment or educational activity outside school.
  - Skill Development: Youth and adult participants reported improvements in civic awareness, wellness knowledge, and personal goal setting (e.g., FAFSA Workshop and Youth Wellness Hike).
  - Community Cohesion: Program events contributed to increased cross-development interactions and a more vibrant, supportive community atmosphere.
  - Positive Experiences: 95% of participants rated events as enjoyable and meaningful, reflecting enhanced resident satisfaction and engagement.
- Through FY2025 community events, ECC/HANH successfully enhanced family engagement, youth enrichment, and overall community cohesion. These activities align with HUD goals by providing safe, structured, and enriching opportunities that strengthen resident connections, encourage civic participation, and support youth development during out-of-school hours.

*"I loved going on the trips and doing the activities with my friends. It gave me a chance to try new things I've never done before."*

— Youth Participant, ECC/HANH Summer Events FY25

#### **Post-Secondary Preparation (Grades 9-12)**

In FY25, students were employed in the ECC/HANH Student Training Employment Program (STEP), Youth@Work, Solar Youth, Youth Entrepreneurs These programs offered after-school and summer employment, job shadowing and apprenticeships and reflects ECC/HANH ongoing commitment to youth empowerment, workforce development, and community investment.

ECC/HANH sponsored seventeen (17) youth, ages 14 to 24 to participate in the Youth@Work summer employment program through a partnership between ECC/HANH and the City of New Haven. Each participant earned an average of \$1,801 over the course of the program, resulting in a total of \$30,630 in wages paid directly to youth. This reflects full utilization of 100% of the available slots , offering meaningful work experience and income to local young people



Each participant took part in a work preparation workshop designed to build essential skills for success in the workplace. Through interactive sessions focused on leadership, goal setting, and critical thinking, students gained valuable tools to apply on the job. Additional workshops covered key topics such as work readiness, child safety, time management, agriculture, and financial wellness.

An impressive 82% of students reported that the workshops were extremely helpful in preparing them for their summer employment experience. Youth participants went on to work with respected community organizations, including Friends of Edgewood Park, the Connecticut Yankee Council – Boy Scouts of America, and Solar Youth participants were placed in roles with organizations including the Boy Scouts of America, Kiddie Korner Daycare, New Haven Youth and Recreation and the Connecticut Center for Arts and Technology. a valuable eight-week employment experience across six diverse worksites.

This variety allowed each participant to gain unique, hands-on experience across fields like childcare, community recreation, entrepreneurship, and the arts, helping them build a well-rounded skill set. This experience empowered them with real-world skills and strengthened their readiness for future academic and career pursuits, ultimately fostering a positive connection to the community and setting a foundation for long-term success.

### **Program Outcomes:**

1. Increased Income
  - a. Youth earn wages that support personal or family needs.
2. Basic Job Skills Development
  - a. Punctuality, responsibility, communication, and teamwork.
3. Resume Building
  - a. First job experience that strengthens future job applications.
4. Exposure to Career Paths
  - a. Hands-on experience in different industries (e.g., public service, tech, healthcare).
5. Improved Financial Literacy
  - a. Learning how to budget, save, and manage paychecks.
6. Professional Mentorship
  - a. Access to adult role models and supervisors who provide guidance.

### **Student Training Employment Program (STEP)**

The Student Training Employment Program (STEP) is a program in which the students are placed in jobs in various departments at ECC/HANH. The students are placed according to their career goals and aspirations or study concentration. The students are high school or college students between the ages of 16 –22 years old.

The Student Training Employment Program (STEP) aims to offer paid work opportunities to students enrolled in a diverse range of educational institutions, spanning from high school to college graduate level.

This program's primary objectives are to familiarize student interns with workplace etiquette, enhance their skills in resume writing and interviewing, and impart knowledge in areas such as budgeting and financial management. Students also participate in monthly case management sessions to ensure they are offered support to successfully balance work and education. Additionally, STEP equips participants with valuable tools to navigate the professional career landscape.

STEP students receive training on the following topics.

- Leadership
- Time Management
- Smart Banking
- Stress Management
- Interviewing skills
- Workplace Behavior Conduct
- Goal setting
- Active Listening
- Self-Advocacy
- Financial Literacy
- Career-Exploration

In FY25, 11 of the 20 slots were filled (55%) and the salary costs totaled \$123,589. The students were able to work in departments such as Executive, Finance, CED, HCV and Operations. Some of the accomplishments of the STEP Students is listed below.

- 27% obtained additional employment
- 36% 2024 Graduated High School
- 36% New Colleges Acceptances (Howard University, Southern Connecticut State University, Gateway Community College)
- 18% - Offered full-time employment within EC/HANH (CED, HCV, OPERATIONS)
- 90% met the program GPA requirement (2.5)
- 100 % participate in youth prep workshops through ECC/HANH CED programming and monthly case management SOUND sessions
- 90% have bank accounts and direct deposit

## Quotes:

"Working year-round in the STEP Program has taught me the importance of consistency, responsibility, and showing up ready to give my best every day. I'm proud of the work I've done and grateful for the opportunity to be part of such a positive environment. - L.B.

"One of the things I appreciate is being able to learn and improve in the STEP Program. The mentorship I receives from my supervisor helps me feel more confident in my job." - J.T.

In FY25, ECC/HANH youth attending high school had the opportunity to explore Southern Connecticut State University during an immersive campus visit. They toured academic buildings, explored dormitories, and engaged with faculty and staff who answered questions about academics, student life, and future career opportunities. Over lunch in the campus dining hall, students connected with current SCSU students, gaining valuable insights into college expectations and daily life. For many participants, this was their first time on a college campus.

A total of 16 youth in high school attended.

- 95% reported first time on campus

- 14/15 (93%) reported to be prospective first-generation graduates.

- 100 % reported first official college tour

*"Visiting the SCSU campus helped me picture myself there. Talking to current students and seeing the classrooms made everything more real and exciting. The tour definitely made a big impact on my college decision."* - Y.D.

## Camp CEO at Quinnipiac University

ECC/HANH Sponsored 8 youth to attend Camp CEO, which is a transformative five-day overnight experience that brings together Girl Scouts from across the state to Quinnipiac University. Open to Girl Scouts in grades 9–12, the program immerses participants in the world of modern business through hands-on workshops and mentorship with inspiring business professors. Centered around the theme *Green Beyond Money: Creating Sustainable Businesses*, Camp CEO encourages young leaders to explore how today's companies integrate core values and sustainability into their business models. Through collaboration, learning, and leadership development, Camp CEO empowers the next generation of socially responsible entrepreneurs and changemakers.

Outcomes-as reported in a post program survey. 98% percent of participants responded that they had:

1. Increased Understanding of Sustainable Business Practices  
Participants gained foundational knowledge of how modern companies incorporate sustainability and core values into their business strategies.
2. Enhanced Leadership and Collaboration Skills  
Through group projects and mentorship, Girl Scouts develop essential leadership, communication, and teamwork skills applicable to both academic and professional settings.

3. Improved Confidence in Career and Educational Pathways  
Exposure to university faculty, campus life, and business concepts helped participants envision themselves in future academic and professional roles, particularly in business and entrepreneurship.
4. Stronger Critical Thinking and Problem-Solving Abilities  
Participants will engage in real-world business challenges that require innovative thinking and ethical decision-making, enhancing their problem-solving capabilities.

### **High School Graduation Celebration:**

ECC/HANH celebrated its graduates with an event that brought together 37 families and over 90 residents. Students were recognized as they prepared to attend schools like the University of New Haven, Southern Connecticut State University, and Quinnipiac University, with majors in fields from Finance to Biology, this celebration highlighted academic achievements, encouraging younger students to pursue higher education and demonstrating the community's support for youth aspirations. 80% reported attending College following High School.

**Academic Supports and Afterschool Programming** On site programming offerings for youth are varied and held at numerous developments across the portfolio. Programming such as: Academic Tutoring at Wintergreen Magnet & Common Ground Schools Bridges of Hope mentoring program LIVEGIRL Confidence Clubs Solar Youth afterschool program Teacher in Residence afterschool tutoring Youth Entrepreneurs Youth Money School asset building program Youth Without Limits mentoring and employment program. These programs offer additional assistance to students with their schoolwork and provides mentoring as well.

**Wintergreen School and Common Ground HS Academic Tutoring Programs** Under this partnership, both schools provide academic tutoring services at thirty (30) weeks for a total of six (6) hours weekly from October through June. The tutoring is also an opportunity for students to be introduced to a positive role model for each student being tutored and encourage and respect the individuality of each student's unique learning style. The total cost of this program is \$16,000 (\$8,000) per school. The tutoring program at Wintergreen Magnet school included five (5) students who attended regularly with 100% of the participants noting marked improvement in both math and reading. Each of the students achieved a minimum of "on grade level" in both subject areas at the end of the academic year.

The tutoring program at Common Ground High School included 40 high school students during the academic year. During the 2024–25 school year, ECC/HANH support enabled us to provide consistent tutoring and academic enrichment for our shared students. Through this partnership, we

offered after-school and Saturday tutoring to 16 students, ensuring ongoing access to high-quality academic assistance. In addition, ECC resources helped us connect 24 students to a broader range of academic support including Early College opportunities, summer credit recovery programs, and individualized case management designed to address attendance and other barriers to success.

ECC funding also allowed us to target additional interventions for students facing the greatest academic challenges. As a result, participants demonstrated measurable improvement over the course of the year:

- In fall 2024, 56% of participating students' grades were As, Bs, or Cs.

By spring 2025, that percentage had increased to 66%, reflecting a 10-point (nearly 18%) improvement in overall academic performance. These supports also led to transformative outcomes for individual students:

- 100% of graduating seniors on our shared student list successfully enrolled in college in fall 2025.
- Two students facing significant personal and academic challenges graduated on time, aided by wraparound support.
- Five students earned college credits during high school.

Eight students who were at risk of falling behind earned sufficient credits to remain on track for graduation. While these gains are encouraging, several shared students continue to struggle with attendance and credit completion. For 2025–26, we have adopted a modified support plan that will:

1. Continue to invest ECC/HANH funding in tutoring and academic interventions; and
2. Assign one of our most experienced student support staff to provide sustained, individualized case management for students facing the most significant barriers to success.

We look forward to sharing the results of this strengthened targeted approach in the year ahead.

**Wintergreen Tutoring - Student Highlight:** M.M is a 6th grade student who excels in mathematics, consistently demonstrating strong analytical and problem-solving skills. However, she needs remediation in reading comprehension and writing. While she can identify basic details in texts, she struggles with interpreting deeper meanings, analyzing text structures, and drawing inferences. Her writing reflects challenges in organizing ideas, developing coherent arguments, and expressing thoughts clearly. Despite these areas of need, she is a motivated learner who benefits from structured

guidance and enjoys opportunities to engage actively in learning. Goal: The primary goal for M.M is to enhance her reading comprehension and writing skills to match the proficiency she demonstrates in mathematics. By the end of year, M.M. will earn an "M" or greater in both Language Arts and Social Studies. Outcomes: Mia's report card shows evidence of an "M" in two different domains in Language arts and Social Studies. On the Amira reading test, her fall score was 7.05 and the Spring was 7.58. She made 5 months of growth between the 2 tests. This is very encouraging news that Mia is on-grade level with reading/writing skills.

**Bridges of Hope** Bridges of Hope is a long-standing community partner that provides structured youth development and family engagement programming for residents of ECC/HANH communities. BOH delivers a variety of services including after-school tutoring, summer camp programming, mentorship, and family resource connections at Mill River Crossing. Since its expansion to Mill River Crossing in 2022, BOH increased program frequency from one day per week to three days per week to meet resident demand.

During FY2025, BOH provided year-round programming that included group reading tutoring for 35 students in partnership with *New Haven Reads*. As a result:

- 75% of participants demonstrated measurable improvement in reading comprehension and fluency.
- 90% of parents reported noticeable growth in their children's confidence and academic engagement.
- Approximately 1,200 meals were served during program hours, addressing food insecurity among school-age youth.

BOH also coordinated a series of family engagement and community-building events throughout the program year, which collectively reached more than 400 residents:

- Harvest Parade & Candy Giveaway (October)
- Turkey Giveaway to 80 families (November)
- Holiday Party with gifts for all youth participants (December)
- Easter Egg Hunt (March)
- End-of-Year Celebration (June)
- Weeklong Summer Camp (July)
- Backpack Giveaway to 100 students (August)

## Program Outcomes (FY2025):

- 100% of enrolled youth maintained consistent participation through the end of the program cycle.
- 85% of families reported an increased connection to supportive community resources.
- 70% of youth showed improved social-emotional skills and peer interactions.
- 90% of youth participants reported feeling safe and supported in after-school and summer settings.
- 60% of families participating in events reported stronger relationships with neighbors and program staff.

Bridges of Hope continues to play a vital role in advancing ECC/HANH's Resident Services objectives by providing high-quality, accessible programming that supports youth academic achievement, strengthens family engagement, and enhances community cohesion. The partnership contributes to the agency's overall ROSS and MTW goals of promoting resident self-sufficiency and improving quality of life for EC/HANH families.

**Youth Money Club** Also, in FY25 ECC/HANH partnered with Connecticut Association of Human Services to offer asset building programming for young people via monthly workshops focusing on savings, credit, SMART goals, real world expenses, education after high school and employment benefits. The Youth Money Club consists of virtual monthly workshops tailored to youth aged 14-22, covering a range of essential subjects and skills: Healthy Banking: Equipping youth with knowledge on responsible banking practices. Money Values and Smart Goals: Encouraging financial responsibility by helping participants set smart financial goals. Money Matters: Making Money Work for You: Providing insights into managing and optimizing personal finances. The ABCs of Credit and Borrowing: Educating on the fundamentals of credit and responsible borrowing. Real-World Expenses: Preparing youth to navigate real-life financial challenges and expenses. Education after High School: Guiding participants on financial considerations related to post-secondary education. Employment Benefits: Offering insights into understanding and maximizing employment benefits. Through the Youth Money Club, CAHS aims to empower youth with crucial financial knowledge and skills, enabling them to make informed financial decisions and build a secure financial future. CAHS runs the program at no cost to us in exchange for a use of space out lines in a formal agreement.

Outcomes:

- 20 slots filled (same cohort as FY23)
- Participants 14-22 years of ages



- 75% have opened accounts due to ECC/HANH programming
- 100 % are interested in youth employment
- 86% of participants have bank accounts
- Most saved \$691.00

#### Participant Quotes:

*"Before joining Youth Money School, I didn't really think about how I spent money. Now I know how to save and make a plan for the things I want. I even helped my mom make a budget for our groceries. It feels good to know I can help."*

— Youth Participant, Age 14

### **Youth Without Limits**

Youth Without Limits (YWL) provides comprehensive after-school programming for youth ages 5–18 within the Eastview Community. Programming includes homework assistance, enrichment activities, arts and crafts, physical activity, and social-emotional learning. YWL offers a safe and supportive environment where children receive mentoring, academic support, and opportunities to engage in structured physical and recreational activities such as arts and basketball. By keeping children engaged during critical after-school hours, YWL programs help reduce risks associated with unsupervised out-of-school time.

YWL has been serving ECC/HANH residents since 2009, beginning with youth at Farman Courts and, since 2017, expanding to serve youth residing at Eastview Terrace.

During FY 2025, 30 youth participated in YWL programming. Services included:

- On-site academic tutoring and mentoring, resulting in 80% of participants improving homework completion and classroom engagement.
- Off-site trips and enrichment activities, including roller skating, ice skating, bowling, visits to the Eli Whitney Museum, hikes, and beach trips, supporting social-emotional development, teamwork, and confidence-building.
- 100% of enrolled youth maintained regular attendance throughout the program year.
- 85% of participants demonstrated improvement in social skills, including communication, teamwork, and conflict resolution.
- 80% of participants showed measurable gains in academic engagement and homework completion.
- 90% of youth reported feeling safe, supported, and connected to mentors and peers.
- 85% of parents indicated that their children showed increased confidence, responsibility, and engagement in school and community activities.
- 100% of youth participated in at least one off-site enrichment activity, promoting exposure to new experiences and community resources.

Youth Without Limits continues to advance ECC/HANH's mission by providing structured, high-quality programming that fosters academic growth, social-emotional development, and positive community engagement. The program contributes directly to HUD's goals of improving youth outcomes and providing safe, enriching environments during critical out-of-school hours.



## Solar Youth

Solar Youth has historically served ECC/HANH youth residents with onsite programming that provides supports and opportunities to succeed by building on youth experiences, gaining critical developmental assets and serving as stewards in the community. In FY25, they served 176 youth with daily afterschool and summer programming in the West Rock Community. The total cost of this program is \$94,446

## Outcomes

176 ECC/HANH youth served  
42 ECC/HANH teens employed (Youth Educator Internship program)  
11 community service action projects  
33 field trips (Eli Whitney Museum, Peabody Museum, Outer Island)  
31 hours of literacy (reading and writing) support  
3 public education projects

- Environmental Exploration:
  - 100% of participants engaged in outdoor learning activities such as community gardening, nature hikes, and sustainability projects.
  - 88% of youth demonstrated increased understanding of local ecosystems and sustainable practices through pre- and post-program assessments.
- Non-Violent Communication (NVC):
  - 92% of participants reported improved skills in expressing themselves respectfully and resolving conflicts with peers and mentors.
  - Program staff observed a 78% reduction in verbal conflicts during group activities compared to the start of the program year.
- Mindfulness and Emotional Regulation:
  - 96% of youth reported feeling calmer and more focused after mindfulness exercises integrated into programming.
  - 82% of participants demonstrated improved self-regulation and coping skills in challenging situations.
- Youth-Led Problem Solving and Leadership:
  - 87% of youth successfully led and implemented projects, including environmental initiatives and community improvement efforts.
  - 91% of participants reported increased confidence in decision-making and felt empowered to take leadership roles in activities.

In FY2025, the Solar Youth program continued to advance ECC/HANH's mission by promoting academic, social-emotional, and leadership growth. Through environmental exploration, mindfulness, non-violent communication, and youth-led problem solving, participants developed critical skills that support safe, positive, and engaged community participation during out-of-school hours.

Quote:

*"At Solar Youth Camp, I learned how to work with a team and try new activities I never thought I could do."*

— Youth Camper, Solar Youth Camp

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## Outcomes

### Internal Metrics

Engagement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Youth Engagement	1,263	Steady Annual Increase	2025: 1,998 (8% increase) 2024: 1,850 - 28.5% increase 2023: 1,662 - 17% increase 2022: 1,424 - 5% increase 2021: 1,351 - 7 % increase 2020: 1263	Yes
No Academics				
School Attendance	N/A	Steady annual increase	2025: Cannot report; schools did not provide data  2024: Cannot report; schools did not provide data  2023: Cannot report; schools did not provide data 2022: Cannot report; schools did not provide data 2021: Cannot report; schools did not provide usable grades 2020: Cannot report; schools did not provide usable grades	N/A
Academic Achievement GPA/ D&F's	N/A	Students will increase GPA	2025: Cannot report; schools did not provide data  2024: Cannot report; schools did not provide data  2023: Cannot report; schools did not provide data	N/A

			2022: Cannot report; schools did not provide data 2021: Cannot report; schools did not provide usable grades 2020: Cannot report; schools did not provide usable grades	
<b>Employment</b>				
Youth Employment †	65	Steady Annual Increase	2025: 135 (2% increase) 2024: 132 (50% increase) 2023: 88 2022: 88 (27.5% increase) 2021: 69 (6% increase) 2020: 65	Yes

#### Actual non-significant changes

None.

#### Actual significant changes

None.

## **Initiative 2.13F Sponsored Based Housing Program (SBHP)(Previously 4.11F)**

Approved and implemented in FY2023

### **Description**

According to the HUD, 2020 Annual Homeless Assessment Report (AHAR) to Congress, approximately 34,000 people under the age of 25, experienced homelessness on their own as an “unaccompanied youth” and 90% of them were young adults, between the ages of 18 and 24.

In Connecticut, on any given day, approximately 150 young adults, between the ages of 18-24 are experiencing homelessness.

(1) United States Interagency Council on Homelessness

In an effort to end homelessness and assist these vulnerable young people, ECC/HANH is seeking to design a program to offer sponsor-based housing models using MTW flexibility and broader use of funds to design a program where ECC/HANH provides the Sponsored Based Housing Program (SBHM) provider (a community-based provider) with funding to support the housing needs of this population outside of the traditional HCV model. The sponsor will provide housing through either housing owned and operated by the sponsor or in properties that are master leased by the sponsor.

Per Notice PIH-2011-45 (HA) this initiative is a Local Non-traditional use of a broader use of HCV funding. This activity will be implemented under the category, Rental Subsidy Programs. ECC/HANH will use MTW funds to provide a rental subsidy to a 3<sup>rd</sup> party Social Service entity who will manage the intake and administration of the subsidy program.

This program will be a partnership with a Social Service Agency that will provide supportive services to individuals. Funding only will be issued to the Social Service Agency by ECC/HANH to support the housing operating needs. The Social Service Agency is responsible for all aspects of the process to include determining eligibility to the program, obtaining all necessary documentation from the young adults, providing the housing, providing the supportive services and completing an exit strategy. This includes the intake and administration of the program.

ECC/HANH seeks provide up to 20 Local Non-Traditional units for the program.

ECC/HANH will select the sponsor-based housing entities through one of the following means:

- ECC/HANH may issue a public solicitation for sponsor-based providers
- ECC/HANH may piggy-back off of a local or state issued solicitation for housing funds to support housing for this designated population
- ECC/HANH may select a sponsor through a non-competitive process when neither of the first two options yield sufficient potential partners

The target population are 18–24-year-old individuals that experiencing homelessness or fleeing domestic violence (HUD categories 1 and 4). These individuals are “literally homeless” or at risk of becoming homeless, meaning that their housing situation cannot be resolved through referrals to services outside of the crisis response system.

The goal of the program is to prevent and end youth homelessness by building comprehensive systems of care for these young people, aged 18-24 and providing temporary transitional housing.

The Sponsored Based Housing Program (SBHP) is a short-term crisis housing program and will assist the individuals with meeting their basic needs and obtaining permanent housing. The objective is to ensure that youth experiencing homelessness receive the temporary shelter and assistance needed to quickly obtain permanent housing. The average amount of time that the youth will stay in the program is 60 - 90 days. The Social Service Agency will provide appropriate housing for up to 60 – 90 days, unless a situation warrants a longer stay.

The crisis housing settings may range from a congregate shelter, shared apartments, multi-bedroom homes, among other options. The facility must include privacy in showers, bathrooms (including at least one private, gender-neutral bathroom with shower), and sleeping areas. There will also be sufficient lockable storage capacity for personal belongings.

ECC/HANH has identified its first sponsor-based housing program provider. Youth Continuum, a New Haven based, not-for-profit agency that provides Connecticut's most comprehensive array of resources dedicated to preventing and addressing youth homelessness. Youth Continuum will provide key technical assistance and added capacity to support the student-led components of the program. Youth Continuum was selected through the option allowing ECC/HANH to piggy-back off of a local or state issued solicitation for housing funds in order to support this designated population.

Youth Continuum's model focuses on providing young adults with a safe, vibrant and welcoming environment with comprehensive pathways out of homelessness and opportunities for leadership development. As part of the youth-to-youth model, guests, student volunteers, and Youth Continuum staff will collaborate to operate a safe and affirming space for all.

This service model is broken into three categories: Sanctuary, Pathways out of Homelessness, and Advocacy and Leadership Development.

### **Sanctuary**

- Up to 20 gender-inclusive semi-private sleeping pods
- Gender-inclusive restrooms and showers
- Dinner and breakfast
- Laundry
- Internet and computer access
- Youth Continuum's drop-in and outreach center, which offers a food bank, diaper bank, clothing closet, and lunch

### **Pathways out of Homelessness**

Participants will be provided with the following services. These services will be-tracked by the Sponsor program staff and will be provided on a monthly or quarterly basis to the ECC/HANH CED department.

- Professional case management
- Medical and behavioral health care through a fully integrated onsite clinic
- HIV/AIDS specialist care
- Legal aid

## Advocacy and Leadership Development

- Career development programming
- On-site social enterprise business with direct job opportunities and training for youth
- Enrichment based activities

Case management services will be provided by the Sponsor-based program provider. The Community and Economic Development department of ECC/HANH will be the lead in communicating with the Youth Continuum staff regarding case management services.

## Impact

During FY2023, the Glendower Group assisted Youth Continuum in the planning and execution of the young adult shelter on Grand Ave. In FY2023, an architect and Construction Manager at Risk were selected by the Youth Continuum with Glendower's assistance. Glendower and Youth Continuum continued to hold ongoing meetings and briefings with the State of Connecticut Department of Housing (DOH), the primary funder. Based on the Montagno pricing, Glendower identified a \$800,000 project shortfall on the uses and sources balance and is working with the Youth Continuum to fill the gap.

The Architect worked on the Design Development drawings and ECC/HANH anticipates they will be issued in the first quarter of FY25. ECC/HANH also anticipates that the construction documents will be completed by the second quarter with the groundbreaking scheduled in 2025 once the funding gap is closed. Construction is anticipated for FY25 and will take approximately 14 months.

## Outcomes

### Internal Metrics

#### *HC #7: Households Assisted by Services that Increase Housing Choice*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	Up to 20	N/A	N/A

#### *SS #5: Households Assisted by Services that Increase Self Sufficiency*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed	0	Up to 20	N/A	N/A

to increase self-sufficiency (increase).				
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**SS #8: Households Transitioned to Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	Up to 20	N/A	N/A

**Actual Non-Significant Changes**

None

**Actual Significant Changes**

None

### **Initiative 3.11F: Creation of new instrumentality entities to support ECC/HANH goals and strategic planning activities (Previously 4.6F)**

Approved and implemented in FY17

#### **Description**

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

- Property management and consultant services
- Development of mixed-use and mixed-income real estate projects
- Social services and program activities for ECC/HANH owned and non-owned developments.

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

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

Since proposing this initiative, ECC/HANH launched 360 Management Group Company, a non-profit property management company. The ECC/HANH Board of Commissioners, on January 17, 2017, adopted a resolution authorizing the creation of 360 Management Group, a property management instrumentality entity. The purpose of this instrumentality is to:

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

The property management instrumentality received its 501(c)(3) status in March 2018, and it assumed the property operations and compliance management of 312 units.

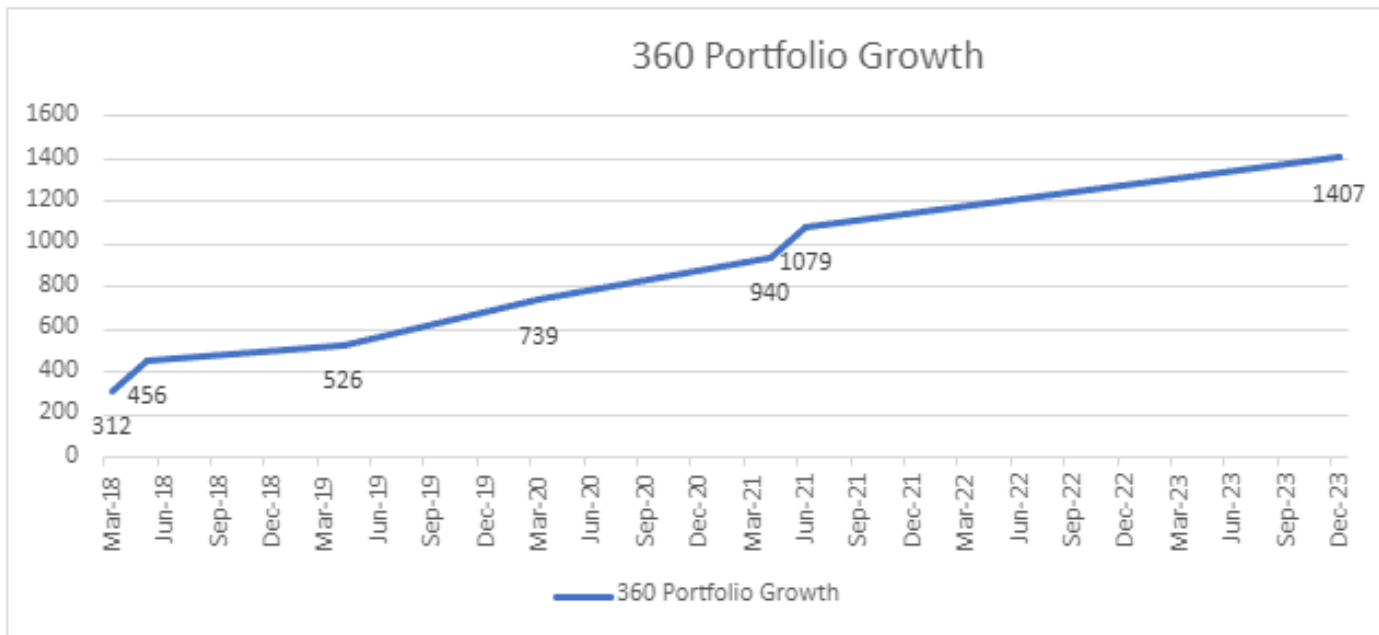
Since then, 360 Management has increased its staff to 59 current employees and provides property management services to 1,407 units in 22 developments. There are 605 units designated as Elderly/Disabled and 802 units designated as Family.

Development	Community	Designation	Units
RAD 1	New Hall Gardens	Elderly/Disabled	26
RAD 1	Constance B. Motley	Elderly/Disabled	45
RAD 1	Katherine Harvey Terrace	Elderly/Disabled	17
RAD 1	Prescott Bush	Elderly/Disabled	56
RAD III	Winslow-Celentano	Elderly/Disabled	64



RAD III	Charles T. McQueeney	Elderly/Disabled	149
RAD IV	Matthew Ruoppolo Manor	Elderly/Disabled	103
RAD IV	Fairmont Heights	Elderly/Disabled	98
Wilmont	Wilmot Crossing	Elderly/Disabled	47
TOTAL			605

Development	Community	Designation	Units
Eastview Terrace	Eastview Terrace I	Family	102
Fairhaven/Chatham	Eastview Terrace II	Family	25
Fairhaven/Chatham	Chatham	Family	32
Mill River Phase I	Mill River Phase I	Family	94
Mill River Phase II	Mill River Phase 2B	Family	66
Mill River Phase III	Mill River Phase 2A	Family	45
RAD II	Waverly Townhouses	Family	51
RAD II	Stanley Justice	Family	7
RAD II	Fulton Park	Family	12
Twinbrooks	Ribicoff 4	Family	51
Twinbrooks	Ribicoff 9 Market	Family	11
Twinbrooks	Ribicoff 9	Family	44
Glendower McConaughy Terrace 9%	McConaughy 9%	Family	130
Glendower McConaughy Terrace 4%	McConaughy 4%	Family	92
ECC Group II A RAD	Valley	Family	40
			802



## Impact

Since the properties transitioned to the 360 Property Management portfolio, both safety and physical conditions have shown clear and measurable improvement across the communities. Crime incidents have declined consistently—from averages above 3–4 per year before 2020 to fewer than 1 per year in 2025—reflecting the positive impact of enhanced on-site management, stronger resident engagement, and closer coordination with local law enforcement. The data demonstrate that the transition to 360 Property Management has contributed to safer, more stable communities throughout the portfolio. (See Appendix 12: Number of Major Crimes, FY12 to Present).

At the same time, the overall physical condition of the properties has improved significantly. Developments such as Eastview Terrace, McConaughy Terrace, Ribicoff Cottages, and Winslow-Celentano have shown steady increases in inspection scores, demonstrating stronger preventive maintenance practices and higher standards of care. For example, Eastview Terrace rose from a score of 46 in 2021 to 74 in 2024; McQueeney improved from 63 in 2017 to 93 in 2023; and Winslow-Celentano increased from 58 in 2017 to 94 in 2024. Portfolio-wide, average property condition scores have advanced from the 60s–70s range prior to 2020 to the 80s–90s range in recent years. (See Appendix 8: ECC/HANH Development REAC Scores 2009 to Present).

These gains reflect the results of 360's consistent management oversight, proactive capital improvements, and timely response to maintenance concerns. Regular site inspections, third-party compliance reviews, and close coordination with HUD and investor partners have ensured that issues are addressed quickly and properties remain in compliance. The data clearly show that the transition to 360 Property Management has produced communities that are not only safer and more secure, but also cleaner, better maintained, and higher performing overall. During FY 2025, 360 Management's redevelopment strategic goal was to achieve at least a 10% savings on total operating expenses. Overall, 360 Mgt. continued to achieve savings on total operating expenses. 360 Mgt achieved the goal of 10% savings across all portfolios.

SITE	BASLINE OPERATING G COST	ADJUSTED BASELINE OPERATING COST - 2025	BENCHMARK	ANNUAL COST UNDER 360 MGT	OUTCOME	BENCHMARK ACHIEVED
<b>RAD GROUP I -</b> (PRESCOTT BUSH; CB MOTLEY; KATHERINE HARVEY; NEWHALL GARDENS)	\$1,286,696	\$1,630,700	10%	\$1,375,421	16%	Yes
<b>RAD GROUP II -</b> (FULTON; STANLEY; WAVERLY)	\$1,124,435	\$1,425,058	10%	\$957,161	33%	Yes
<b>RAD GROUP III -</b> MCQUEENEY (RESIDENTIAL); CELENTANO	\$3,074,395	\$3,827,453	10%	\$2,310,471	40%	Yes
<b>RAD GROUP IV -</b> FAIMONT HEIGHTS; RUOPPOLO MANOR	\$2,249,026	\$2,799,914	10%	\$2,159,441	23%	Yes
<b>RAD GROUP II A -</b> Valley Townhouses	\$703,754	\$722,403		\$494,515	32%	Yes

### Increase Housing Choice

In FY2025, 360 Mgt served 1407 families, and the average household income was \$18, 894.

### Outcomes

#### Internal Metrics

360 Management Group Company continues to work to reduce costs and increase cost efficiency by improving operations, increasing rent collection rates, and reducing vacancy rates to align with affordable housing industry standards.

In FY 2025 360 Management achieved the following performance metrics.

- Rent collection rate – 100 %

The collection rate formula was updated to align with public housing standards. Under this method, the rate measures the amount of rent collected against the total rent charged for that same month. If all rent due for the month is paid, the rate will show 100%. If past-due balances are also collected, the rate may exceed 100%.

- Certification Rate – 64%
- Occupancy Rate – 93%
- Work Orders – 100%

#### Actual Non-Significant Changes

None

#### Actual Significant Changes

None

## **The Formation of a Resident Services Instrumentality**

### **Description**

ECC/HANH is exploring the creation of a resident services entity to provide services to families with children whose heads of household are working, seeking work, or are participating in job training or other programming that assists in obtaining employment and becoming economically self-sufficient. Currently these services are coordinated by ECC/HANH's Community and Economic Development division that provides educational and workforce training, job placement, after-school youth and teen programs, mentoring, youth employment – all to link community resources to the families to achieve health and wellness, and financial literacy. In addition, ECC/HANH strives to connect Elderly/Disabled residents to resources and supportive services, in the areas of health and wellness, financial literacy, education and socialization to ensure residents remain independently housed, and achieve maximum quality of life through the provision of a variety of supportive care services. Resident services are also integral to improving the performance of ECC/HANH's public housing and affordable housing properties by reducing turnover, evictions, and preserving vibrant and well-maintained communities.

In accordance with Strategic Plan 2016-18, ECC/HANH MTW 2020 goal was to establish a nonprofit 501(c)3 Resident Services instrumentality. The purpose of the instrumentality is to create a social services affiliate organization dedicated to supporting and serving low-income residents of New Haven and surrounding communities, particularly those living in Elm City Communities' affordable housing communities. This organization will provide services to residents directly and will coordinate activities with other community-based partners.

A primary purpose of establishing a Resident Services instrumentality is to pursue revenue-generating opportunities that may not be available to a public housing authority. Using federal MTW funds, ECC/HANH currently supports a wide range of services for residents. However, in light of changes or the expansion of ECC/HANH 's MTW funded initiatives, continued funding for resident services will be limited. The Strategic plan anticipates that the Resident Services instrumentality will ultimately secure funding through non-MTW funds to support at least 50% of residents' services currently funded MTW sources.

### **Impact**

The proposed needs assessment and the creation of a legal entity are postponed.

The MTW 2022 goal was to complete a due diligence process, which would include details about the need for the instrumentality's services (a needs assessment), the likelihood that certain funding will be available (a feasibility study), and (competitive analysis) describing what other entities may be providing similar services in the instrumentality's service and mission areas. Upon completion of the due diligence process, it would inform ECC/HANH to proceed or reconsider the formation of a Resident Services instrumentality. This process has not started and is currently on-hold.

### **Outcomes**

No outcomes

### **Actual Non-Significant Changes**

### **Actual Significant Changes**

None

## B. LOCAL ASSET MANAGEMENT PLAN

- i. Did the MTW PHA allocate costs within statute in the Plan Year?
- ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?
- iii. Did the MTW PHA provide a LAMP in the appendix?
- iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

No changes were made in FY2025.

VI. ADMINISTRATIVE

A. REVIEWS, AUDITS AND INSPECTIONS

ECC/HANH has closed the books for and the unaudited FDS has been submitted. All prior CHRO and HUD VCA requirements have been met. Inspections have been completed and the average REAC score in FY2025 was XX%. ECC/HANH has worked closely with HUD Field Office around issues of occupancy and TAR reduction.

A. EVALUATION RESULTS

C. MTW ENERGY PERFORMANCE CONTRACT (EPC)

a. FLEXIBILITY DATA

Some MTW PHAs possess flexibility with regard to EPCs in the Standard MTW Agreement. MTW PHAs that possess and utilize this flexibility should here report the data as specified in the MTW PHA’s Standard MTW Agreement (or successor MTW Agreement). If the MTW PHA does not possess and/or utilize such flexibility, this section should be marked not applicable.

None

HOTMA Reporting requirements

HOTMA 120%							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Number of Families residing in Public Housing Administered by the agency who had incomes exceeding the applicable Income limitation (120% AMI)	3	3	3	1	1	3	
Number of Families on the LIPI waitlist as of the end of the FY	4461	4461	9466	19,129	22,841	31,025	

C. MTW STATUTORY REQUIREMENT CERTIFICATION

Certification that ECC/HANH has met the three Statutory Requirements

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

In FY22, 92% of the families receiving ECC/HANH assistance are below 50% AMI at admission. Thus, ECC/HANH has met the requirement that 75% of families assisted be below 50% of AMI at admission. ECC/HANH has met this requirement every year since becoming an MTW organization.

	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Total number of newly admitted families assisted	344	329	344	425	433	447	238	402	560	676	947	673
Number of families with incomes below 50% AMI	332	310	322	387	394	410	229	372	522	606	872	650
Percentage of families with incomes below 50% AMI	97%	94%	94%	91 %	91%	92%	96%	93%	93%	90%	92%	97%

	FY 19	FY 20	FY 21	FY 22	FY23	FY24	FY25	FY 26	FY27	FY28	FY29	FY30
Total number of newly admitted families assisted	347	609	498	706	405	527						
Number of families with incomes below 50% AMI	318	580	483	650	386	475						
Percentage of families with incomes below 50% AMI	92%	95%	97%	92%	95 %	90%						

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

ECC/HANH has served considerably more families since achieving MTW status, primarily through its modernization and redevelopment efforts made possible by MTW flexibility. During FY24, ECC/HANH served 29% more families than at baseline.

### Families Served in FY2024 Compared to Baseline

Baseline number of families to be served (total number of families)		4827
Total number of families to be served this fiscal year	HCV:	6215
	5428	
	LIPH:	
	787	
Numerical difference above baseline		1388
Percentage difference above baseline		29%

ECC/HANH (CT004)								
	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Families Served through MTW Public Housing	1,970	2,086	1,895	1,737	1,640	1,553	1,531	2,359
Families Served through MTW Vouchers	2,857	2,889	2,994	3,176	3,454	3,312	3,106	3,030
Other Families Served through MTW	0	0	0	0	0	0	0	0
<b>NUMERATOR – Total Families Served</b>	<b>4,827</b>	<b>4,975</b>	<b>4,889</b>	<b>4,913</b>	<b>5,094</b>	<b>4,865</b>	<b>4,637</b>	<b>5,389</b>
Number of Families (Public Housing)	1,970	1,970	1,852	1,852	1,575	1,432	1,490	1,365
Incremental Increase to Baseline	0	36	0	0	0	58	28	28
Incremental Decrease to Baseline	0	-154	0	-277	-143	0	-153	-90
Number of Families (Vouchers)	2,857	2,857	2,934	2,934	2,934	2,992	3,026	3,026
Incremental Increase to Baseline	0	77	0	0	58	34	0	0
Incremental Decrease to Baseline	0	0	0	0	0	0	0	0
<b>TOTAL FAMILIES SERVED</b>	<b>4,827</b>	<b>4,786</b>	<b>4,786</b>	<b>4,509</b>	<b>4,424</b>	<b>4,516</b>	<b>4,391</b>	<b>4,329</b>
<b>% TOTAL</b>	<b>100%</b>	<b>104%</b>	<b>102%</b>	<b>109%</b>	<b>115%</b>	<b>108%</b>	<b>106%</b>	<b>124%</b>
ECC/HANH (CT004)								
	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Families Served through MTW Public Housing	1,898	2,017	2,294	2,310	2,174	2,235	2,241	2,204
Families Served through MTW Vouchers	3,042	3,075	3,089	3,175	3,303	3,408	3,534	3,774
Other Families Served through MTW	0	0	0	0	0	0	0	0



<b>NUMERATOR – Total Families Served</b>	<b>4,940</b>	<b>5,092</b>	<b>5,383</b>	<b>5,485</b>	<b>5,477</b>	<b>5,643</b>	<b>5,775</b>	<b>5,978</b>
Number of Families (Public Housing)	1,303	1,061	1,061	1,060	1,110	1,194	1,031	911
Incremental Increase to Baseline	53	0	0	50	84	30	0	0
Incremental Decrease to Baseline	-295	0	-1	0	0	-193	-120	-55
Number of Families (Vouchers)	3,026	3,026	3,032	3,041	3,041	3,041	3,041	3,136
Incremental Increase to Baseline	0	6	9	0	0	0	95	321
Incremental Decrease to Baseline	0	0	0	0	0	0	0	0
<b>TOTAL FAMILIES SERVED</b>	<b>4,087</b>	<b>4,093</b>	<b>4,101</b>	<b>4,151</b>	<b>4,235</b>	<b>4,072</b>	<b>4,047</b>	<b>4,313</b>
<b>% TOTAL</b>	<b>121%</b>	<b>124%</b>	<b>131%</b>	<b>132%</b>	<b>129%</b>	<b>139%</b>	<b>143%</b>	<b>139%</b>
<b>ECC/HANH (CT004)</b>								
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
Families Served through MTW Public Housing	1882	1,694	1,505	1,310	1106	950	950	
Families Served through MTW Vouchers	4,279	4,496	4,680	4,674	4914	5,224	5523	
Other Families Served through MTW	0	0	0	0	0	15	15	
<b>NUMERATOR – Total Families Served</b>	<b>6,161</b>	<b>6,190</b>	<b>6,185</b>	<b>5,984</b>	<b>6,020</b>	<b>6,189</b>	<b>6,488</b>	
Number of Families (Public Housing)	856	274	92	21	-232	-562	-562	-602
Incremental Increase to Baseline	0	0	0	0	0	0	0	0
Incremental Decrease to Baseline	-582	-182	-71	-253	-330	0	0	

Number of Families (Vouchers)	3,457	3,824	4,055	4,125	4,374	4,689	4,707	4,707
Incremental Increase to Baseline	367	231	170	249	315	18	0	
Incremental Decrease to Baseline	0	0	0	0	0	0	0	0
<b>TOTAL FAMILIES SERVED</b>	<b>4,098</b>	<b>4,147</b>	<b>4,146</b>	<b>4,142</b>	<b>4,127</b>	<b>4,145</b>	<b>4,105</b>	
<b>% TOTAL</b>	<b>150%</b>	<b>149%</b>	<b>149%</b>	<b>144%</b>	<b>146%</b>	<b>158%</b>	<b>0%</b>	<b>0%</b>
<b>Compliance Determination</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>		

Incremental Increases/Decreases to Baseline			
<i>Reason for Change</i>	<i>Program</i>	<i>Year of Change</i>	<i>Change Amount</i>
Voucher Baseline - HANH gives "Section 8 Participant Demographics" on page 184 of their FY2002 Annual MTW Report. This number is given as of the beginning of FY2002 (which would be October of 2001). This is very close to when HANH signed their MTW Agreement. Best number available.	HCV	FY2001	2,857
Public Housing Baseline - HANH gives public housing households served as 1,146 (families) and 824 (elderly) at the beginning of FY2002 (which would be October of 2001). This is very close to when HANH signed their MTW Agreement. Best number found.	PH	FY2001	1,970
Public Housing - 154 actual units demo/diso in 2002. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2002	-154
Public Housing - 36 HOPE VI public housing units added in 2002. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY2002	36
Vouchers - 77 Enhanced Vouchers became part of MTW program on 8/1/02.	HCV	FY2002	77
Public Housing - 277 actual units demo/diso in 2004. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2004	-277
Vouchers - Housing Conversion for Ethan Gardens (28 in 01/05). Housing Conversion for Eastview Terrace (30 in 05/05).	HCV	FY2005	58
Public Housing - 143 actual units demo/diso in 2005. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2005	-143
Vouchers - Housing Conversion for Canterbury Gardens (34 in 12/05).	HCV	FY2006	34

Public Housing - 58 HOPE VI public housing units added in 2006. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY2006	58
Public Housing - 153 actual units demo/diso in 2007. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2007	-153
Public Housing - 28 HOPE VI public housing units added in 2007. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY2007	28
Public Housing - 90 actual units demo/diso in 2008. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2008	-90
Public Housing - 28 HOPE VI public housing units added in 2008. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY2008	28
Public Housing - 53 new units brought online at Eastview Terrace.	PH	FY2009	53
Public Housing - 295 actual units demo/diso in 2009. Pulled from Demo/diso report on PIC data page, pulled on 04.06.11.	PH	FY2009	-295
Vouchers - Housing Conversion for 77-79 Orchard Street Apartments (6 in 08/10).	HCV	FY2010	6
Vouchers - Willian T. Rowe Apartments (9 in 7/11).	HCV	FY2011	9
Public Housing - ADJUSTMENT - Demo/diso report for FY2010 was updated to show one actual unit demolished.	PH	FY2011	-1
Public Housing - 50 new units brought online at Brookside Phase I.	PH	FY2012	50
Public Housing - 34 new units brought online at The Wilmont Crossing at West Rock and 50 new units at Brookside Phase II.	PH	FY2013	84
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY2014	-193
Public Housing - 30 units brought online at Rockview Phase 1 Rental (11/30/13 Actual DOFA Date)	PH	FY2014	30
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY2015	-120
Vouchers - 95 PH units converted to RAD PBV (44 units at Ribicoff Cottages 9%, 51 units at Ribicoff Cottages 4%).	HCV	FY2015	95
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY2016	-55
Vouchers - Termination Opt Out (198 units in 4/16, 15 units in 6/16, 53 units in 8/16)	HCV	FY2016	266
Vouchers - 55 units converted to RAD PBV at Farnum - Fair Haven 9%	HCV	FY2016	55
Vouchers - PH Conv to PBV (86 units at Farnum 4%, 42 units at Monterey 4, 28 units at Monterey Place Phase 2R, 210 units at Monterey 1B)	HCV	FY2017	367

Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 8.31.18	PH	FY2017	-582
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 10.1.19	PH	FY2018	-182
Vouchers - PH Conv to PBV (53 units at TH of Eastview Terrace, 34 units at Wilmont Crossing, 144 units at Harvey/Newhall/Motley)	HCV	FY2018	231
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.27.20	PH	FY2019	-71
Vouchers - PH Conv to PBV (70 units at Waverly TH/Fulton Park)	HCV	FY2019	70
Vouchers - PH Conv to RAD (213 units at HANH RAD Group 3, 36 units at Farnam)	HCV	FY2020	249
Public Housing - Pulled from Demo/Dispo Report on PIC data page on 6.7.21	PH	FY2020	-253
Public Housing - Pulled from Demo/Dispo Report on PIC data page on 3.2.22	PH	FY2021	-330
Vouchers - PH Conv to RAD (52 units at Farnam, 201 unite at Matthew Ruoppolo Manor, 62 units at Westville Manor)	HCV	FY2021	315
Vouchers - Fair Share (18 units)	HCV	FY2022	18
Public Housing – Pulled from Demo/Dispo Report on PIC data page on 6.25.24	PH	FY2023	-40

#### Data Source Families Served

Source	Year	Amount
September 2001 - Vouchers - Pulled from page 184 of HANH's FY2002 Annual MTW Report.	FY2001	2,857
September 2001 - Public Housing - Pulled from last page of HANH's FY2002 Annual MTW Report.	FY2001	1,970
FY2002 - Vouchers - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2002	2,889
FY2002 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2002	2,086
FY2003 - Vouchers - Pulled from September 2003 VMS Report that includes: 2,946 MTW and 48 All Other.	FY2003	2,994
FY2003 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2003	1,895
FY2004 - Vouchers - Pulled from September 2004 VMS Report that includes: 3,176 MTW.	FY2004	3,176
FY2004 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2004	1,737
FY2005 - Vouchers - Pulled from September 2005 VMS Report that includes: 3,333 MTW and 121 HOPE VI.	FY2005	3,454
FY2005 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2005	1,640

FY2006 - Vouchers - Pulled from September 2006 VMS Report that includes: 3,306 MTW, 1 All Other and 5 Tenant Protection.	FY2006	3,312
FY2006 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2006	1,553
FY2007 - Vouchers - Pulled from September 2007 VMS Report that includes: 3,106 MTW.	FY2007	3,106
FY2007 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2007	1,531
FY2008 - Vouchers - Pulled from September 2008 VMS Report that includes: 3,030 MTW.	FY2008	3,030
FY2008 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2008	2,356
FY2009 - Vouchers - Pulled from September 2009 VMS Report that includes: 3,042 MTW.	FY2009	3,042
FY2009 - Public Housing - Pulled from HANH FY2009 Annual MTW Report (page 22).	FY2009	1,898
FY2010 - Vouchers - Pulled from September 2010 VMS Report that includes: 19 Homeownership, 2,873 MTW, 168 Ports and 15 Tenant Protection.	FY2010	3,075
FY2010 - Public Housing - Pulled from HANH FY2010 Annual MTW Report (page 11).	FY2010	2,017
FY2011 - Vouchers - Unit month average pulled from VMS.	FY2011	3,089
FY2011 - Public Housing - Pulled from Development Detail Report for 09.27.11. Includes 178 units approved for demo/dispo. This is out of 2,542 (occupancy rate of 90%).	FY2011	2,294
FY2012 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2012	3,175
FY2012 - Public Housing - Pulled from Development Detail Reports. See third tab.	FY2012	2,310
FY2013 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2013	3,303
FY2013 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2013	2,174
FY2014 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2014	3,408
FY2014 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2014	2,235
FY2014 - Local, non-traditional - Reported in Annual MTW Report, Section II.	FY2014	0
FY2015 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2015	3,534
FY2015 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2015	2,241
FY2015 - Local, non-traditional - Reported in Annual MTW Report, Section II.	FY2015	0

FY2016 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2016	3,774
FY2016 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2016	2,204
FY2016 - Local, non-traditional - Reported in Annual MTW Report, Section II.	FY2016	0
FY2017 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2017	4,279
FY2017 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2017	1,882
FY2017 - Local, non-traditional - Reported in Annual MTW Report, Section II.	FY2017	0
FY2018 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2018	4,496
FY2018 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2018	1,694
FY2018 - Local, non-traditional - Reported in Annual MTW Report, Section II.	FY2018	0
FY2019 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2019	4,680
FY2019 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2019	1,505
FY2019 - Local, non-traditional - Pulled from Annual MTW Report, Section II.	FY2019	0
FY2020 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2020	4,674
FY2020 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2020	1,310
FY2020 - Local, non-traditional - Pulled from Annual MTW Report, Section II.	FY2020	0
FY2021 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2021	4,914
FY2021 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2021	1,106
FY2021 - Local, non-traditional - Pulled from Annual MTW Report, Section II.	FY2021	0
FY2022 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2022	5,224
FY2022 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2022	950
FY2022 - Local, non-traditional - Pulled from Annual MTW Report, Section II.	FY2022	15
FY2023 - Vouchers - Unit month average pulled from VMS. See third tab.	FY2023	5,523
FY2023 - Public Housing - Pulled from Unit Universe Reports. See third tab.	FY2023	950

FY2023 - Local, non-traditional - Pulled from Annual MTW Report, Section II.	FY2023	15
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### (3) Baseline for the Mix of Family Sizes to Be Served

Since baseline, ECC/HANH's portfolio has had several changes as a result of redevelopment efforts prior to RAD and more recently as a result of ongoing RAD conversion efforts. As can be seen, depending on the agency's development projects each year, the number of families served per member size can either increase or decrease. During FY23 ECC/HANH saw a 30% increase in the total number of households served.

Baseline Family Sizes Served by ECC/HANH							
Baseline	1 person	2 people	3 people	4 people	5 people	6+ people	Total
Ratio of family sizes to be maintained	32%	24%	20%	13%	6%	5%	100%
Number of families served by family size	2719	1424	1042	612	296	179	6272
Ratio of families served by family size	42%	23%	17%	10%	5%	3%	100%
Percentage Difference	10%	-1%	-3%	-3%	-1%	-2%	

#### • MTW ENERGY PERFORMANCE CONTRACT FLEXIBILITY (EPC) DATA

N/A

## **VII. APPENDICES**

### **Appendix 1: Documentation of Public Hearing and Public Comment Period, Board Resolution and Certificate of Compliance**

**Elm City Communities/Housing Authority of the City of New Haven  
Public Hearing: Elm City Communities/Housing Authority of the City of New Haven  
Moving to Work (MTW) Report FY2025  
Thursday, November 20, 2025 @ 3:00 p.m.  
360 Orange Street, New Haven, CT 06511  
(Via RingCentral teleconference)**

Those present included:



## Board Resolution and Certificate of Compliance

## Appendix 2: Alternative TDC and HCC Limits

### ECC/HANH's local total development cost (TDC) limits as approved by HUD.

The following pages detail ECC/HANH's Alternate TDCs.

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

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

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

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

ECC/HANH TDC 2013							
	0	1	2	3	4		

						5	6
<b>Detached</b>	\$228,357	\$291,790	\$342,408	\$405,464	\$476,083	\$521,291	\$563,900
<b>Row House</b>	\$185,556	\$243,918	\$288,528	\$351,622	\$418,022	\$460,885	\$501,068
<b>Walk Up</b>	\$170,121	\$230,789	\$293,673	\$384,452	\$477,581	\$537,877	\$597,377
<b>Elevator</b>	\$178,470	\$249,858	\$321,246	\$428,328	\$535,410	\$606,798	\$678,186

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

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

ECC/HANH HCC 2022							
	0	1	2	3	4	5	6
<b>Detached</b>	121,190	157,040	187,528	223,311	262,697	287,968	312,337
<b>Row House</b>	97,635	125,759	152,092	185,624	219,976	242,265	263,053
<b>Walk Up</b>	93,735,	126,547	160,381	211,534	262,255	295,587	328,536
<b>Elevator</b>	98,169	137,437	176,704	235,606	294,507	333,775	373,042

ECC/HANH TDC 2022							
	0	1	2	3	4	5	6
<b>Detached</b>	212,082	274,821	328,175	390,793	459,720	503,944	546,589
<b>Row House</b>	168,330	220,078	266,161	324,843	384,958	423,964	460,344
<b>Walk Up</b>	162,165	221,457	280,667	370,185	458,945	517,278	574,938
<b>Elevator</b>	157,071	219,899	282,727	376,969	471,212	534,040	596,868

### Appendix 3: Local Asset Based Management

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

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

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

## Appendix 4: ECC/HANH MTW Evaluation

### Executive Summary

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

- MTW has been used extensively by ECC/HANH to assist in redeveloping many of its properties. Various MTW flexibilities related to fungibility, income limits, project-based vouchers, and development and construction cost limits have been used to help redevelop over 800 affordable units. Through these projects ECC/HANH was also able to earn nearly \$5 million in developer fees.
- ECC/HANH has had success using MTW flexibilities to implement activities that have led to 40K hours of staff time savings and over \$500K in cost savings. Key activity drivers of these savings include rent simplification's biennial/triennial reexam schedules, biennial/triennial HQS inspections, mandatory direct deposit for HCV landlords, and limiting HCV landlord rent increases to once per reexam cycle.
- MTW flexibility has also been used to create special programs that serve sub-populations with unique challenges including families facing homelessness and foreclosure and former prisoners who are re-entering the community. ECC/HANH has also aided families seeking to move into lower poverty areas through its Deconcentration initiative.

The evaluation provided the following recommendations:

- Improve core self-sufficiency activities by advancing case management and classes.
- Streamline the number of self-sufficiency programs and review alternative services.
- Transform MTW data collection and reporting by advancing data management and streamlining processes.
- Enhance staff involvement in setting and meeting MTW goals.
- Continue to streamline administrative processes.
- Evolve MTW rent policy to enhance motivation for work-able families to work.
- Raise awareness for MTW programs with clients and partners.

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

Enterprise Community Partners found the following:

ECC/HANH continues to support housing choice for their residents by redeveloping and repositioning aging low-income public housing developments, replacing demolished units with a variety of affordable housing types, increasing participation in the RAD program, renovating offline units, upgrading units, and making accessibility improvements. These efforts could produce positive ripple effects throughout the city of New Haven, especially near the West Rock Neighborhood where

ECC/HANH is working to redevelop all public housing properties. Positive community impacts are being reported at the two ECC/HANH properties for which crime data was analyzed, both of which have had reductions in the number of major crimes. ECC/HANH's efforts to provide housing choice for vulnerable populations continue to increase.

ECC/HANH continues to work toward improving its self-sufficiency programming, especially for particularly vulnerable populations. To assist the most vulnerable, ECC/HANH continues to serve a high proportion of very low-income households.

The self-sufficiency programs saw decreased participation in FY 2021, including FSS, Teacher in Residence, and Resident Owned Business due to COVID19, however ECC/HANH continues to focus on efforts on increasing participation.

ECC/HANH has demonstrated continued cost effectiveness by deriving agency revenue from redevelopment fees, leveraging private investment through the mixed-finance process, and reducing administrative burden. The Rent Simplification initiative has saved an average of nearly 7,000 hours of staff time per year since 2008, while the HCV Rent Simplification/Cost Stabilization Measure initiative saved over 200 hours of staff time in 2015 and 2016. Since 2008, ECC/HANH has saved over \$221,000 in printing and mailing costs alone by changing the annual recertification schedule. In 2016, ECC/HANH implemented a new quality assurance process that decreased their average error rate for calculating recertifications to just 1%, reducing administrative burden even further.

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

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

<sup>1</sup> The costs represented in the RS Means cost data publications are based on national averages for materials and installation.

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

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

### **HOUSING AUTHORITY OF THE CITY OF NEW HAVEN**

#### **MOVING TO WORK SUFFICIENCY PROGRAM**

#### **RENT SIMPLIFICATION PROCEDURES FOR THE PUBLIC HOUSING PROGRAM**

##### **Public Housing Program Rent Simplification**

ECC/HANH believes there is a better way to administer essential housing programs, one that encourages long-term self-sufficiency for both the program participants as well as the agency.

##### **Rent Simplification: Equity & Efficiency**

The proposed system rewards families who increase their incomes and provides them with more opportunities to save while easing ECC/HANH burden of administering these housing programs.

##### **Everyone Should Contribute**

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

##### **Fiscal Equity for ECC/HANH**

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

##### **Approvable Method**

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

##### **Measurable Reduction in Administrative Time**

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

##### **Transition to Avoid Hardships**

ECC/HANH has devised a system that is not only revenue neutral for the organization but will not result in any undue hardship for our families. There will be a transition period of one year from the current income-based rent determination process to the new income-tiered rent determination process. No family will have an increase in Total Tenant Payment (TTP) during the first year they are subject to the requirements of this Rent Simplification Policy.

Please note that this hold harmless provision does not apply to increases in TTP that result from an increase in family annual income above the amount earned in the reporting period immediately preceding the family being subject to Rent Simplification. No family shall be subject to an increase

in TTP of greater than \$25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed \$50; \$75 a month during the fourth year; and \$100 a month above the monthly TTP in the year immediately following the implementation of Rent Simplification.

### **Asset Exclusion**

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

### **Earned Income Disallowance (EID)**

This benefit is embedded into the Rent Simplification rule so the provision of EID, of regulation, and annual tracking is eliminated for LIPH Participants. Families will not lose out on the benefit; however, ECC/HANH will help streamline staff responsibility by eliminating the requirement. The Federal Earned Income Disregard (EID) will continue to be implemented in the LIPH program for families who are required to report increase in wages or new job under the LIPH Rent Simplification Rules. The maximum amount of time a family can be enrolled in the Federal EID is 24 months with a start/stop clock of 48 months. At the beginning of the 12 months of 50% EID, an interim will not be conducted; the family will remain at the 100% until the scheduled bi/triennial certification comes up. In many cases the 48-month window will not be used as most families will receive the Rent Simplification benefit throughout the life of the EID; for the most part eliminating the need to stop or re-start the EID clock.

When individuals are up for bi/tri certs, anyone who would benefit from the EID will have the months checked off in Elite for tracking purposes, however, a reduction from 100 to 50 does not occur, therefore, a family will generally benefit from a minimum of 48 months of discounted wage increases at 100% EID.

Families on Bi-annual updates who would have an income increase in year two; benefiting from a full 2 years at 100% discounted Income, & Families on Tri-annual Updates who would have an income Increase at year three, benefiting from a full 3<sup>rd</sup> year of 100% discounted income.

It is still required that at time of Bi-annual or Tri annual cert: The specialist enters EID dates in Elite, dating back to the Start of when benefit would have started, as well as end date.

ECC/HANH staff will still utilize the worksheet as needed to determine if a person qualified, in order to check off boxes in Elite for PIC submission purposes, however, annual tracking and tracking at time of interim change would be eliminated in efforts to streamline the interim and certification process, relieving staff of the additional burden and allowing families to benefit from the full extent of Rent Simplification as written. Tracking in Elite will only occur at time of bi/tri certifications.

### **Other Exclusions**

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

### **Annualized Income Calculation**

Prospective and past income may be used to calculate resident rents, especially for families with irregular or sporadic employment histories. For families with income of up to and including \$5,000.00 we will accept self-certification. For families earning more than \$5,000.00 of wages



and salaries we want pay stubs covering the most recent four weeks of employment or a W-2 or 1099 within 180 days of the effective date of recertification. We must complete EIV or other UIV as required by HUD.

### **Annual Reexaminations**

Reexaminations are currently conducted every year for non-elderly households and every two years for elderly and disabled households. ECC/HANH spends on average three hours per annual reexamination. ECC/HANH must perform more than 3,200 LIPH reexaminations every year. This is inordinately time consuming and an exceedingly complex process. Under Rent Simplification, annual reexaminations will occur every two years for non-elderly households and every three years for elderly and disabled households. These changes will allow families who experience increases in income to retain all their increased earnings between annual reexaminations. CSSR requirements will be reviewed at time of bi-tri certification for families and individuals who are not exempt and required to complete the required 96 hours per year. Household members exempt from having to meet the CSSR will be required to certify exemption at time of bi-tri certification. This change relieves staff of the additional burden of annual tracking and allows families to benefit from the full extent of Rent Simplification as written. Tracking in Elite will only occur at time of bi/tri certifications.

Effective FY15 (October 2014), ECC/HANH updated its definitions of elderly/disabled and work-able families. Under the policy change, an elderly/disabled family will be defined as one in which all adult members (excluding live-in attendants) are elderly and/or disabled. A work-able family will be one that doesn't meet the new elderly/disabled definition. Work-able households under the new definition will have reexaminations every two years (biennial schedule) and elderly/disabled households will have annual reexaminations every three years (triennial schedule).

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

### **Deductions for Exceptional Expenses**

Excess resources are dedicated to verifying deductions for childcare, medical and disability allowances. Third party verifications of these amounts are difficult to accomplish, and the agency more often than not relies upon second- and first-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident. To simplify this process, ECC/HANH will eliminate standard deductions for these amounts for elderly, disabled and non-elderly households.

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

The amount of expense is set in \$2,000.00 tiers. This allows ECC/HANH to move away from verifying every dollar. Tenants are not required to provide documentation for every dollar of expense; rather, tenants need only provide documentation sufficient to meet the appropriate tier.

The monthly rent reduction is established at the mid-range of the tier.

Households with exceptional expenses will receive a direct reduction of the monthly rent. However, no tenant's rent will be reduced below a rent of \$50.00 as a result.

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

### **Changes in Family Composition**

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

### **Mandatory Interim Reexaminations Policy**

- Residents must request an interim reexamination if any of the following conditions occur:
- Change in family composition that affects the voucher size or bedroom size.
- The addition of a family member 18 years of age or older
- Change in family composition that causes the family to move from one income tier to another with a higher rent schedule.
- Addition of a live-in aid
- Income increase following an interim rent reduction

If ECC/HANH grants an exceptional deduction for any family and there is a subsequent change then the family must report that change to ECC/HANH.

### **Optional Interim Reexaminations Policy**

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

Decrease in family income that is expected to last 90 days or more if it will result in a change in the family's income tier (excluding seasonal workers; see below)

Increase in Exceptional Expenses of at least \$2,000.00.

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

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

**Rent Simplification Interims:**

Rent Simplification in both LIPH and HCV will include a request to adjust rent during COVID19 and any similar pandemic or national, state, or local emergencies that affect many families in the community. In order to prevent staff having to reprocess files when families go back to work during a time like this, ECC/HANH will create a letter which advises the families of the decrease to their rent for 3 months, as a result of loss or decrease in income. At the end of the 3 months, the rent will be adjusted back to what it was before the decrease. Staff would process 2 actions, the decrease, and a second action (effective on the 1st day of the 4th month) which would be an increase back to previous amount. This way, families will not need to report the increase and staff can give 30-day notice of the potential increase change at the same time they are giving the decrease notice.

If families are not yet back to work or the change is permanent, they must report the change to ECC/HANH as soon as they are aware so that the second interim may be cancelled or adjusted. This change does not cancel or supersede the current interim change rule where families are not required to report a new income or increase in income if the previous decrease was associated with an annual certification. In other words, Interim rents normally remain in place until the next scheduled reexamination. If a family experiences an increase in income, it is not necessary for the family to report this increase in income until the next scheduled certification date, except when the increase occurs after an interim decrease has been processed.

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

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

**Verification of Annual Income from Wages and Salaries and Assets**

To reduce the administrative burden associated with the verification of income ECC/HANH has amended its Admission and Continued Occupancy (ACOP) to specify that:

For earnings from wages and salaries where Annual Income for the prior period of up to and including \$5,000.00, self-certification from family is all that shall be required as verification of income.

For earnings from and salaries of more than \$5,000.00 the most recent pay stubs for recent 4 weeks of employment, or W-2 or 1099 within 180 days of the anniversary date shall be required in addition to the self-certification, but only to the extent that verification of Annual Income is not available from a third-party source of Upfront Income Verification.

Self-certification of all sources of Annual Income shall be required in all cases.

For families with total assets of \$50,000.00 or less a self-certification of said assets shall be required.

**Income Tiered Rents Calculated within \$1,000 Bands**

Rents are based on \$1,000.00 income bands starting at \$2,500.00. Using a band-based rent

schedule allows the ECC/HANH and residents to move away from verifying every dollar earned and deducted. (See Exhibit A)

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

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

Minimum Rents and Flat Rents

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

All residents at a rent of \$50.00, except for the elderly and persons with disabilities, are referred to the Family Self Sufficiency (FSS) Program for job or benefit counseling. Families may still choose the existing Flat Rent option for public housing. The Flat Rent option certification form will only be signed at time of bi-tri certification; however, families will have the opportunity to switch to the Flat rent once a year. Annual notice will go out to families, but signature will not be required except for at time of scheduled bi/tri certification. This change is in line with efforts to streamline the certification process; relieving staff of the additional burden and allowing families to benefit from the full extent of Rent Simplification as written.

Zero Income Households

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

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

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

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

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

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

Criteria for Hardship Exemption from Minimum Rent Requirement

- A family is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:
- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program.
- When the family would be evicted because it is unable to pay the minimum rent.
- When the income of the family has decreased because of changed circumstances, including loss of employment.
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

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

- A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days.
- A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

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

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

### **Hardship Review Committee**

All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee.

The Hardship Review Committee shall consist of the Executive Director or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Assistant Executive Director of Community and Economic Development or his/her designee. At the family's option, the Hardship Review Committee may include one (1) resident of ECC/HANH who is in good standing.

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

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

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

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

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

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

If the Committee determines that ***the hardship is of a temporary nature (the hardship is expected to last less than 90 days)***, at the end of the 90-day period, the resident's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

If the Committee determines that the ***hardship is of a long-term nature (the hardship is expected to last more than 90 days)***, the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.

ECC/HANH may deny a resident a long-term exemption from the minimum rent requirement if the resident fails to attend the scheduled meeting with the Hardship Review Committee. ECC/HANH will provide each resident one opportunity to reschedule the meeting. If the resident fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter scheduling the meeting shall inform residents that persons with disabilities are entitled to reasonable accommodation about this requirement.

Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirement for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS Program within 30 days from the date of the Application for Exemption from Minimum Rent.

If the ***hardship is determined to be non-existent***, the resident will be responsible for paying rent to ECC/HANH for any rent that was suspended while tenant's Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

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



**If the hardship exemption is determined to be temporary:**

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

**If the hardship exemption is determined to be long-term:**

- that a long-term hardship exemption was granted.
- whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place.
- that all non-elderly, non-disabled residents are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and
- that the resident must notify ECC/HANH within 10 days if the hardship ceases to exist because the resident has obtained a source of income sufficient to pay (at least) the minimum rent.

**Minimum Rent Hardship during COVID19 and any similar pandemic or national, state, or local emergencies that affect many families in the community:**

The three-month hardship timeframe will be increased to four months during COVID19 and any similar pandemic or national, state or local emergencies that affect a large number of families in the community.

Additionally, families who fall under the hardship repayment requirement will not be required to repay hardship. Referrals to FSS are not required because of this type of decrease.

**If the hardship is determined to be non-existent:**

- that a hardship exemption was denied.
- the reason for such determination; and
- the terms and conditions on which the resident family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.

All letters concerning Hardship Review Committee determinations shall state that any resident who disagrees with the decision may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included with the written decision. In cases

where a grievance is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

### **Mixed Families**

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

### **Fraud Prevention**

After two or more instances of job loss or income drop within ninety (90) days of a scheduled reexamination (based on current and prior reexamination history), ECC/HANH sets a rent based on the past year's W-2 or other information available for income verification. Households are advised that this is a potential fraud issue and that they have the right to grieve through the normal process to explain the reasons more fully for the pattern of income loss. ECC/HANH will set the rent after the Conference Panel review.

Households with two or more instances of job loss or income drop within ninety (90) days of a scheduled certification do not have access to the Hardship Review Committee.

### **Rent Simplification Implementation - Public Housing**

Residents received notice of the new policy on July 1, 2007 and the policy was effective on January 1, 2008 for all reexaminations with an anniversary effective date on or after January 1, 2008 and for all new lease-ups and residents requesting interim reexaminations after January 1, 2008. A staggered approach is used to integrate the two-year and three-year reexamination cycles. Initially in fiscal year 2008, all families will be re-examined during the first year.

In the second year of the program (2009), two thirds of the elderly/disabled families will be re-examined and one half of the non-elderly/non-disabled families.

In the third year of the program (2010), one third on the elderly/disabled families will be re-examined and one-half of the remaining non-elderly/non-disabled families.

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

### **Low Income Public Housing (LIPH) Program**

#### **Rent Simplification Rent Tier Schedule**

<b>Rent Tier</b>						
<b>Income Range</b>						
\$0	\$2,499	\$50		\$36,500	\$37,499	\$867
\$2,500	\$3,499	\$59		\$37,500	\$38,499	\$891
\$3,500	\$4,499	\$83		\$38,500	\$39,499	\$914
\$4,500	\$5,499	\$107		\$39,500	\$40,499	\$938
\$5,500	\$6,499	\$131		\$40,500	\$41,499	\$962
\$6,500	\$7,499	\$154		\$41,500	\$42,499	\$986
\$7,500	\$8,499	\$178		\$42,500	\$43,499	\$1,009
\$8,500	\$9,499	\$202		\$43,500	\$44,499	\$1,033
\$9,500	\$10,499	\$226		\$44,500	\$45,499	\$1,057
\$10,500	\$11,499	\$249		\$45,500	\$46,499	\$1,081



\$11,500	\$12,499	\$273		\$46,500	\$47,499	\$1,104
\$12,500	\$13,499	\$297		\$47,500	\$48,499	\$1,128
\$13,500	\$14,499	\$321		\$48,500	\$49,449	\$1,152
\$14,500	\$15,499	\$344		\$49,500	Above	\$1,176
\$15,500	\$16,499	\$368				
\$16,500	\$17,499	\$392				
\$17,500	\$18,499	\$416				
\$18,500	\$19,499	\$439				
\$19,500	\$20,499	\$463				
\$20,500	\$21,499	\$487				
\$21,500	\$22,499	\$511				
\$22,500	\$23,499	\$534				
\$23,500	\$24,499	\$558				
\$24,500	\$25,499	\$582				
\$25,500	\$26,499	\$606				
\$26,500	\$27,499	\$629				
\$27,500	\$28,499	\$653				
\$28,500	\$29,499	\$677				
\$29,500	\$30,499	\$701				
\$30,500	\$31,499	\$724				
\$31,500	\$32,499	\$748				
\$32,500	\$33,499	\$772				
\$33,500	\$34,499	\$796				
\$34,500	\$35,499	\$819				
\$35,500	\$36,499	\$843				

### Hardship Waiver Policy and Guidelines

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

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

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

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

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

ECC/HANH will notify all families of their right to request a hardship exemption from the minimum rent requirements and in accordance with the provisions set forth herein. Residents will be notified of

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

## 1. Criteria for Hardship Exemption from Minimum Rent Requirement

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

When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program.

When the family would be evicted because it is unable to pay the minimum rent.

When the income of the family has decreased because of changed circumstances, including loss of employment.

When a death in the family has occurred; or

Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

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

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days.

A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

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

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

## 2. Initiation of Hardship Exemption Review

An Application for Exemption from Minimum Rent may originate from either an ECC/HANH employee or the resident family.

ECC/HANH employees must complete and submit an Application for Exemption from Minimum Rent on behalf of a resident family whenever any evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption (as set forth above).

A resident family also has the right to request a hardship exemption from minimum rent. Such request must be in writing and must state the family circumstances that qualify the family for a hardship exemption.

### 3. Notification of the Right to a Hardship Exemption

ECC/HANH will notify all families of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the Application for Exemption from Minimum Rent, a copy of which will be provided to residents at lease up and at each recertification appointment or mailed to residents for interim recertifications.

ECC/HANH will also notify all families in writing of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the following documents: resident rent change notifications when monthly rent is set at the minimum rent, the form lease agreement and all form documents related to the hardship exemption process.

ECC/HANH will also notify all families in all of the above documents that all families that are exempt from the minimum rent requirement will be referred to the Family Self Sufficiency (FSS) Program in order to assist the family in moving toward self-sufficiency. Elderly and disabled families are not required to participate in the FSS program.

### 4. Hardship Review Committee

All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee.

The Hardship Review Committee shall consist of the Executive Director or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Assistant Executive Director of Community and Economic Development or his/her designee. At the family's option, the Hardship Review Committee may include one (1) resident of ECC/HANH who is in good standing.

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

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

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

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

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

that ECC/HANH will suspend the minimum rent requirement for 90 days effective as of the first of the next month and the effective dates of the 90-day suspension,

that there can be no eviction for non-payment of rent during the suspension period.

the date for a meeting with the resident to discuss the hardship exemption request, giving the resident family at least ten days advance notice of such meeting and informing the resident that he or she may have one opportunity to reschedule the meeting; and

that, with the exception of elderly and disabled families, the resident family has been referred to the FSS program and will not be able to receive a hardship exemption in excess of 90 days without enrolling in the program.

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

If the Committee determines that **the hardship is of a temporary nature (the hardship is expected to last less than 90 days)**, at the end of the 90-day period, the resident's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

If the Committee determines that the **hardship is of a long-term nature (the hardship is expected to last more than 90 days)**, the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.

ECC/HANH may deny a resident a long-term exemption from the minimum rent requirement, if the resident fails to attend the scheduled meeting with the Hardship Review Committee. ECC/HANH will provide each resident one opportunity to reschedule the meeting. If the resident fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter scheduling the meeting shall inform residents that persons with disabilities are entitled to reasonable accommodation with regard to this requirement.

Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirement for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS Program within 30 days from the date of the Application for Exemption from Minimum Rent.

If the **hardship is determined to be non-existent**, the resident will be responsible for paying rent to ECC/HANH for any rent that was suspended while tenant's Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

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

**If the hardship exemption is determined to be temporary:**

That a temporary hardship exemption was granted;

the effective dates of the exemption;

the basis for the decision to grant a temporary hardship exemption, including that a long-term exemption was denied and the reason that such long-term exemption was denied; and

that the resident has a right to enter into a reasonable repayment agreement with ECC/HANH for the minimum rent that was suspended and is now owing to ECC/HANH.

**If the hardship exemption is determined to be long-term:**

that a long-term hardship exemption was granted;

whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place;

that all non-elderly, non-disabled residents are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and

that the resident must notify ECC/HANH within 10 days if the hardship ceases to exist because the resident has obtained a source of income sufficient to pay (at least) the minimum rent.

**If the hardship is determined to be non-existent:**

that a hardship exemption was denied;

the reason for such determination; and

the terms and conditions on which the resident family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.

All letters concerning Hardship Review Committee determinations shall state that any resident who disagrees with the decision may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included with the written decision. In cases where a grievance is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

**7. Termination of Long-Term Exemptions**

ECC/HANH may conduct periodic reviews of all long-term hardship exemptions to determine if the hardship continues to exist and, for non-elderly and non-disabled residents, whether the resident is complying with FSS requirements.

If ECC/HANH determines that a family is no longer eligible for a long-term hardship exemption (because the hardship no longer exists or the non-elderly/non-disabled tenant has not complied with FSS requirements), ECC/HANH shall notify the family of the proposed termination of the long-term

hardship exemption, the effective date of the proposed termination, and the reason for such proposed termination. This letter shall be delivered to the resident by first class mail no later than thirty (30) days prior to the effective date of the proposed termination. Any resident who disagrees with the proposed termination may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included in the notice of termination. In cases where an appeal is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

The Executive Director may waive any or all of these requirements in cases where he/she determines that the hardship conditions are likely to be permanent.

**PUBLIC HOUSING RENT SIMPLIFICATION SUMMARY**  
EXCEPTIONS TO LIPH REGULATIONS

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
Annual Income	24 CFR Part 5.609(a)(4)  5.609(c)(8)(x11	Any income derived from an asset to which any member of the family has access  Adoption assistance payments for any child in excess of \$480.00 received.	Excludes asset from the determination of annual income to the extent the amount does not exceed \$50,000. All income earned by fulltime student will be excluded who is over 18. Students who are HOH or spouse are not excluded.  All income earned by a family from adoption assistance will be excluded.
Income Exclusion for Person Enrolled in FSS Program	24 CFR Part 5.609(b)(1)	Incremental earnings and benefits resulting in any family member from participation in a qualifying <b>State or local employment training</b> programs (including training programs not affiliated with a local government) and training of a family member as resident management staff.	Exclude 100 percent of any incremental earnings from wages or salaries earned by any family member during the first year of FSS program participation, 75% in 2 <sup>nd</sup> year, 50% in 3 <sup>rd</sup> year, 25% in 4 <sup>th</sup> year and 0% in 5 <sup>th</sup> year, as long as the household is enrolled in the FSS Program. This will not exceed 5 years.  A family's eligibility to receive this optional income disallowance is limited to a total of 48 months. In addition, for families that qualify and receive the federal EID, the total number of months that a family may receive the optional income disallowance provided for under this subparagraph and under the Federal Earned Income Disregard (EID) may not exceed 48 months. In no event shall the family receive the exclusion provided for under this subparagraph during the same period said

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
			family member is receiving the federal EID as set forth in 24 CFR Part 5.617. Additionally, the current exclusion covering incremental earnings of any family participating in a state or local program will be expanded to include any qualifying <b>federal</b> program, whether or not the member is enrolled in the FSS program
Business Income for Resident Owned Businesses	24 CFR Part 5.609(b)(2)	The net income from the operation of a business or profession is included in determining annual income.	Exclude 100 Percent of any net income derived from the operation of a businesses; provided the business qualifies as <b>a resident owned business</b> under 24 CFR Part 963.5. During the first year of enrollment in FSS program 100 percent; 75 percent in the second year; 50 percent in the third year; 25 percent in the fourth year; 0 percent exclusion thereafter.
Earned Income Disallowance	24 CFR Part 960.255	Incremental income earned by a family member, provided the increase in income is the result (1) of employment of a family member was previously unemployed for one or more years prior to employment; (2) increased earnings by a family member during participation in any economic self-sufficiency or other job training program; or (3) result of new employment or increased earnings of a family member during or within six months after receiving assistance, benefits or services under any state program for temporary assistance for needy families	The Federal EID benefit is embedded into the Rent Simplification rule so the provision of EID by definition of regulation, and annual tracking is eliminated for LIPH Participants. Families will not lose out on the benefit, however, ECC/HANH will help streamline staff responsibility by eliminating the requirement. The Federal Earned Income Disregard (EID) will continue to be implemented in the LIPH program for families who are required to report increase in wages or new job under the LIPH Rent Simplification Rules.



Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
			<p>The maximum amount of time a family can be enrolled in the Federal EID is 24 months with a start/stop clock of 48 months. At the beginning of the 12 months of 50% EID, an interim will not be conducted; the family will remain at the 100% until the scheduled bi/tri annual certification comes up. Families who do already receive the benefit of no increase in rent with higher wages under the Rent Simplification rule will be tracked in Elite under EID at time of Bi-Tri annual certifications.</p>
Mandatory Deductions	24 CFR Part 5.611	<p>(1) \$480 for each dependent;  (2) \$400 for any elderly family or disabled family; (3) The sum of the following to the extent the sum exceeds three percent of annual income: (I) Un-reimbursed medical expenses of any elderly family or disabled family; and (ii) reimbursed reasonable attendant care and auxiliary apparatus expenses for each member of the family who is a person with disabilities  (4) Any reasonable childcare expenses necessary to enable a member of the family to be employed or to further his or her education.</p>	<p>Eliminate the outlined mandatory deductions under this part. These deductions will be considered as Exceptional Expense Deductions</p>

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
Additional (Exception) Expenses Deductions	24 CFR 5.611	A PHA may adopt additional deductions from annual income. ECC/HANH had none	Families with verifiable deductions in excess of \$2,000 will be allowed to request that these additional expenses be used in determining TTP. These verifiable deductions must exceed \$2,000 and shall be the sum of (1) Mandatory Deductions determined in accordance with Section 5.611 (2), plus non-reimbursed utility expenses (except telephone and cable)
Total Tenant Payment	24 CFR 5.628	(a) Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar: (1) 30 percent of the family's monthly adjusted income; (2) 10 percent of the family's monthly income; (3) If the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or	The Total Tenant Payment (TTP) will be based upon (1) income-tiered TTP structure or the minimum TTP \$50 for a family with income of up to \$2,500 annually.

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
		(4) The minimum rent, as determined in accordance with Sec. 5.630.	
Hardship Provision for Exceptional Expenses	24 CFR 5.611(2))	A PHA may adopt additional deductions from annual income. The PHA must establish a written policy for such deductions.	A family may be exempt from minimum rent as follows; When the family has lost eligibility for or is awaiting an eligibility determination for a Federal, State or local assistance program, including a family that includes a member who is a non-citizen When the family would be evicted because it is unable to pay the minimum rent When the income of the family has decreased because of changed circumstances, including loss of employment. Family whose shelter expenses, plus un-reimbursed medical, childcare and disability expenses exceed 40 percent of annual income or whose medical, childcare or disability expenses of \$6,000 or more annually may seek a deduction in rent for exceptional expenses.
Minimum Rent	24 CFR 5.630	A family may be exempt from minimum rent of \$50.00 as follows: (I) When the family has lost eligibility for or is awaiting an eligibility determination for a Federal, State, or local assistance program, including a family that includes a member who is a non-citizen; (ii) When the family would be evicted because it is unable to pay the minimum rent; (iii) When the income of the family has decreased because of changed circumstances; (iv) a death has occurred in the	A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a tenant is elderly, disabled, or is enrolled in ECC/HANH's Family Self Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the "FSS Program"). Elderly and disabled families are not

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
		family's household; (v) any other circumstances to be considered by the PHA to be reason to waive the minimum rent requirement.	required to enroll in the FSS Program.
Utility Allowances and Reimbursements	24 CFR 5.632(a) and (b)	Tenant Paid Utilities to be deducted from TTP to determine tenant rent.	No. Change. ECC/HANH will pay all utilities except for electricity at Westville Manor, Fairmont Heights, McConaughy Terrace and all Scattered Site properties.
Annual Reexamination of Income and Family Composition	24 CFR 960 Part 257	Reexamination of income must occur every year, except every two years for elderly or disabled households.	Reexamination of income will occur every three years for Elderly and Disabled families and every two years for all other families. Annual update of changes in family composition for persons 18 years of age and older that are added or subtracted from the family. ECC/HANH will do UIV and submit a 50058 annually. Additionally, the Community Service requirement will be reviewed annually for all household members who are not disabled, working less than 20 hours per week or enrolled in classes under the FSS program.
Interim Reexamination	24 CFR 960 Part 257	A family may request an interim reexamination of family income because of any changes since the last examination. The owner must make the interim reexamination within a reasonable time after the family request. Currently, family must report any change in income that amounts to \$200 or more a month.	A family can request only three interim re-examinations each 12 months with the exceptions of those conditions where they are required to report certain changes in family composition or certain changes in family income. A family, except for elderly or disabled or a family enrolled in FSS may make <b>one</b> request for an <b>interim</b> for a hardship exemption each 12 months.

Topic	Regulatory Provision	Current Policy	Alternative MTW Policy for Public Housing Program
Verification of Wages, Salaries and Assets below \$5,000 and Assets below \$50,000	24 CFR 5.659	The owner must obtain and document in the family's file third party verification of the following factors or must document in the file why third-party verification was not available : (1) Reported family annual income; (2) The value of assets; (3) Expenses related to deductions from annual income; and (4) Other factors that affect the determination of adjusted income.	Only a self-certification will be required for income up to and including \$5,000.00. For income above \$5,000.00 two most recent pay stubs or a W-2 or 1099 dated within 90 days of effective date of re-examination. ECC/HANH will continue to conduct EIV or UIV.  Asset exclusion is raised to \$50,000.00 and only self-certification will be required.
Determination of Tenant Total Payment (TTP)	24 CFR 5.628	a) Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar: (1) 30 percent of the family's monthly adjusted income; (2) 10 percent of the family's monthly income; (3) If the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or (4) The minimum rent	TTP based upon income-tiered approach. No family shall be subject to an increase in TTP of greater than \$25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed more than \$50 during the third year; \$75 a month during the fourth year; and \$100 a month above the monthly TTP in the year immediately preceding the implementation of Rent Simplification. The families TTP after the fifth year shall be whatever amount is determined under Rent Simplification. These limitations on rent increase shall only apply to increases in TTP that result from the imposition of Rent Simplification and not for increases that result from changes in family composition or changes in family income.

## **Appendix 6: Procedures for Rent Simplification for the Housing Choice Voucher Program**

### **HOUSING AUTHORITY OF THE CITY OF NEW HAVEN**

#### **MOVING TO WORK SUFFICIENCY PROGRAM**

#### **RENT SIMPLIFICATION PROCEDURES FOR THE SECTION 8 MTW VOUCHER PROGRAM**

##### **Housing Choice Voucher Program Rent Simplification**

ECC/HANH believes there is a better way to administer essential housing programs, one that encourages long-term self-sufficiency for both the program participants as well as the agency.

**The Rent Simplification policies apply only to the Housing Choice Voucher (HCV) Program included under the agency's MTW Program. The Moderate Rehabilitation Program, Mainstream for Elderly, Welfare to Work VASH, RAD, and Enhanced Vouchers are not covered by this policy.**

##### **Rent Simplification: Equity & Efficiency**

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

##### **Everyone Should Contribute**

ECC/HANH believes that every family should contribute towards their housing. Under Rent Simplification, the criteria under which a family can claim zero income and not pay any rent are not changed. What will change is the amount of time families will be permitted to request an interim adjustment. The minimum rent will be increased from \$25.00 per month to \$50.00 per month for the HCV Program.

##### **Fiscal Equity for ECC/HANH**

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

##### **Approvable Method**

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

##### **Measurable Reduction in Administrative Time**

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

##### **Transition to Avoid Hardships**

ECC/HANH has devised a system that is not only revenue neutral for the organization but will not result in any undue hardship to our families. There will be a transition period of one year from the current income-based rent determination process to the new income tiered rent determination process. No family will have an increase in Total Tenant Payment (TTP) during the first year they are subject to the requirements of this Rent Simplification Policy. Please note that this hold harmless provision does not apply to increases in TTP that result from an increase in family annual income

above the amount earned in the reporting period immediately preceding the family being subject to Rent Simplification. No family shall be subject to an increase in TTP of greater than \$25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed \$50; \$75 a month during the fourth year; and \$100 a month above the monthly TTP in the year immediately following the implementation of Rent Simplification.

### **Asset Exclusion**

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

### **Earned Income Disallowance**

The Earned Income Disallowance (EID) under Sec. 5.617 for all HCV participants EID is eliminated.

### **Other Exclusions**

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

### **Annualized Income Calculation**

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

### **Annual Reexaminations**

Reexaminations are currently conducted every year for non-elderly households and every two years for elderly and disabled households. ECC/HANH spends on average three hours per annual reexamination. Under Rent Simplification, annual reexaminations will occur every two years for non-elderly households and every three years for elderly and disabled households. These changes will allow families who experience increases in income to retain all of their increased earnings between annual reexaminations. During the first year all families will be recertified. This process will be phased in over a three-year period.

Effective FY15 (October 2014), ECC/HANH updated its definitions of elderly/disabled and work-able families. Under the policy change, an elderly/disabled family will be defined as one in which all adult members (excluding live-in attendants) are elderly and/or disabled. A work-able family will be one that doesn't meet the new elderly/disabled definition. Work-able households under the new definition will have reexaminations every two years (biennial schedule) and elderly/disabled households will have annual reexaminations every three years (triennial schedule).

ECC/HANH believes this new definition more closely matches the spirit of a "work-able" family since all work-able families would have at least one work-able adult. Under the prior definition, an elderly/disabled family only needed a head, co-head, or spouse to be elderly or disabled which led to some families with work-able adults being categorized as elderly/disabled. This change will also give ECC/HANH the ability to better track earnings and employment for work-able families; and the better



population division will give ECC/HANH the flexibility to implement work-able specific rent policy changes in the future if it so chooses.

### **Deductions for Exceptional Expenses**

Excess resources are dedicated to verifying deductions for child care, medical and disability allowances. Third party verifications of these amounts are difficult to accomplish, and the agency more often than not relies upon first- and second-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident. To simplify this process, ECC/HANH will eliminate standard deductions for these amounts for elderly, disabled and non-elderly households.

Households with exceptional expenses may request a rent reduction. This includes large families (more than two children). It also includes families with high medical expenses, disability assistance expenses, or childcare expenses. Combined, exceptional expenses must total no less than \$2000.00 in order for family to qualify for the additional monthly rent deduction.

The amount of expense is set in \$2,000.00 tiers. This allows ECC/HANH to move away from verifying every last dollar. Tenants are not required to provide documentation of every dollar of expense; rather, tenants need only provide documentation sufficient to meet the appropriate tier.

The amount of monthly rent reduction is established at the mid-range of the tier.

Households with exceptional expenses will receive a direct reduction of the monthly rent. However, no tenant's rent will be reduced below a rent of \$50.00 as a result.

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

### **Changes in Family Composition**

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

#### **Mandatory Interim Reexaminations Policy**

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

Change in family composition that affects the voucher size or bedroom size.

The addition of a family member 18 years of age or older

Change in family composition that causes the family to move from one income tier to another with a higher rent schedule.

Addition of a live-in aid



Income increase following an interim rent reduction

If ECC/HANH grants an exceptional deduction for any family and there is a subsequent change then the family must report that change to ECC/HANH.

#### Optional Interim Reexaminations Policy

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

Decrease in family income that is expected to last 90 days or more if it will result in a change in the family's income tier (exclude seasonal workers; see below)

Increase in Exceptional Expenses of at least \$2,000.00

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

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

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

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

#### Verification of Annual Income from Wages and Salaries and Assets

To reduce the administrative burden associated with the verification of income ECC/HANH has amended its Admission and Continued Occupancy (ACOP) to specify that:

For earnings from wages and salaries where Annual Income for the prior period of up to and including \$5,000.00, self-certification from family is all that shall be required as verification of income.

For earnings from and salaries of more than \$5,000.00 the most recent pay stubs for recent 4 weeks of employment, or W-2 or 1099 within 180 days of the anniversary date shall be required in addition to the self-certification, but only to the extent that verification of Annual Income is not available from a third-party source of Upfront Income Verification.

Self-certification of all sources of Annual Income shall be required in all cases.

For families with total assets of \$50,000.00 or less a self-certification of said assets shall be required.

#### Income Tiered Rents Calculated within \$1,000 Bands

Rents are based on \$1,000.00 income bands starting at \$2,500.00. Using a band-based rent schedule allows the ECC/HANH and residents to move away from verifying every last dollar earned and deducted. (See Exhibit A)

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

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

#### Minimum Rents

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

#### Zero (0) Income Households

A family claiming zero (\$0) rent is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:

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

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term exemption from the minimum rent requirement and the HAP will be adjusted accordingly.

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days. At the end of the 90 days, the family will undergo an interim increase.

A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days. At the end of the long-term hardship, an interim is conducted to adjust the family's income.

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

Once ECC/HANH identifies a participant's need for a hardship exemption from the minimum rent requirement or the family requests such exemption, the minimum rent shall be suspended immediately for a period of 90 days. At the end of the hardship, an interim will be conducted to bring family up to speed on current household income.

#### Hardship Review

All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee.

The Hardship Review Committee shall consist of the Executive Director or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Assistant Executive Director of Community and Economic Development or his/her designee. At the family's option, the Hardship Review Committee may include one (1) participant of ECC/HANH who is in good standing.

The Application for Exemption from Minimum Rent shall originate from the family or an ECC/HANH employee if the family experiences any one of the Criteria for Minimum Rent Exemption.

When a participant submits an application or an ECC/HANH employee submits an application on behalf of a participant, ECC/HANH will suspend the minimum rent requirement commencing on the first of the month following the date of the application for a period of 90 days and adjust the HAP payment accordingly.

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

The Hardship Review Committee shall send a letter to all participant families who have applied for Hardship Exemption from Minimum Rent stating:

- that ECC/HANH has received an Application for Exemption from Minimum Rent,
- that ECC/HANH will suspend the minimum rent requirement for 90 days effective as of the first of the next month and the effective dates of the 90-day suspension,
- that there can be no termination of assistance for non-payment of rent during the suspension period;
- the date for a meeting with the participant to discuss the hardship exemption request, giving the participant family at least ten days advance notice of such meeting and informing the participant that he or she may have one opportunity to reschedule the meeting; and
- that, with the exception of elderly and disabled families, the participant family has been referred to the FSS program and will not be able to receive a hardship exemption in excess of 90 days without enrolling in the program.

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

If the Committee determines that ***the hardship is of a temporary nature (the hardship is expected to last less than 90 days)***, at the end of the 90-day period, the participant's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The participant will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

If the Committee determines that the ***hardship is of a long-term nature (the hardship is expected to last more than 90 days)***, the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.

ECC/HANH may deny a participant a long-term exemption from the minimum rent requirement, if the participant fails to attend the scheduled meetings with the Hardship Review Committee. ECC/HANH will provide each participant one opportunity to reschedule the meeting. If the participant fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter scheduling the meeting, shall inform participants that persons with disabilities are entitled to reasonable accommodation with regard to this requirement.

Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirements for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS program within 30 days from the date of the Application of Exemption from Minimum Rent.

If the hardship is determined to be nonexistent, the participant will be responsible for paying rent to ECC/HANH for any rent that was suspended while tenant's Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. Participant will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

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

If the hardship exemption is determined to be short term:

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

If the hardship exemption is determined to be long term:

- that a long-term hardship exemption was granted;
- whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place; and

- that all non-elderly, non-disabled participants are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and
- that the participant must notify ECC/HANH within 10 days if the hardship ceases to exist because the participant has obtained a source of income sufficient to pay (at least) the minimum rent.

If the hardship is determined to be non-existent:

- that a hardship exemption was denied;
- the reason for such determination; and
- the terms and condition on which the participant family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.

All letters concerning Hardship Review Committee determinations shall state that any participant who disagrees with the decision may request an informal hearing in accordance with ECC/HANH's hearing procedures, a copy of which will be included with the written decision. In cases where a hearing is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

### **Mixed Families**

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

### **Fraud Prevention**

After two or more instances of job loss or income drop within ninety (90) days of a scheduled reexamination (based on current and prior reexamination history), ECC/HANH sets a rent based on the past year's W-2 or other information available for income verification. Households are advised that this is a potential fraud issue and that they have the right to grieve through the normal process to more fully explain the reasons for the pattern of income loss. ECC/HANH will set the rent after the Conference Panel review.

Households with two or more instances of job loss or income drop within ninety (90) days of a scheduled certification do not have access to the Hardship Review Committee.

### **Rent Simplification Implementation – Housing Choice**

Residents will receive notice of the new policy on July 1, 2007 and the policy will take effect on January 1, 2008 for all reexaminations with an anniversary effective date on or after January 1, 2008 and for all new lease-ups and residents requesting interim reexaminations after January 1, 2008. A staggered approach is used to integrate the two-year and three-year reexamination cycles. Initially in fiscal year 2008, all families will be re-examined during the first year.

In the second year of the program (2009), two thirds of the elderly/disabled families will be re-examined and one half of the non-elderly/non-disabled families.

In the third year of the program (2010), one third on the elderly/disabled families will be re-examined and one-half of the remaining non-elderly/non-disabled families.

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

## SEMAP WAIVERS

The SEMAP verification methods and ratings are set forth under 24 CFR Part 983. As a result of the Rent Simplification Plan many of these indicators will either no longer be relevant or the Authority and/or HUD will be unable to measure ECC/HANH's performance; therefore, ECC/HANH will request a waiver of the following SEMAP indicators beginning October 1, 2007.

### Sec. 985.3(c). **Determination of Adjusted Income.**

Beginning October 1, 2007, Total Tenant Payment will be based Annual Income by income tiers. Additional, ECC/HANH will no longer include assets of less than \$50,000 in the determination of Annual Income. There will no longer be any Mandatory Deductions; therefore, a waiver of this Section is required.

### Section 985.3(j) **Annual reexaminations.**

This indicator shows whether the PHA completes a reexamination for each participating family at least every 12 months (24 CFR 5.617). A waiver of this indicator is required since ECC/HANH will no longer reexamine every family each year.

### Section 985.3(m) **Annual HQS Inspections.**

This indicator shows whether the PHA inspects each unit under contract at least annually. (24 CFR 982.405(a)). ECC/HANH will no longer inspect every unit every year, but will instead inspect units according to the families' biennial or triennial recertification schedule.

### Section 985.507(m) **Rent to Owner: Reasonable Rent**

### Section 985.3(n) **Lease-Up.**

This indicator shows whether the PHA enters HAP contracts for the number of units reserved under ACC for at least one year. Due to the funding fungibility under MTW, Section 8 funds are used according to the priorities set forth in the MTW Annual Plan.

### **Alternative Inspection Schedule**

ECC/HANH will no longer inspect each unit every year, but will instead inspect units according to the families' biennial or triennial recertification schedule, unless:  
The participant or landlord requests a special inspection due to violations noticed by either party.

### **Hardship Waiver Policy and Guidelines**

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

All families placed on minimum rent with the exception of elderly and disabled families will be referred to the Family Self Sufficiency Program.

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

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



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

ECC/HANH will notify all families of their right to request a hardship exemption from the minimum rent requirement and in accordance with the provisions set forth herein. Participants will be notified of their right to request a hardship exemption through the Application for Exemption from Minimum Rent, a copy of which will be provided to participants at lease-up and at each recertification appointment and mailed to participants at each interim recertification. The policy and procedures for requesting such hardship exemption will also be included in participant rent change notifications, Application for Exemption from Minimum Rent and all form documents related to the exemption process.

### **Criteria for Hardship Exemption from Minimum Rent Requirement.**

- A family is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:
- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program;
- When the family would be evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances, including loss of employment;
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term exemption from the minimum rent requirement and the HAP will be adjusted accordingly.

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days. At the end of the 90 period, an interim will be completed to set the family to rent based on the new current income.

A long term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days. At the end of the long-term hardship, an interim will be completed to set the family to rent based on the new current income.

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

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

## **Initiation of Hardship Exemption Review**

An application for Exemption from Minimum Rent may originate from either an ECC/HANH employee or the participant family.

ECC/HANH employees must complete and submit an Application for Exemption from Minimum Rent on behalf of a participant family whenever any evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption (as set forth above).

A participant family also has the right to request a hardship exemption from minimum rent. Such request must be in writing and must state the family circumstances that qualify the family for a hardship exemption.

### **Notification of the Right to a Hardship Exemption**

ECC/HANH will notify all families of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the Application for Exemption from Minimum Rent, a copy of which will be provided to participants at lease up and at each recertification appointment or mailed to participants for interim recertifications.

ECC/HANH will also notify all families in writing of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the following documents: participant rent change notifications, the Application for Exemption from Minimum Rent and all form documents related to the hardship exemption process.

ECC/HANH will also notify all families in all of the above documents that all families that are exempt from the minimum rent requirements will be referred to the Family Self Sufficiency (FSS) Program in order to assist the family in moving toward self-sufficiency. Elderly and disabled families are not required to participate in the FSS program.

Significant Change to MTW FY20 Plan Amendment #1

## **Rent Simplification Interims HCV & LIPH:**

Rent Simplification in both LIPH and HCV will include a request to adjust rent during COVID19 and any similar pandemic or National, State or Local emergency affecting a large number of families in the community. In order to prevent staff having to reprocess files when families go back to work during a time like this, ECC/HANH will create a letter which advises the families of decrease to their rent for 120 days (4 months), as a result of loss or decrease in income. At the end of the 4 months, the rent will be adjusted back to what it was before the decrease. Staff would process 2 actions, the decrease, and a second action (effective on the 1st day of the 4th month) which would be an increase back to previous amount. This way, families will not need to report the increase and staff can give 30-day notice of the potential increase change at the same time they are giving the decrease notice.

If families are not yet back to work or the change is permanent, they must report the change to ECC/HANH as soon as they are aware so that the second interim may be cancelled or adjusted.

This interim option does not cancel or supersede the current interim change rule where families are not required to report a new income or increase in income if the previous decrease was associated with an annual certification. In other words, Interim rents normally remain in place until the next scheduled reexamination. If a family experiences an increase in income it is not necessary for the family to report this increase in income until the next scheduled certification date, except when the increase occurs after an interim decrease has been processed. With that said, COVID19, or similar pandemic or national, state or local emergency related interim decreases will remain in effect for the



full 120 days. Any increases after this time period must be reported to ECC/HANH within 10 days of the change.

During these moments, the start and end date of interim decrease requests will be made clear to families of ECC/HANH via current forms of communication with families.

### **Minimum Rent Hardship LIPH & HCV:**

The three-month hardship timeframe will be increased to four months during COVID19 and any similar pandemic or national, state or local emergency affecting a large number of families in the community. Additionally, families who fall under the hardship repayment requirement will not be required to repay hardship.

### **Housing Choice Voucher HQS Inspections**

HQS Inspections may be conducted via video conference on a case by case basis with the Owner or his/her designee present at the inspection site. Inspection appointments will be scheduled as usual and will be attended in person by the landlord or designee. All HQS inspections forms will be mailed to the owner or designee in advance of the scheduled appointment. A certified HQS inspector must participate on the video conference and will guide the homeowner or designee through the inspections process. This process will be allowed for initial inspections of previously inspected units, meaning if a unit was previously occupied by a family receiving HCV subsidy, the unit may qualify for a video inspection for initial inspection for new voucher holder, as well as special inspections and bi/triennial inspections. Failed initial inspections will follow the current inspections protocol and timeline with the added option of proceeding via video conference. A 2nd failed inspection will require that an inspector go out to the site and inspect the corrected deficiencies in person.

The landlord or designee will bring the provided forms to the inspections appt and will sign the landlord portions of all forms while on video conference. The Inspector will serve as the witness to the landlord or designee signature and will sign as such. The inspector must include any notes regarding the process, including any information or areas that were not inspected or discussed during this time.

With the exception of HVAC & other home systems, special inspections may be conducted via video conference. In the same way as the Initial and bi/triennial inspections, a 2nd fail will trigger an in-person inspection by the HQS inspector.

### **Exceptional Expenses**

**Applicability-** Deductions permitted under 24 CFR Part 5.611 (a) shall be permitted only to the extent the sum of anticipated deductions permitted under said Part 5.611 (a) for the year are expected to equal or exceed \$2,000. Families with Exceptional Expenses that equal or exceed \$2,000 may request a rent deduction. The amounts of expenses are set in \$2,000 tiers. This allows ECC/HANH to move away from having to verify every dollar of every deduction. Participants will no longer be required to provide documentation for every dollar of expenses, but, instead, participants need only provide documentation sufficient to the expenses of the appropriate tier.

The amount of the rent deduction is established at the mid-range of each tier. Families with Exceptional Expenses will receive a reduction in the rental payment as set forth on the following table:

Families must have more than two qualifying dependents in order to qualify for additional Dependent Deductions

The Elderly/Disabled deductions shall not be used in determining Exceptional Expenses.

Dependent deduction shall only be allowed for families with more than two dependents since the standard amount of this deduction has been included in the determination of the percentage used to calculate tenant rent.

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

Elderly persons and persons with disabilities always have the right to request a Reasonable Accommodation(s).

Rents are determined in accordance with the methods and income measures set forth in ECC/HANH's Public Housing Rent Simplification Policies.

ATTACHMENT C-1  
EXCEPTION TO HCV REGULATIONS

Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
Annual Income	24 CFR Part 5.609(a)(4)	Any income derived from an asset, to which any member of the family has access.	Excludes assets, from the determination of annual income to extent the amount is \$50,000 or less. All income earned by a fulltime student will be excluded. All income earned by a family from adoption assistance will be excluded.
Income Exclusion for Person Enrolled in FSS Program	24 CFR Part 5.609(b)(1)	Incremental earnings and benefits to any family member, received from participation in a qualifying State or local employment training program, (including training programs not affiliated with a local government); and training of a family member participating as resident management staff.	<p>Exclude 100 percent of any incremental earnings from wages or salaries earned by any family member during the first year of FSS program participation, 75% in 2<sup>nd</sup> year, 50% in 3<sup>rd</sup> year, 25% in 4<sup>th</sup> year and 0% in 5<sup>th</sup> year, as long as the household is enrolled in the FSS Program. This will not exceed 5 years.</p> <p>Additionally, the current exclusion covering incremental earnings of any family participating in a state or local program will be expanded to include any qualifying federal program, whether or not the member is enrolled in the FSS program.</p>
Business Income for Resident Owned Businesses	24 CFR Part 5.609(b)(2)	The net income from the operation of a business or profession is included in determining annual income.	During the first year of enrollment in the FSS program, exclude 100 percent of any net income derived from

Topic	Exceptions to HCV Program Regulations	Current Policy  Alternative MTW Policy for Housing Choice Voucher Program
		<p>the operation of a business; provided the business qualifies as a resident owned business under 24 CFR Part 963.5.</p> <p>50 percent exclusion during the second year.</p> <p>25 percent exclusion the third year.</p>
Earned Income Disallowance for Persons with Disabilities	24 CFR Part 5.617(a)	<p>Incremental income earned by a previously unemployed disabled person in the 12 months prior to becoming employed, provided the increase in income is the result of;</p> <p>employment of a family member, previously unemployed for one or more years prior to employment;</p> <p>(2) increased earnings by a family member during participation in any economic self-sufficiency or other job training program; or</p> <p>(3) result of new employment or increased earnings of a family member during or within six months after receiving assistance, benefits or services under any state program for temporary assistance for needy families.</p> <p>Eliminated from HCV program</p>

Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
Mandatory Deductions	24 CFR Part 5.611	(1) \$480 for each dependent; (2) \$400 for any elderly family or disabled family; (3) The sum of the following, to the extent the sum exceeds three percent of annual income: (i) Un-reimbursed medical expenses of any elderly family or disabled family; and (ii) reimbursed reasonable attendant care and auxiliary apparatus expenses for each member of the family who is a person with disabilities (4) Any reasonable childcare expenses necessary to enable a member of the family to be employed or to further his or her education.	Eliminate all mandatory deductions.
Additional (Exception) Expenses Deductions	24 CFR 5.611	None	Families with verifiable deductions at or exceed of \$2,000 will be allowed to request that these additional expenses be used in determining TTP. These verifiable deductions must equal or exceed \$2,000 and shall be the sum of: Mandatory Deductions determined in accordance with Section 5.611 (a), plus non-reimbursed utility expenses (except telephone).

Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
Total Tenant Payment	24 CFR 5.628	<p>Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar:</p> <ul style="list-style-type: none"> <li>(a) 30 percent of the family's monthly adjusted income;</li> <li>(b) 10 percent of the family's monthly income;</li> <li>(c) If the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or</li> <li>(d) The minimum rent, as determined in accordance with Sec. 5.630.</li> </ul>	TTP to be based upon (1) income-tiered TTP structure or the minimum TTP \$50 for a family with income of up to \$2,500 annually
Hardship Provision	24 CFR 5.630(b)	A family may be exempt from minimum rent as follows: (i) When the family has lost eligibility or is waiting an eligibility determination for a Federal, State, or local assistance program, including a family that includes a member who is a non-citizen; (ii) When the family would be evicted because it is unable to pay the minimum rent; (iii) When the income of the family has decreased because of changed circumstances, including loss of employment.	A family whose shelter expenses, plus un-reimbursed medical, childcare and disability expenses exceed 40 % of annual income or whose medical, childcare or disability expenses of \$6,000 or more annually may seek hardship.

Topic	Exceptions to HCV Program Regulations	Current Policy  Alternative MTW Policy for Housing Choice Voucher Program
Minimum Rent	24 CFR 5.630	\$25.00 for HCV. \$50.00 for LIPH  HCV increased from \$25.00 a month to \$50.00 a month so that LIPH and HCV have same minimum rent amount.
Utility Allowances and Reimbursements	24 CFR 5.632(a) and (b)	Tenant Paid Utilities to be deducted from TTP to determine tenant rent.  No change. Tenant paid utilities to be deducted from TTP to determine tenant rent.
Medical Deductions	24 CFR 5.611(c)	No longer applicable unless they exceed applicable threshold.
Annual Reexamination of Income and Family Composition	24 CFR 982.516	Reexamination of income must occur every year, except every two years for elderly or disabled households.  Reexamination of family income will occur every three years for Elderly or Disabled families and every two years for all other families, instead of every year.  Reexamination of family composition will only occur if a family notifies ECC/HANH of a change in family composition since this will affect the determination of appropriate size unit. Annual update of changes in family composition for persons 18 years of age and older that are added or subtracted from the family. ECC/HANH will do UIV and submit a 50058 annually.
Interim Reexamination	24 CFR 982.516	A family may request an interim reexamination of family income for any changes since the last annual reexamination.  A family may request a maximum of three interim re-examinations within a 12-month period, with the

Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
		ECC/HANH must conduct the interim reexamination within a reasonable time period after the family request. Currently, family must report any change in income that exceeds \$200 or more a month.	<p>exception of those conditions where they are required to report certain changes in family composition or certain changes in family income.</p> <p>A family, except for elderly or disabled, may only make one request for an interim for a hardship exemption each 12 months, unless one (1) household member is enrolled in the FSS program.</p>
Verification of Wages, Salaries and Assets below \$5,000 and Assets below \$50,000	24 CFR 5.659	<p>ECC/HANH must obtain and document in the family's file</p> <p>third party verification of the following factors, or must document in the file why third party verification was not available:</p> <p>(1) Reported family annual income;</p> <p>(2) The value of assets;</p> <p>(3) Expenses related to deductions from annual income; and</p> <p>(4) Other factors that affect the determination of adjusted income.</p>	<p>Only a self-certification will be required for income up to and including \$5,000. For income above \$5,000 two most recent pay stubs or a W-2 or 1099 dated within 90 days of effective date of re-examination.</p> <p>ECC/HANH will continue to conduct EIV or UIV.</p>
Determination of Tenant Total Payment (TTP)	24 CFR 5.628	<p>Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar:</p> <p>(1) 30 percent of the family's monthly adjusted income;</p> <p>(2) 10 percent of the family's</p>	TTP based upon income-tiered approach. No family shall be subject to an increase in TTP greater than \$25.00 a month during the second year



Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
		<p>monthly income;</p> <p>(3) if the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or</p> <p>(4) The minimum rent</p>	<p>family is of the Rent Simplification Policy.</p> <p>The increase in TTP during the third year of the Rent Simplification Policy shall not exceed \$50 a month.</p> <p>The increase in TTP during the fourth year of the Rent Simplification Policy shall not \$75 a month.</p> <p>The increase in TTP during the fifth year shall not exceed \$100 a month above the monthly TTP in the year immediately preceding the implementation of Rent Simplification Policy.</p> <p>These limitations on rent increase shall only apply to increases in TTP that result from the implementation of the Rent Simplification Policy and not rent increases that result from changes in family composition or changes in family income.</p>
Annual Inspections	24 CFR Part 982.405(a)	<p>ECC/HANH must inspect each unit annually during Section 8 assisted occupancy.</p> <p>24 CFRP Part 982.405 (a) states that: The PHA must inspect the unit leased to a family prior to the initial term of the lease, at least annually during assisted occupancy, and at other times as needed, to determine if the unit</p>	<p>ECC/HANH will no longer inspect every unit every year, but will instead inspect units every two years, unless the first unit inspection conducted after the implementation of the Rent Simplification</p>

Topic	Exceptions to HCV Program Regulations	Current Policy  Alternative MTW Policy for Housing Choice Voucher Program
		<p>meets the HQS. (See §982.305(b)(2) concerning timing of initial inspection by the PHA.)</p> <p>Policy shows that the unit;  (1) failed an inspection, or  (2) the unit had a failed inspection in the three</p>
		<p>years prior to the implementation of the Rent Simplification Policy.</p> <p>A unit must have three consecutive years without a failed inspection to qualify for the bi-annual inspection.</p> <p>Units for which landlords are requesting increases in HAP payment will also be inspected prior to ECC/HANH granting any such increase.</p>
Waiver of SEMAP Indicator	24 CFR Part 985.3(c).	<p>Determination of Adjusted Income. Beginning October 1, 2007, Total Tenant Payment will be based Annual Income by income tiers. Additional, ECC/HANH will no longer include assets of less than \$50,000 in the determination of Annual Income. There will no longer be any Mandatory Deductions;</p>

Topic	Exceptions to HCV Program Regulations	Current Policy	Alternative MTW Policy for Housing Choice Voucher Program
			therefore, a waiver of this Section is required by HUD.
Waiver of SEMAP Indicator	24 CFR Part 985.3(m)		Annual HQS Inspections. This indicator shows whether the PHA inspects each unit under contract at least annually. CFR 982.405(a). ECC/HANH will no longer inspect every unit every year, but will instead inspect a unit every two years unless the unit's inspection history indicates a need for an annual inspection as set forth above.
Waiver of SEMAP Indicator	24 CFR Part 985.3 (n)		Lease-Up. This indicator shows whether or not ECC/HANH enters HAP contracts for the number of units reserved under ACC for at least one year. ECC/HANH currently has a waiver of this provision and request that it be extended until September 30, 2008
Portability procedures	24 CFR Part 983.355 (c) (1)	ECC/HANH would like to have the ability to re-determine the eligibility of adult household members by performing a background check to ensure that family members do not have a criminal background.	

Waiver of Requirement to give 12 month notice to family about Payment Standard decrease	24 CFR 982.505 (3)(iii)	(iii) The PHA must provide the family with at least 12 months' notice that the payment standard is being reduced during the term of the HAP contract before the effective date of the change.	The PHA will notify families at the time of biennial or triennial recertification that the payment standard may increase or decrease at the next reexamination based on the approved FMR at that time.
Waiver to allow a decrease in payment standard the effective date of the family's second regular reexamination following the effective date of the decrease in payment standard.		The initial reduction in payment standard cannot take place before the effective date of the family's second regular reexamination following the effective date of the decrease in payment standard.	The PHA will use the payment standard in effect on the date of reexamination whether it is a decrease or an increase.

## Appendix 7: Actual Capital Expenses and Portfolio Capital Needs

Table of General Description of All Actual Capital Expenses During the Plan Year

Description	MTW Goal or Initiative	Capital Expenditures Planned FY 2025	Capital Expenditures 9-30-25	CFP Formula	CFP Competitive	MTW Total	Other (Fire Insurance) Total	Total Estimated Project Cost	Comments
Crawford Interior & Exterior Upgrade, including Health & Safety Work Items	Continue modernization and capital investment in current housing portfolio	\$750,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000	Continuation of health & safety improvements. Upgrade more bathrooms (10 done in earlier contract). Funds allocated for building repairs needed until future Crawford major redevelopment through RAD conversion. More bathroom upgrades not pursued in FY 25. Operations made repairs as needed. Architect for boiler replacement selected. Bid solicitation issued. Work anticipated in FY 26.
Wolfe Health-Safety Work: Interior-Exterior Upgrade	Continue modernization and capital investment in current housing portfolio	\$850,000	\$0	\$0	\$0	\$0	\$0	\$850,000	Funds allocated for health-safety building repairs needed until future Wolfe major redevelopment through RAD conversion. FY 23 Choice Neighborhoods Planning Grant awarded, incorporating Wolfe into larger Union Square comprehensive redevelopment project through ECC's Glendower Group. Charrette held to solicit input. Design progressing.

<b>Essex Health-Safety Work: Interior/Exterior Upgrade</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$600,000	\$675,963.64	\$321,099.78	\$0	\$25,572.09	\$329,291.77	\$2,000,000	Replaced damaged basement access doors, repaired carports, replaced exterior decks, & restored 2 fire-damaged units. Contract work completed. Also planned to evaluate site lighting pole heads to LED, design for replacement of electric power feeders & distribution panels, investigate code upgrade for stoops & front doors; perform engineering study-survey for site drainage; investigate feasibility of separate heating for individual units. Focused on electric & heating. Architect selected for electric & heating system upgrade. Design in progress for implementation in FY 26.
<b>Scattered Sites West Interior/Building/Site Upgrades</b>	<b>Vacancy Reduction-Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$825,000	\$57,895.03	\$55,005.03	\$0	\$2,890	\$0	\$6,000,000	Non-RAD conversion development. Units need kitchen & bathroom upgrade; plumbing, mechanical, electrical, interior doors, walls, ceilings, floors, appliances, fences, sidewalks, lighting, bldg. envelope & exterior repairs, code upgrades, etc. Funds spent to complete Lead Grp D units that went beyond available lead funds. Backlog of unfunded needs. Architect selected and bid solicitation prepared to address priority health & safety

									repairs. Work to be performed in FY 26.
<b>Scattered Sites East Interior/ Building/ Site Upgrades</b>	<b>Vacancy Reduction- Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$2,750,000	\$377,233.62	\$286,635.78	\$0	\$90,597.84	\$0	\$10,000,000	Forty of 52 SS East units are proposed for RAD conversion. Units need kitchen & bathroom upgrade; plumbing, mechanical, electrical, interior doors, walls, ceilings, floors, appliances, fences, sidewalks, lighting, bldg. envelope & exterior repairs, code upgrades, etc. Funds spent to complete Lead Grp D units that went beyond available lead funds. Backlog of unfunded needs. Architects selected, properties assessed and bid solicitations prepared to address priority health & safety repairs. Work to be performed in FY 26.
<b>Scattered Sites Multifamily Interior/ Building/ Site Upgrades</b>	<b>Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$200,000	\$303,249.89	\$303,249.89	\$0	\$0	\$0	\$3,000,000	There are 88 (of 96) SS Multifamily LIPH units proposed for conversion to RAD. Units need kitchen & bathroom upgrade; plumbing, mechanical, electrical, interior doors, walls, ceilings, floors, appliances, fences, sidewalks, lighting, bldg. envelope & exterior repairs, decks, entry stairs, railings, patio doors, code upgrades, etc. Installed carbon monoxide-smoke detectors. Addressed priority repairs. Backlog of unfunded needs.

									Architect selected and design in progress to address health & safety repairs needed prior to RAD conversion. Work to be performed in FY 26.
<b>Continuation of Lead-Based Paint Abatement at SS West- SS East</b>	<b>Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$500,000	\$1,284,433.08	\$0	\$1,284,433.08	\$0.00	\$0	\$3,700,000	With lead 2020 grant funds, completed Group D lead paint abatement and related repairs contract. Twenty-four units completed.
<b>Continuation of Housing-Related Hazards Grant activities</b>	<b>Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$1,500,000	\$1,342,177.16	\$0	\$1,342,177.16	\$0	\$0	\$3,999,993	Continued housing-related hazards abatement activities initiated in FY 22. Carbon monoxide-smoke detectors completed; mold abatement in progress.
<b>Emergency Safety &amp; Security Grant: Security Camera &amp; Access Control Upgrades at Essex</b>	<b>Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$5,000	\$0	\$0	\$0	\$0	\$0	\$250,000	Funds awarded Sept. 2023 for security camera enhancement and access control upgrades at Essex. Funds fully expended in prior fiscal year.
<b>Agency Wide Vacancy Reduction/Unit Abatement</b>	<b>Vacancy Reduction-Expand housing choice; Continue modernization and capital investment in current housing portfolio</b>	\$25,000	\$6,451.18	\$6,451.18	\$0	\$0	\$0	\$25,000	Funds are allocated for abatement costs and vacancy reduction efforts that may occur during FY 25. Minor expenses during FY 25.
<b>IQC A&amp;E</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$150,000	\$336,706.21	\$336,706.21	\$0	\$0	\$0	\$200,000	A&E consultant firms assisted with design & construction management needs agency wide.



<b>IQC Environmental</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$250,000	\$245,824.00	\$244,069.00	\$0	\$0	\$1,755	\$400,000	Environmental consultant firms assisted with potential hazardous materials testing, preparation of scopes and abatement monitoring needs agency wide.
<b>Administration Salaries-Benefits (CFP)</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$375,000	\$274,974.18	\$274,974.18	\$0	\$0	\$0	\$375,000	Covered portion of staff salaries & benefits to support CFP activities.
<b>RAD Initial Year Funding Tool Costs</b>	<b>Expand housing choice</b>	\$558,229	\$0	\$0	\$0	\$0	\$0	\$558,229	As required by HUD, CFP formula funds are allocated for RAD conversions for the anticipated months of calendar year remaining from the Housing Assistance Payment (HAP) Contract effective dates. Estimated amount for Westville and SS Multi initial year funding. Project are still planned but conversions did not take place in FY 2025.
<b>CFFP Bond Debt</b>	<b>Expand housing choice</b>	\$374,238.00	\$374,237.50	\$374,237.50	\$0.00	\$0	\$0	\$374,237.50	Post defeasance bond debt FY 25 in accordance with HUD repayment schedule. Payments made in March and September. Bond debt payments are complete.
<b>Total</b>		<b>\$9,712,467</b>	<b>\$5,279,145.49</b>	<b>\$2,202,428.55</b>	<b>\$2,626,610.24</b>	<b>\$119,059.93</b>	<b>\$331,046.77</b>	<b>\$33,232,459.50</b>	

Description	MTW Goal or Initiative	Capital Expenditures Planned FY 2024	Capital Expenditures 9-30-24	CFP Formula Total	CFP Competitive Awards Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Crawford Interior & Exterior Upgrade, including Health & Safety Work Items	Continue modernization and capital investment in current housing portfolio	\$1,000,000	\$909,390.62	\$906,455.62	\$0.00	\$2,935	\$0	\$4,200,000	Completed health & safety improvements (electrical panel, fire pump, fire alarm system etc.) initiated in prior years. Funds were allocated for building repairs needed until future Crawford major redevelopment through RAD conversion.
Wolfe Health-Safety Work: Interior-Exterior Upgrade	Continue modernization and capital investment in current housing portfolio	\$200,000	\$167,432.50	\$138,882.50	\$0.00	\$28,550	\$0	\$2,250,000	Completed phase 1 common area & phase 2 unit health & safety improvements contracts. Funds were allocated for building repairs needed until future Wolfe major redevelopment through RAD conversion. Glendower awarded CNI Planning Grant.
Essex Health-Safety Work: Interior/Exterior Upgrade	Continue modernization and capital investment in current housing portfolio	\$500,000	\$320,452.98	\$10,821.19	\$0.00	\$309,631.79	\$0	\$2,300,000	Completed exterior envelope & dwelling unit improvements contract. New project to address replacement of basement access doors and foundations, failing carports, replacement of non-code compliant entry stoops & fire-damage repairs bids received September 2024 for implementation in FY 2025.
Scattered Sites West Interior/Building/Site Upgrades	Vacancy Reduction-Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$200,000	\$52,200.50	\$50,654.00	\$0.00	\$1,546.50	\$0	\$2,000,000	Non-RAD conversion development. Units need kitchen & bathroom upgrade; interior doors, walls, ceilings, appliances, fences, sidewalks, lighting, bldg. exterior repairs, etc. Backlog of unfunded needs. Work performed in conjunction with lead grant abatement. Work pending in FY 2025.
Scattered Sites East Interior/Building/Site Upgrades	Vacancy Reduction-Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$400,000	\$340,683.08	\$311,149.30	\$0.00	\$29,533.78	\$0	\$4,000,000	Forty of 52 SS East units being considered for RAD conversion. Units need kitchen & bathroom upgrade; interior doors, walls, ceilings, appliances, fences, sidewalks, lighting, bldg. exterior repairs, etc. Backlog of unfunded needs. Work

									performed in conjunction with lead grant abatement. Work pending in FY 2025.
Scattered Sites Multifamily Non-RAD Locations Interior/Building/Site Upgrades	Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$200,000	\$1,750.00	\$1,750.00	\$0.00	\$0	\$0	\$6,000,000	Funds spent on 2 units to supplement fire insurance. There are 8 remaining SS Multifamily LIPH units that are not converting to RAD. Units need kitchen & bathroom upgrade; interior doors, walls, ceilings, appliances, etc. Backlog of unfunded needs. Work pending for FY 2025.
Continuation of Lead-Based Paint Abatement at SS West- SS East (CFP & LBP Grant)	Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$2,000,000	\$1,156,845.85	\$0.00	\$1,156,845.85	\$0	\$0	\$4,700,000	Lead 2017 grant funds fully expended. With lead 2020 grant funds, continued lead paint abatement and related repairs were identified by inspection-risk assessments. Group D 24 units contract in progress. Nine units completed.
Continuation of Housing-Related Hazards Grant activities	Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$1,500,000	\$821,466.96	\$0.00	\$821,466.96	\$0	\$0	\$3,999,993	Continued housing-related hazards abatement (mold remediation, carbon monoxide-smoke detector installation) activities initiated in FY 2022.
Emergency Safety & Security Grant: Security Camera & Access Control Upgrades at Wolfe & Crawford	Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$250,000	\$27,183.01	\$0.00	\$27,183.01	\$0	\$0	\$250,000	Security camera enhancement and access control upgrades at Wolfe and Crawford completed. Funds also were expended in prior fiscal year.
Emergency Safety & Security Grant: Security Camera & Access Control Upgrades at Essex	Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$0	\$250,000.00	\$0.00	\$250,000.00	\$0	\$0	\$250,000	Funds awarded Sept. 2023 for security camera enhancement and access control upgrades at Essex. Work completed. Close out pending.
Agency Wide Vacancy Reduction/Unit Abatement	Vacancy Reduction-Expand housing choice; Continue modernization and capital investment in current housing portfolio	\$40,000	\$88,798.64	\$88,798.64	\$0.00	\$0	\$0	\$50,000	Funds were allocated for abatement costs and vacancy reduction efforts during FY 2024. Renovated 2 units at SS Multi, 2 units at SS East, 6 units at McConaughy, 1 unit at Westville, 3 units at Essex. Abated 2 units at McConaughy, 2 units at Westville, 3 units at SS

									Multi, 1 unit at Wolfe, 4 units at Essex.
<b>IQC A&amp;E</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$250,000	\$65,724.55	\$65,724.55	\$0.00	\$0	\$0	\$500,000	A&E consultant firms assisted with design & construction management needs agency wide.
<b>IQC Environmental</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$250,000	\$173,292.83	\$155,282.83	\$0.00	\$0	\$18,010	\$500,000	Environmental consultant firms assisted with potential hazardous materials testing, preparation of scopes and abatement monitoring needs agency wide.
<b>Administration Salaries-Benefits (CFP &amp; MTW)</b>	<b>Continue modernization and capital investment in current housing portfolio</b>	\$400,000	\$337,616.98	\$337,616.98	\$0.00	\$0	\$0	\$400,000	Covered portion of 3 staff salaries & benefits to support CFP activities.
<b>RAD Initial Year Funding Tool Costs</b>	<b>Expand housing choice</b>	\$600,000	\$60,314.00	\$60,314.00	\$0	\$0	\$0	\$600,000	As required by HUD, CFP formula funds are allocated for RAD conversions for the anticipated months of calendar year remaining from the Housing Assistance Payment (HAP) Contract effective dates. Amount paid for McConaughy. Estimated amount for Westville and SS Multi initial year funding for future years.
<b>CFFP Bond Debt</b>	<b>Expand housing choice</b>	\$368,962.50	\$368,962.50	\$368,962.50	\$0.00	\$0	\$0	\$368,962.50	Post defeasance bond debt FY 2024 in accordance with HUD repayment schedule. Payments were made in March and September.
<b>Total</b>		<b>\$8,158,962.50</b>	<b>\$5,142,115.00</b>	<b>\$2,496,412.11</b>	<b>\$2,255,149.82</b>	<b>\$372,197.07</b>	<b>\$18,010.00</b>	<b>\$32,368,956.00</b>	

# Appendix 8: ECC/HANH Development REAC Scores, 2009 to Present

Development †	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Brookside Phase I*	n/a	n/a	99	n/a	n/a	n/a	n/a	95	n/a	92	n/a	n/a	n/a	n/a	n/a	n/a
Brookside Phase II*	n/a	n/a	99	n/a	n/a	n/a	n/a	91	n/a	95	n/a	n/a	n/a	n/a	n/a	n/a
Constance Motley**	91	81	72	85	n/a	93	n/a	n/a	n/a	90	n/a	n/a	n/a	n/a	n/a	n/a
Crawford Manor*	58	n/a	60	n/a	n/a	n/a	n/a	78	69	n/a	n/a	88	n/a	n/a	n/a	n/a
Edith D Johnson Towers**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	95	n/a	n/a	n/a	n/a	n/a	n/a
Eastview Terrace**	74	73	86	46	n/a	n/a	59	57	n/a	n/a	n/a	n/a	95	n/a	n/a	n/a
Mill River/old Farman	90	83	n/a	n/a	n/a	n/a	36	n/a	56	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Katherine Harvey Terrace**	80	50	96	71	n/a	73	n/a	86	n/a	n/a	95	n/a	n/a	n/a	n/a	n/a
McConaughy Terrace*	n/a	n/a	38	49	n/a	n/a	n/a	n/a	85	n/a	n/a	n/a	82	78	58	70
McQueeney**	65	93	62	69	n/a	n/a	n/a	63	70	n/a	n/a	n/a	64	59	85	54
Monterey 1***	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	96	n/a	n/a	n/a	n/a	n/a
Monterey 2***	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	92	n/a	n/a	n/a	n/a	n/a
Monterey 4***	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	92	n/a	n/a	n/a	n/a	n/a

Monterey 5***	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	91	n/a	n/a	n/a	n/a	n/a
Newhall Gardens**	93	66	83	n/a	93	n/a	n/a	n/a	96	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Prescott Bush Mall**	92	80	98	78	86	n/a	n/a	n/a	97	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Quinnipiac Terrace Phase I*	59	n/a	84	n/a	n/a	n/a	n/a	82	n/a	88	n/a	98	89	n/a	n/a	n/a
Quinnipiac Terrace Phase II*	85	n/a	82	n/a	n/a	n/a	n/a	93	n/a	85	n/a	n/a	n/a	n/a	n/a	n/a
Quinnipiac Terrace Phase III*	78	n/a	83	n/a	n/a	n/a	n/a	n/a	85	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Ribicoff Cottages - EXT** (Twin Brook)	53	74	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	82	82	68	91
Robert T Wolfe*	68	n/a	47	n/a	n/a	n/a	n/a	71	n/a	85	n/a	n/a	82	49	80	51
Rockview Phase I*		n/a	98	n/a	n/a	n/a	n/a	97	n/a	96	n/a	n/a	n/a	n/a	n/a	n/a
Ruoppolo/Fairmont**	75	88	n/a	n/a	61	n/a	n/a	n/a	87	n/a	n/a	86	79	65	61	56
St. Anthony II*	45	n/a	34	n/a	n/a	n/a	n/a	58	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Val Macri*	82	n/a	73	n/a	n/a	n/a	n/a		n/a	94	n/a	n/a	n/a	n/a	n/a	n/a
Waverly Townhouses*	60	58	89	73	n/a	n/a	n/a	65	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Westville Manor*	49	n/a	44	n/a	n/a	n/a	n/a	58	n/a	n/a	n/a	n/a	47	51	35	90
Wilmot Crossing**	60	82	87	84	69	n/a	70	70	n/a	n/a	93	n/a	n/a	n/a	n/a	n/a

<b>Winslow-Celentano**</b>	<b>94</b>	<b>88</b>	<b>92</b>	<b>86</b>	<b>70</b>	<b>n/a</b>	<b>n/a</b>	<b>58</b>	<b>70</b>	<b>n/a</b>	<b>n/a</b>	<b>84</b>	<b>71</b>	<b>74</b>	<b>72</b>	<b>53</b>
<b>WT Rowe*</b>	<b>72</b>	<b>n/a</b>	<b>86</b>		<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>90</b>	<b>n/a</b>	<b>99</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Scattered Sites II*</b>	<b>75</b>	<b>n/a</b>	<b>64</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>80</b>	<b>n/a</b>							
<b>Scattered Sites III*</b>	<b>45</b>	<b>n/a</b>	<b>46</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>58</b>	<b>67</b>	<b>61</b>							
<b>Average</b>	<b>76</b>															

\*Scores are based on REAC Inspections.

\*\* Scores are based on USIG inspections

\*\*\* N/A

## Appendix 9: Work Orders, FY09 to Present – Completed Work Orders

	Fy 2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY 2019	FY 2018	FY 2017	FY 2016	Other Years
<b>Development</b>											
Brookside Phase I		314	257	368	274	369	494	No data	No data	461	2013: 1,311
Brookside Phase II		274	279	379	287	226	440	No data	No data	472	
Rockview I		203	181	265	308	200	274	No data	N/A	N/A	2014: 1,562
Charles T. McQueeney	628	1465	1392	757	527	938	1113	769	1,008	1,312	N/A
Constance B Motley	207	643		233	63	123	97	197	609	573	N/A
Crawford		1548	2017	1172	412	372	768	907	1,461	No data	N/A
Essex Townhouses		788	1029	716	239	167	156		220	190	N/A
Fairhaven Chatham		489	353	325	97	71	25	238	92	No data	N/A
Fairhaven Eastview	207	380	278	325	46	28	14	176	129	No data	N/A
Fairmont Heights	264	841	174	457	134	385	770	588	756	1024	N/A
Farnam Courts Mill River	394	1613	419	186		0	94	298	607	1002	N/A
Katherine Harvey Terrace	188	381	280	203	63	69	43	111	172	132	N/A
Mathew Ruoppolo	254	768	299	358	135	319	504	440	535	607	N/A
McConaughy Terrace		576	2859	2423	1092	1122	1369	1512	2,981	1,612	N/A
Newhall Gardens	182	642	91	152	69	128	81	106	312	360	N/A
Prescott Bush	259	769	287	311	152	235	165	165	734	464	N/A
Quinnipiac I		489	575	627	455	494	488	594	526	531	2013: 204
Quinnipiac II		503	478	514	498	415	481	660	566	608	2013: 273
Quinnipiac III		260	220	259	192	181	238	234	252	277	2013: 289
Ribicoff 4% & 9%	632	1737	484	523	223	594	705	1222	404	122	N/A
Robert T. Wolfe		1036		1017		399	516	336	978	465	N/A
Scattered Sites (All)		2500	1135	952	956	926	541	1348	1,586	990	N/A
St Anthony		No data	2989	255	No data	No data	175	No data	52	No data	N/A



Valley		23	0	544	112	126	534	775	1,339	1,470	N/A
Waverly	256	473	239	238		167		No data	No data	No data	N/A
Westville		1689	3401	1531	381	745	563	710	961	1,206	N/A
Wilmot	241	750	244	274	226	444	1199	1346	338	175	N/A
William T. Rowe		506	627	371	451	500	485	549	464	307	N/A
Winslow Celentano	346	822	452	440	175	403	341	649	933	765	N/A

## Appendix 10: Utility Consumption, FY16 to Present

### Electricity Consumption: Electricity Utility Costs Per Unit Per Month

Electricity

Develop ment	FY 2025	FY 2024	FY2023	FY 2022	FY 2021	FY2020	FY201 9	FY 2017	FY 2016
EASTVIEW W I	\$23.43	\$22.95	\$20.86	\$23.46	\$ 31.53	\$56.02	\$25.71	\$ 68.97	\$ 75.07
FAIR HAVEN	\$237.90	\$218.99	\$136.55	\$157.84	\$144.1 4	\$263.92	\$111.8 3	\$124.5 7	No data
QUINNIPI AC		116.70	\$28.88	No data	\$ 232.0 4	\$43.95	\$80.00	No data	No data
RIBICOFF 4%	\$195.93	\$221.77	\$167.65	\$169.39	\$208.6 2	\$180.70	\$137.4 3	\$159.5 2	No data
RIBICOFF 9%	\$319.80	\$304.63	\$245.25	\$218.27	\$219.4 2	\$207.59	\$154.6 1	\$183.8 1	No data
WILMOT	\$159.36	\$166.35	\$149.00	\$167.25	\$168.2 5	\$178.58	\$133.0 7	\$143.4 1	No data
WT ROWE		\$65.00	\$49.51	\$68.52	\$ 30.76	\$23.54	\$22.51	\$22.25	\$ 21.48
RAD II	\$146.30	\$149.12	\$130.19	\$114.50	\$115.8 2	\$135.38	No data	No data	No data
MCQUEE NY	\$205.79	\$158.15	\$117.97	\$155.74	\$163.8 7	\$168.65	\$133.9 7	No data	No data
MILL RIVER	\$88.51	\$85.95	\$116.46	\$142.73	\$ 67.0 2	\$58.99	No data	No data	No data
<b>AVERAG E</b>		<b>\$154.78</b>	<b>\$116.23</b>	<b>\$135.30</b>	<b>\$ 150.0 8</b>	<b>\$ 131.73</b>	<b>\$ 99.82</b>	<b>\$ 117.09</b>	<b>\$ 48.2 8</b>

### Gas Consumption: Gas Utility Costs Per Unit Per Month

Develop ment	Fy 2025	FY 2024	FY 2023	FY 2022	FY202 1	FY 2020	FY201 9	FY 2017	FY 2016
Eastview I	No data	NO data	No data	\$51.59	\$ 11.4 2	\$ 1.26	\$ 11.03	\$ 11.99	\$ 7.00

Fair Haven	\$19.31	\$21.46	\$24.64	\$29.30	\$ 18.83	\$ 5.70	\$ 2	\$ 14.84	\$ 31.17	No data
Quinnipiac II		\$7.72	\$10.53	\$161.55	\$222.08	\$ 3.84	\$5	\$36.47	\$98.02	\$57.54
Ribicoff 4%	\$29.96	\$26.92	\$27.16	\$31.70	\$ 24.59	\$ 3.46	\$ 2	\$ 15.55	\$ 13.28	No data
Ribicoff 9%	\$40.21	\$32.86	\$40.36	\$30.80	\$ 29.43	\$ 5.91	\$ 2	\$ 21.21	\$ 22.21	No data
Wilmot	\$22.96	\$18.10	\$23.47	\$37.07	\$ 20.15	\$ 6.09	\$ 2	\$ 15.14	\$ 9.88	No data
WT Rowe		\$24.00	\$70.63	\$35.57	\$ 10.98	\$ 8.46		\$ 30.41	\$ 33.06	\$ 16.74
RAD II	\$49.17	\$47.70	\$69.63	\$63.48	\$ 36.61	\$ 5.28	\$ 8	No data	No data	No data
Mill River	\$29.11	\$36.19	\$37.61	\$21.21	\$ 23.94	\$ 8.02	\$ 2	No data	No data	No data
McQueeny	\$7.81	\$6.70	\$9.31	\$12.76	\$ 34.26	\$ 6.79		\$ 6.79	\$ 7.26	No data
<b>Average</b>		<b>\$24.63</b>	<b>\$34.81</b>	<b>\$47.50</b>	<b>\$ 43.33</b>	<b>\$ 29.48</b>		<b>\$ 18.93</b>	<b>\$ 28.36</b>	<b>\$ 27.09</b>

## Appendix 11: LIPH Occupancy

Dev #	Site	FY24	FY23	FY22	FY21	FY20	FY19
CT004000001	Westville Manor		98%	98%	87%	97%	98%
CT004000004	McConaughy		100%	89%	98%	97%	92%
CT004000005	Valley 2s		n/a	46%	80%	80%	87%
CT004000010	Crawford		99%	87%	84%	94%	94%
CT004000012	Winslow		n/a	n/a	n/a	n/a	91%
CT004000013	Wolfe		97%	83%	87%	98%	92%
CT004000014	Farnam		n/a	n/a	n/a	0%	1%
CT004000015	Ruoppolo 2s		n/a	n/a	n/a	81%	84%
	Fairmont 4s		n/a	n/a	n/a	82%	84%
CT004000016	QT I		99%	99%	98%	97%	97%
CT004000017	QT II		99%	100%	98%	100%	100%
CT004000018	QT III		100%	100%	100%	100%	100%
CT004000020	Essex		100%	94%	97%	97%	91%
CT004000021	Scattered Site Multi Family - St. Anthony II		97%	98%	98%	98%	96%
CT004000022	Scattered Site III - West		100%	100%	100%	100%	95%
CT004000023	Scattered Site III - East		96%	97%	85%	82%	87%
CT004000075	Rowe		99%	100%	96%	100%	98%
CT004000076	Brookside I		98%	100%	98%	94%	94%

CT004000077	Brookside II		96%	96%	90%	90%	96%
CT004000081	Rockview		94%	97%	93%	94%	97%
CT004000082	Val Macri		100%	95%	94%	99%	100%
<b>Average</b>			<b>98%</b>	<b>93%</b>	<b>93%</b>	<b>89%</b>	<b>89%</b>

## Appendix 12: Number of Major Crimes, FY12 to Present

Development	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2014	2012
Eastview I	0	2	3	4	4	6	3	9	7	1	0	0
Ribicoff 4%/Twin Brook	1	1	1	0	0	0	0	N/A	1	0	N/A	N/A
Ribicoff 9%/Twin Brook	1	0	1	0	0	0	0	N/A	1	0	N/A	N/A
Quinnipiac Terrace	1	17	0	N/A	1	N/A	0	7	0	2	4	3
Scattered Sites	0	0	2	3	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A
West Rock (Brookside I and II)	3	5	8	0	0	0	0	2	N/A	N/A	7	25
Westville	0		5	5	3	4	3	8	1	0	0	0
Robert T Wolfe	0	1	1	3	7	1	1	0	N/A	N/A	N/A	N/A
Winslow Celentano	0	0	0	N/A	0	0	0	0	0	0	1	N/A
Crawford Manor	0	2	1	2	2	0	0	1	N/A	N/A	N/A	N/A
William T Rowe	0	0	1	N/A	0	0	0	4	0	1	0	0
McConaughy	3	1	4	3	12	4	3	N/A	N/A	N/A	N/A	N/A
Farnam Phase I (Mill River Crossing)	0	2	2	1	1	0	1	1	N/A	N/A	N/A	N/A
Farnam Phase 2A (Mill River Crossing)	1	1	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Farnam Phase 2B (Mill River Crossing)	0	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fair Haven	2	0	2	1	1	0	1	3	N/A	N/A	N/A	N/A

Wilmot	0	2	0	0	0	0	0	2	1	0	0	N/A
<b>Average</b>	<b>.68</b>	<b>1.5</b>	<b>1.9</b>	<b>1.6</b>	<b>2.2</b>	<b>1.2</b>	<b>0.9</b>	<b>3.4</b>	<b>1.4</b>	<b>0.4</b>	<b>1.7</b>	<b>5.6</b>

<sup>i</sup> Escalated to 2023 dollars, this represents a baseline income of \$16, 991