

Housing Authority

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Positions:	GF-	CF-
General Fund Budget:		\$0
Capital Fund Budget:		\$1,000,000
Special fund Budget:		\$0

Legal Authority:

The Housing Authority of the City of New Haven (HANH), also known as Elm City Communities, is a federally-funded Public Housing Agency (PHA) that serves approximately 5000 families through its low income public housing and housing choice voucher programs. Funding for HANH’s programs and projects comes from the U.S. Department of Housing and Urban Development (HUD).

HANH was created on July 11, 1938 by the City of New Haven’s Board of Aldermen, who passed a resolution entitled “Resolution Declaring the Need for a Housing Authority in the City of New Haven, Connecticut”. The resolution was passed in response to the United States Housing Act of 1937 (Pub. L. 75–412), which authorized the payment of federal subsidies to local public housing agencies for use in projects designed to benefit low-income families. HANH was established under a combination of the provisions of Chapter 128 of the Connecticut General Statutes and Chapter 33c of the 1939 Supplement to the Connecticut General Statutes.

In 2001, HUD awarded HANH Moving to Work (MTW) status as part of the federal MTW Demonstration Program. The MTW Demonstration Program is a pilot project that provides greater flexibility for PHAs to design and test innovative local approaches for housing assistance programs that more effectively address the housing needs of low income families in local communities. For example, the MTW has allowed HANH the flexibility to engage in governmental and private relationships that promote and implement mixed finance real estate deals to redevelop Low Income Public Housing throughout the City of New Haven. These redevelopment projects have rebuilt housing throughout New Haven’s most distressed areas, replacing public and assisted housing with high quality, mixed-income housing that is energy efficient, sustainable and accessible. In addition, these projects provide youths and their families with educational services and support for intergenerational mobility. The flexibility of the MTW program

has allowed HANH to create favorable conditions for public and private reinvestment in distressed neighborhoods.

The purpose of the MTW program, as established by Congress, is to identify innovative local approaches for providing and administering housing assistance that accomplish 3 primary goals:

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

HANH MTW goals and accomplishments are published annually in its MTW Annual Plan and MTW Annual Report.

Under HANH's original MTW Agreement with HUD, the initial seven-year term of HANH's MTW status became effective retroactively to October 1, 2000 and expired on September 30, 2008. Prior to the expiration date HUD proposed a new, revised MTW Agreement that would provide MTW status for 10 years, and HANH executed this Amended and Restated Moving to Work Agreement on May 2, 2008. This Amended and Restated MTW Agreement governs HANH's MTW status through 2018.

[Amended and Restated MTW Agreement](#)

[Amendment 1](#)

[Amendment 2](#)

Mission/Overview:

The Housing Authority of the City of New Haven (HANH) has established the following broad local goals for its MTW program:

- Transform HANH's existing public housing portfolio
- Expand housing choice in all areas of New Haven as well as areas surrounding the city while maintaining New Haven's level of subsidized, affordable housing at 30% of rental units.
- Increase operating efficiency while improving marketability of HANH units.
- Strengthen cooperative efforts with area service providers to address resident needs through assessment, service matching and intervention.
- Create opportunities for economic development for HANH program participants.
- Expand resident involvement initiatives to promote community input, resident and agency accountability.
- Enhance HANH's management systems to ensure high performing agency status.

Attention Required by March 31st:

September:

- Farnam/Ribicoff/Chatham/Valentina Macri Street Cooperation Agreements are presented to the Board of Alderman. This is typical for various components of the respective projects as it relates to any City funding being provided and tax abatement agreements to ensure the long-term viability of the developments.
- PDD for Ribicoff will be presented to the Board of Alderman. This is to establish the required zoning relief for the proposed development with the least amount of opposition from stakeholders. This approach is in lieu of submitting multiple variances and special exceptions which can leave HANH and the Owner, Trinity Ribicoff Four, LLC and Trinity Ribicoff, LLC exposed to future litigation.
- LCI Contract – Livable City Initiative
Negotiating the new contract with LCI based on the changes in the MTW plan. The new contract will be effective October 1, 2013 to September 30, 2014 with an option to renew.

October:

- Request for Permit for driveway access to Hamden. With the adversarial climate surrounding the relationship between Hamden and New Haven regarding taking the fencing down on the town line, this is a first step towards progress of amending the long-term history between the two towns to open up access.
- Design and approval of the Pedestrian/Vehicular Bridge in West Rock. Meetings are being scheduled with the pertinent City offices including City Plan and Engineering to come up with a financially feasible bridge design as the previously designed and approved bridge was too costly to construct.
- Valentine/Chatham Cooperation Agreement approvals. These cooperation agreements will hopefully be approved in October but if they are not, they may be a carryover for the Mayor's signature in January.

November:

- Submission of an Amendment to the West Rock Cooperation Agreement for the purpose of giving back the City the funds for the West Rock Bridge as it currently states that the funds will be given to MDC to construct the Bridge and the direction of this initiative has changed. The City will be responsible for the project.

January

- Interagency Agreement executed as part of the BOA Farnam Cooperation approval to begin dispersing the \$1.8 million in Capital funds previously approved. The total amount of funds being approved for Farnam through the Cooperation Agreement is \$8 million over a three (3) year period. The split of funds is as follows: \$1.8 million in 2014, \$4.2 million in 2015 and \$2 million in 2016.

- If all goes well, all of the Cooperation Agreements will be executed by the New Mayor including Farnam, Chatham, Ribicoff and Valentina Macri

February

- Church Street South is currently owned by a private developer and while it is not a Housing Authority priority, we believe that partnering with the City to either work with the current owner on a redevelopment plan or begin the eminent domain process to take the property to redevelop it into a Transit Oriented District (TOD) is in the best interest of the City.

March

- Choice Neighborhoods Implementation Grant. We will need support letters from the City for various components of the application including, general support, City leveraging funds, other City initiatives, such as the Mill-River/Fair Haven neighborhood revitalization efforts, et al.

Mayor

Board of Commissioners

Housing Authority

Executive Director Karen Dubois-Walton

Budget Summary:

HANH operates on an October 1 through September 30th fiscal year. HANH's primary funding source is federal funds through the US Department of Housing and Urban Development

Program	FY2014 Budget
Revenue	
Housing Choice Voucher and Low Income Public Housing Federal Subsidy	\$81,500,000
MTW transfer funds ¹	\$20,200,000
Total	\$101,500,000
Expenses	
Housing Choice Voucher (Section 8)	
Vouchers plus administration costs	\$45,700,000
Moving to work expenses	\$ 7,800,000
Moderate Rehab Program	\$ 600,000
Veterans Assistance Supportive Housing	\$ 800,000
Low Income Public Housing	\$20,000,000
Central Office Cost Center	\$ 8,700,000
Miscellaneous Programs	\$ 500,000
Re-development Programs	\$22,000,000
Glendower (HANH's redevelopment instrumentality)	
	\$ 3,200,000
Total	\$101,500,000

¹ Includes surplus HCV funds and redevelopment funds leveraged

Summary of Open Items:

- **Cooperation Agreements pending City approval**
 - Farnam Court redevelopment (including off site redevelopment)
 - Ribicoff Cottages redevelopment
 - Valentina Macri sale to Columbus House for supportive housing
 - An amendment to the agreement for West Rock redevelopment will be submitted to cover the changes in the bridge
- **Driveway permit applications pending Town of Hamden approval for new homes at Rockview redevelopment**

HANH and the City have been working jointly with the Town of Hamden to gain access to the public right of way known as Woodin St. HANH is building homeownership units that will require driveway access and HANH is extending Wilmot Road to Woodin St. and will require connection. Both aspects are being pursued through applications to Town of Hamden for driveway permits. Further, Hamden has constructed a fence illegally on land owned by HANH. HANH will be requesting that Hamden remove this illegal fence from our property.
- **Design and approval of Pedestrian/vehicular bridge at West Rock**

City funding restraints led to inadequate funding for the originally proposed bridge connection between Brookside and Rockview. As a result a redesign is underway of a smaller bridge. This will likely also require an amendment to the already approved Cooperation Agreement between the City and HANH for West Rock redevelopment.
- **Disbursement of capital funds approved by City in accordance with Farnam redevelopment to commence in January 2014.**

Funds committed by the City for the redevelopment of Farnam will need to begin to be dispersed in January 2014.
- **Project Longevity – Prison Reentry Initiative**

20 Housing Choice Vouchers have been allocated for the Project Longevity Program which is a comprehensive initiative to reduce gun violence in Connecticut's major cities. One component in the initiative is to find housing for the ex-offenders. Currently 1 person has leased up and 1 applicant is searching for an apartment. Participants are screened by City's re-entry coordinator.
- **Vouchers for Homeless Individuals/Families – Community Services Dept.**

8 Housing Choice Vouchers have been allocated for homeless individuals/families. This project is currently in the set up phase. Applicants will be screened through a process established by City's Community Services Administrator.
- **Contractual relationships between the City and the Authority**

- HANH purchases gas, sand, salt and the disposal of bulk materials from the Department of Public Works. Contract expires in October 2016.
- HANH purchases vehicle maintenance services from DPW. Contract expires September 30, 2013.
- HANH purchases extra duty police services for selected sites on an annual basis typically June through December. Contract for 2013 currently in effect.

- **Choice Neighborhoods Implementation Grant.**
HANH plans to apply for CNI grant to fund redevelopment at Farnam Court. City support letters will be requested around March 2014.

- **Church St. South**
HANH remains interested in partnering with owner on redevelopment of this development

Major Functions/Projects:

Low Income Public Housing

HANH operates the over \$20,000,000 low income public housing program for the City of New Haven. HANH serves over 2,000 families (over 4,000 individuals) through this program. Housing units are provided throughout the City in large and small family developments, elderly/disabled developments, elderly only developments and scattered site homes. HANH's sites are grouped in Asset Management groupings and managed by a Housing Manager and Assistant Manager. Each site is additionally staffed by maintenance workers and housing specialists.

HANH advertises, selects, screens and certifies families for occupancy. Families must meet income guidelines established by the Federal Government and meet screening requirements. Most HANH family development waitlists are extensive and do not regularly open. HANH's elderly only, elderly/disabled and wheelchair accessible waitlists tend to remain open and accepting of applicants. There are currently over 6,000 families waiting to be housed.

Families housed in LIPH units must be recertified every two or three years. At these times, HANH redetermines income for rent determination purposes and eligibility for housing. Families that are ineligible or violate their lease are subject to eviction actions. Families facing eviction are entitled to hearings prior to eviction actions.

Family rents are determined by family income. HANH through its Moving to Work designation has great flexibility in designing a rent system that is simplified and fair for residents. As such, HANH's rents are set at 28.5% of family income. Families with less than \$2,500 in annual income pay a minimum rent of \$50 per month. Families for whom this presents a hardship may be entitled to exemption from minimum rent. Average family income for LIPH program is \$13,085 annually with 4% of families reporting no income.

HANH's units range from 0 bedroom (efficiency units) to 5 bedroom units. HANH is in a major redevelopment/capital improvement effort to redevelop its housing stock. As HANH redevelops its portfolio current residents enjoy protections that ensure continued housing. HANH seeks to replace 100% public housing developments with mixed income/mixed finance developments that create stronger, better functioning communities.

In order to house hard to house populations, HANH has implemented special programs with support services and has relaxed screening criteria for certain populations. This has allowed HANH to house formerly incarcerated, formerly homeless, and supportive housing populations.

Properties include:

LIPH Family developments: Westville Manor, McConaughy Terrace, Farnam Court, Valley Townhouses, Waverly Townhouses and Scattered Site homes throughout the City.

LIPH Elderly/Disabled developments: Fairmont, Ruoppolo Manor, Ribicoff Cottages, McQueeney Towers, Crawford Manor, Winslow-Celentano and Robert T. Wolfe.

LIPH Elderly Only developments: Katherine Harvey, Constance Baker Motley, Newhall Gardens and Prescott Bush.

Mixed Finance Affordable Housing

HANH's redevelopment efforts have transformed formerly non performing, obsolete housing into sought after affordable housing of choice. HANH's redevelopment is funded by HANH's flexible MTW funding, Low Income Housing Tax Credits, private investment dollars and City funds. HANH has partnered with developers such as BCJ, Trinity Development and Michaels Development Group and has also served as its own developer through the Glendower Group. These developments include a mix of units funded through public housing subsidy and section 8 subsidy paired with LIHTCs. As such, some program rules vary from HANH's LIPH portfolio.

These properties are owned/managed by private management companies, the Glendower Group or a combination of both. These properties maintain their own waitlists and conduct their own eligibility screening.

Mixed Finance developments: The New Rowe, Monterey Place (inclusive of Edith B. Johnson), Quinnipiac Terrace, Wilmont Crossing, Brookside, Rockview and Eastview Terrace.

Housing Choice Voucher

HANH operates the federal section 8 subsidy program for the City of New Haven. HANH is allocated 4,388 vouchers by the federal government. HANH subsidizes rent for over 3,000 families representing over 7,800 individuals through payments directly to the landlord. Participants pay a portion of the rent typically not exceeding 28.5% of their annual income. HANH pays the remaining portion of the private market rent to the landlord.

Units must be safe and decent and meet Housing Quality Standards (HQS). HANH contracts with the City's Livable City Initiative to conduct HQS inspections. Rents must be fair and not exceed area payment standards.

HANH advertises, selects, screens and certifies families for occupancy. Families must meet income guidelines established by the Federal Government and meet screening requirements. The HCV waitlist opens rarely and there are currently over 4,000 families waiting for housing subsidy.

Families subsidized through the HCV program must be recertified every two or three years. At these times, HANH redetermines income for rent determination purposes and eligibility for housing. Families that are ineligible or violate the terms of their Housing Assistance Payment contract are subject to program termination. Families facing termination are entitled to hearings prior to actions.

The portion of the rent paid by the family is determined by family income. HANH through its Moving to Work designation has great flexibility in designing a rent system that is simplified and fair for participants. As such, HANH's rents are set at 28.5% of family income. Families with less than \$2,500 in annual income pay a minimum rent of \$50 per month. Families for whom this presents a hardship may be entitled to exemption from minimum rent. Average family income for the HCV program is \$15,065 annually with 4% of families reporting no income.

While most vouchers are awarded to individual families as tenant based vouchers, a small proportion of the vouchers are awarded to developers or supportive services providers as project based vouchers. These vouchers remain with the landlord when the participant moves. Approximately 500 vouchers are project based (13.5%).

HANH does not award all vouchers allocated by the federal government. The funding received that is not used for vouchers represents the flexible funds authorized by HANH's MTW designation to be used for other affordable housing purposes. As per HANH's MTW Annual Plans, these funds are used for supportive services and modernization/redevelopment efforts.

Supportive Services/Family Self Sufficiency

HANH funds a robust supportive services/self sufficiency program to assist HANH's low income families in overcoming barriers to economic growth. HANH funds on site programming including literacy, computer literacy, pre-GED classes, job skills development, after school homework assistance and tutoring programs. Additionally, HANH funds well being, health and wellness activities in each development.

HANH contracts with mental health and substance abuse providers to provide seven day a week on site supportive services in our elderly and disabled developments.

HANH employs Residence Service Coordinators and a Licensed Social Worker to assess residents, develop life plans and assist in fulfilling these.

HANH funds residents' educational pursuits through its specialized training program. Through this, HANH pays tuition at Gateway and other institutions for residents to pursue degree and certification programs.

HANH's resident owned business (ROB) program and revolving loan programs have assisted resident to fulfill their dreams of entrepreneurship. Residents undergo extensive training and support prior to being eligible to access loans from the Authority. ROB's have preference in bidding on certain HANH solicitations.

Finally, HANH's homeownership program has moved over low income residents/participants to homeownership.

Redevelopment

HANH's expertise in the development of affordable housing is evident in its own redevelopment efforts and also in the non-HANH projects in which HANH has been asked to serve as developer through its development entity, The Glendower Group. Development successes include: Monterey Place, Quinnipiac Terrace, Eastview Terrace, the New Rowe building, Wilmont Crossing, Brookside Phase I, II and homeownership and Rockview (currently underway). Additionally, HANH has led the redevelopment efforts for the Ansonia PHA.

Currently the following redevelopments are underway:

1. West-Rock redevelopment. Brookside I, II and homeownership are complete. Currently Rockview I construction is underway and expected to be completed in December 2013. Ribicoff Cottages redevelopment planning is underway. Tax credit allocations have been made. Approvals are underway. Development partner is Michaels Development.
2. Farnam Court. City approvals are underway. This project will redevelop the 240 units of LIPH at Farnam Court into mixed finance development located on site and on two off site parcels in Fair Haven. On site development will proceed in two phases to minimize number of moves for existing families.
3. Rental Assistance Demonstration projects. RAD is a new HUD program that transforms LIPH funded units into HCV funded units allowing for the leverage of the subsidy and infusion of needed dollars for capital improvements. HANH has identified the following developments for redevelopment under the RAD program.
 - a. Essex Townhouses- 35 units of family housing
 - b. Crawford Manor- 109 units of elderly/disabled housing
 - c. Westville Manor- partial demolition and redevelopment of this site.

The Glendower Group

The Glendower Group is an instrumentality of HANH established to develop and manage affordable housing. It is a 501(c) 3 entity. Its Board is appointed by the HANH Board and HANH employees make up the majority of the Board members. Additional Glendower for profit entities are established for the purposes of redevelopment, primarily for the ability to obtain low income housing tax credits. The Glendower Group solely redeveloped Eastview Terrace and Wilmont Crossing. It has partnered in the redevelopment of Brookside, Rowe, Quinnipiac Terrace and the redevelopments currently underway.

The Glendower Group assumed the management of Eastview Terrace and Wilmont Crossing. It employs a Housing Manager, Assistant Housing Manager and maintenance personnel. The Glendower Group purchases back office support services (e.g. IT, HR and Finance) from HANH.

Management of other public housing authorities

HANH has been asked to assist in the management of three other PHAs.

1. Ansonia PHA
2. Wallingford PHA
3. Bridgeport PHA- time limited engagement while new Executive Director is sought. Expected end date November 30, 2013.

Key Systems/Processes:

- 1. Administration of waitlist for public housing and housing choice voucher programs**

HANH opens, closes and updates its waitlists for housing. Applicants are placed on the waitlist in accordance with the time and date of application or are selected by lottery. Once placed on the waitlist, applicants are housed in the order of application. Preferences exist for priority housing of certain groups outlined in HANH's governing documents. These include: disability related reasonable accommodation, victims of domestic violence, displacement by government action and emergency placements. HANH does not offer emergency housing and must refer individuals in need of emergency housing to shelter system.
- 2. Ownership, management and maintenance of public housing stock**

As described above, HANH employees Housing Manager, Assistant Manager maintenance workers and housing specialists to manage and maintain its public housing portfolio. HANH spends approximately \$20,000,000 annually on this function.
- 3. Management and oversight of third party ownership properties: Monterey Place, Quinnipiac Terrace, Eastview Terrace, Wilmont Crossing and the New Rowe.**

HANH provides oversight of the third party management of these sites. HANH issues payment subsidy, monitors compliance and resolves issues. Day to day operations are delegated. HANH earns a fee for the administration of these contracts.
- 4. Administration of housing choice voucher subsidy – landlord relations, inspections, selection and continued occupancy and financial management**

HANH administers the HCV (S8) program including the screening of participants and landlords, issuance of housing assistance payments and utility assistance etc. HANH pays approximately \$40M to landlords in subsidy and spends approximately \$4M annually on the administration of the program.
- 5. Administration of self sufficiency programs**

HANH has designed and implemented the self sufficiency program that benefits public housing and voucher participants. HANH employs staff and oversees contractors that provide services. Annually approximately \$5,000,000 is spent on these activities.
- 6. Modernization and redevelopment of portfolio**

HANH has invested over \$100M in the redevelopment of its portfolio over the past decade. HANH's redevelopment staff is responsible for the redevelopment planning, design and oversight, selection and oversight of developers, contractors and partners, coordination of other parties including City, State and federal partners. HANH issues and responds to RFPs, generates non-HANH

related development opportunities and related income. HANH ensures that Section 3 and Equal Opportunity preferences are met.

7. Administration of redevelopment efforts through Glendower, HANH's redevelopment instrumentality

As outlined above, HANH through The Glendower Group provides redevelopment services for affordable housing through HANH and for other entities. HANH's Executive Director Chairs the Glendower Board. HANH's Deputy Executive Director for Planning and Redevelopment is the President of the Glendower Group.

8. Provision of affordable housing services to other regional public housing authorities

HANH has been contracted with by other PHAs to provide affordable housing services for other authorities in the Greater New Haven region. HANH has lent and hired additional staff to fulfill the requirements of these engagements. HANH is able to generate income while supporting neighboring entities.

9. Coordination with local, state and national efforts to end homelessness

HANH works closely with efforts to end homelessness in our City, Region and State.

System Deficiencies/Attention Required:

1. Impact of federal funding uncertainties

HANH is largely dependent upon one funding source – the Federal government. Reliance on this during times of fiscal uncertainty is not a sustainable approach. HANH's flexibility garnered through the MTW program has been unquestionably life saving for this agency. The continuance of the MTW program is dependent upon Congressional action. Current authorization expires in 2018.

Federal cuts, sequestration and threats for federal government shut downs all exist and create the fiscal environment in which we operate. HANH's reserves, although large, are all programmed for redevelopment purposes and will be spent down over the next two fiscal years. Federal funding reductions jeopardize our ability to complete redevelopment efforts underway or in planning.

2. Properties in need of modernization/redevelopment

HANH redevelopment and modernization efforts have been significant. The next developments currently in most need of renovation include: Valley Townhouses, Robert T. Wolfe, aspects of the scattered site portfolio, the remainder of Westville Manor. HANH anticipates sub optimal REAC inspection scores at Westville Manor.

3. Nuisance and other criminal activities

While criminal activity on HANH sites is overall lower than citywide numbers, HANH remains concerned about nuisance and other criminal activities particularly at Farnam Court and Westville Manor. HANH contracts with NHPD for additional police coverage at these sites. HANH's redevelopment of Farnam Court will alleviate many existing issues. Continued action is required to maintain a safe and peaceful environment at WVM.

4. Pending legal actions

HANH regularly receives notice of pending suits related to slips and falls and traffic accidents. HANH currently has construction related civil actions in which HANH is a named party although the developer has the most exposure in these. HANH is in the process of resolving a legal action brought by NHLAA re. protection of rights for residents entitled to minimum rent and exemption from minimum rent.