



# **Plan For Transformation**

# Year 2

**Moving To Work**  
**Annual Plan FY2001**

**December 1, 2000**

Chicago Housing Authority



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## INTRODUCTION

On January 6, 2000, the Board of Commissioners of the Chicago Housing Authority (CHA or Agency) approved the Agency's Plan for Transformation (Plan), calling for sweeping changes in the administration and operation of the CHA. The Plan for Transformation was subsequently approved by the U.S. Department of Housing and Urban Development (HUD) and incorporated into a Moving to Work (MTW) Demonstration Agreement, executed on February 6, 2000.

Appendix 1 of this document contains a general description of the MTW Program, its objectives, and the requirements placed on participating agencies. Under the MTW Agreement, the Agency is required to produce an annual plan. This document represents the Agency's MTW Annual Plan for FY 2001, i.e., Plan for Transformation - Year 2 (Plan-Year 2 or Annual Plan). In order to achieve the goals set out in this annual plan, CHA identified necessary clarifications and amendments to the MTW Agreement, also specified in Appendix 1.

## BACKGROUND

The CHA, with approximately 38,000 units of public housing and 28,000 units of Section 8 leased housing, has been the nation's most distressed housing authority. To remedy conditions, the Plan for Transformation provides for:

- A \$1.5 billion capital program that would produce approximately 25,000 new or rehabilitated public housing units;
- The demolition of nearly 17,000 units (mostly gallery-style high-rises);
- The transfer of all property management functions to professional property management organizations;
- Substantial reductions in overhead expenses sufficient to provide at least \$300 per unit monthly (agency-wide) in non-utility funds for property operating budgets;
- The elimination of the CHA's Police Department and the transfer of policing services to the City of Chicago;
- A system of service connectors to assist residents in accessing necessary services and becoming self-sufficient within the community;
- Appropriate and compassionate relocation services, accompanied by a commitment that each lease-compliant family as of October 1, 1999, can return to public housing following redevelopment;
- Increased counseling services for Section 8 voucher holders; and
- A commitment to meet all applicable fair housing and disability rights laws, minority participation rules and requirements, as well as commitments specified in the Latino Consent Decree.

In FY 2000, the Agency made real and substantial progress towards implementing the following goals. The Agency:

- Received a \$35 million HOPE VI Revitalization Grant for the redevelopment of Ida B. Wells/Madden Park and a \$29.5 million HOPE VI Demolition Grant to facilitate the demolition of vacant and non-viable buildings;
- Formed a Redevelopment Working Group that consists of the CHA, the Central Advisory Council (CAC), HUD, the Gautreaux Plaintiff's Counsel, and the Receiver<sup>1</sup> to outline the specifics of the redevelopment process and the threshold criteria that will be employed to determine investment decisions;
- Finalized the Cabrini Consent Decree negotiations to allow the Cabrini redevelopment process to move forward at Cabrini Extension North;
- Closed on the development deal for North Town Village. The project calls for the construction of 261 units, of which 79 are designated for public housing. Construction is currently underway;
- Awarded a contract for development management services for the ABLA redevelopment project. The firm will be responsible for creating the master plan that will govern all development activities at the site;
- Completed and issued an Request for Qualifications (RFQ) for Phase II of the Horner redevelopment project. Phase II will be a mixed-income development that will result in the creation of at least 220 public housing units;
- Fully privatized the management of all residential properties;
- Began the \$350 million rehabilitation program for all senior buildings. Began replacement of roofs, rehabilitation of elevators, and installation of air conditioners at several senior properties;
- Increased operating funds assigned to properties to not less than \$310 per unit monthly (PUM) for families and not less than \$290 PUM for seniors;
- Disposed of land, an administrative building and one mid-rise building to the Public Building Commission for the creation of a new state-of-the-art Teaching Academy at 22<sup>nd</sup> and State, with admissions preference for children living in the Harold Ickes Homes;
- Demolished 1,308 units, with over 4,500 under demolition by year-end;
- Completed an assessment of all scattered sites to determine viability of specific properties;

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<sup>1</sup> Pursuant to a 1987 order of the Federal District Court in Gautreaux v. CHA et. al., a Receiver, Danial E. Levin and The Habitat Company, has and exercises all powers of CHA respecting the development of CHA non-elderly housing. Throughout the Capital Program section of the Plan-Year 2, CHA will identify CHA and/or the Receiver acting in their respective capacities.

- Closed and completed construction on Robert Taylor B HOPE VI project, Hearts United Phase I. This development calls for the creation of 116 units, of which 29 will be public housing;
- Closed on a mixed-finance deal for Hilliard Homes. Upon completion, the project will create 654 units of affordable housing, of which 305 will be for public housing residents and include family and senior units;
- Established service connectors in all senior properties to connect seniors to programs available throughout the City of Chicago;
- Established a service connector pilot program for Section 8 voucher holders;
- Finalized the service connector model for family developments;
- Transferred policing services to the City of Chicago and implemented vertical patrols at high-rise family properties;
- Transferred a variety of resident programs and services to the City of Chicago and other agencies to begin connecting and integrating the CHA residents to an array of services available to all citizens of the City of Chicago. Some of the services transferred include: day care (Chicago Department of Human Services), sports/recreation (Chicago Park District), and educational programs (Board of Education);
- Focused City departments on outcomes for CHA residents. For example, the Mayor's Office of Workforce Development gives CHA residents priority service at One-Stops and with Empowerment Zone providers. The Chicago Public Schools and the Chicago Park District will focus on increasing enrollment of CHA children in programs at the parks and schools near CHA developments, and the Chicago Department of Public Health will focus its outreach strategy for children ages 0-3 in CHA developments;
- Hired financial advisors and established a pool of underwriters to assist the Agency in obtaining bond financing for the capital program;
- Issued Requests For Proposals (RFP) for Bond Counsel and Issuer's Counsel to provide legal advice and assistance in connection with the issuance of one or more series of essential governmental purpose bonds and mixed finance transactions;
- Established a regular meeting schedule with the financing team and HUD to review and establish the criteria and approval process for the issuance of the bonds backed by capital funds;
- Completed a Procurement Policy and re-wrote its Section 3 procedures;
- Implemented the designation of all senior buildings as "senior only" housing;
- Completed the CHA Leaseholder Housing Choice and Relocation Rights Contract;
- Completed new lease, grievance and pet policies for all properties and established site-based waiting lists for senior buildings;
- Reduced total Agency employees from 2,622 to 515;

- Created a mentoring partnership program, a customized training program, and held a job preparedness workshop for resident employees in order to assist them in employment transition; and
- Assisted in the job placement of hundreds of former employees with private firms.

## **FY 2001 PLAN HIGHLIGHTS**

The Plan-Year 2 continues the Agency's progress in implementing the Plan for Transformation. For 2001, the Agency's goals include:

- Seeking \$105 million in HOPE VI funds for the revitalization of the most distressed properties (Stateway Gardens, Robert Taylor Homes, and Rockwell Gardens);
- Seeking \$55 million in demolition funds to demolish non-viable properties;
- Expanding relocation and mobility counseling services for all relocating residents;
- Establishing a good neighbor-counseling program for all residents;
- Establishing service connectors at all family properties;
- Exploring the development of an endowment trust for resident programs;
- Continuing the consolidation of CHA-specific programs into existing City of Chicago services;
- Making way for the rebuilding of mixed-income communities by demolishing an additional 3,811 housing units;
- Completing the developer selection process for many of its family properties;
- Upgrading the mechanical, electrical, plumbing, and fire protection systems work at senior properties;
- Completing the installation of air conditioning in all senior buildings;
- Beginning the physical rehabilitation of scattered sites;
- Completing the renovation or construction of approximately 1,000 housing units;
- Issuing bonds for capital proceeds;

- Completing the 504 Self-Evaluation and Transition Plan;
- Continuing the reduction in Agency overhead to increase funding for the Capital Program;
- Developing a business resource center to provide education, training and technical assistance to MBE/WBE, Section 3, and resident-owned businesses;
- Completing the development of asset management systems;
- Continuing a partnership with the Chicago Police Department to provide above-baseline protective services in all buildings and expanding the CAPS program to additional developments;
- Improving the quality of life by continuing rodent abatement and lighting enhancements throughout CHA developments; and
- Continuing the reintegration of City services at CHA developments, including weed cutting, pothole removal, towing, and streetlight improvements.

Plan-Year 2 elements are described in more detail under the appropriate sections of this document: Capital Program; Building Closures, Demolition, and Relocation; Property Management; Human Capital Development; Occupancy; Section 8 Leased Housing Programs; Protective Services; Section 3 and MBE/WBE; and Agency Funding.

Please note that this Plan-Year 2 marks a continuation of the original Plan for Transformation and does not contain any significant deviations. Rather, it details the steps necessary to achieve the goals.

## **PUBLIC PARTICIPATION**

As required under the MTW Agreement, the Agency provided residents with reasonable input into the development of its Annual Plan through numerous meetings with resident leadership. In addition, CHA held briefings for interested civic, fair housing, community organizations, sister agencies, and philanthropic organizations. The CHA held a 45-day comment period from October 2-November 15, 2000. A public hearing was held on November 14, 2000 at the City of Chicago Harold Washington Library.

## Resident Participation

CHA held numerous briefings and meetings with the Central Advisory Council (CAC) before, during and after the comment period in order to get resident recommendations and comments on the Plan-Year 2. In addition, the CAC sent CHA its formal comments to the Plan-Year 2 and the amended Admissions & Occupancy Policy. The CAC's comments and the CHA's responses are summarized in Appendix 2.

## Community Outreach

The Agency conducted extensive community outreach through presentations to:

- 75 civic groups
- 15 foundations
- Multiple supportive housing providers
- City of Chicago social service providers
- Elected officials
- City of Chicago departments and sister agencies
- Latino Consent Decree Monitoring Committee
- Disability Rights organizations
- Mayor's Senior Advisory Council and other senior advocacy groups

## Comments

CHA received 19 comments on the 2001 Plan. The Agency grouped the comments into four categories summarized below.

Comments commending Plan elements:

- CHA privatized the property management function and downsized accordingly. Focusing on lease compliance will build a better relationship with residents.
- CHA's new lease includes important notifications and remedies.
- CHA's increased communication about the Plan is good and should continue.

Comments regarding clarification or articulation of Plan elements:

- CHA must receive the approval of the Gautreaux court for many items currently listed in the Capital Plan.
- CHA should include a reference to Integrated Pest Management.
- CHA should clarify lease compliance, know the number of lease compliant residents, and provide assistance to residents to become lease compliant.
- CHA should follow through on its environmental commitments outlined in the Plan for Transformation.
- CHA must train and monitor private managers and developers to ensure they comply with all local, state and Federal environmental laws.

- CHA should ensure service connectors have knowledge regarding environmental health risks.
- CHA does not address how it intends to ensure diversity in its housing programs.
- The Plan should state the progress made in the Latinos United Consent Decree.
- CHA should partner with Latino community based organizations when marketing its housing programs.

Comments expressing dissatisfaction with the actions taken by the CHA and the need for improvement:

- CHA should pace demolition according to the amount of housing available in the private rental market. CHA should build new units prior to demolishing units.
- Randomly selecting units for contract compliance for HQS inspections does not sufficiently satisfy a quality assurance goal and will not help ensure lead-safe housing in the Section 8 program.
- CHAC and CHA must track more than the lease-up rates when determining the availability of the private market to absorb new Section 8 families.
- CHA should make relocation and mobility counseling available to all residents.
- CHA should maintain buildings slated for demolition as long as the buildings are occupied.
- CHA should allow more than just the elected resident leadership to participate in the redevelopment working groups.
- CHA should create incentives for landlords in the Section 8 program to promote the creation of lead safe housing.
- Latinos United, like the Gautreaux plaintiffs, should be represented in the redevelopment working groups.

Comments either disagreeing with, or indicating concern over, Plan assumptions:

- CHA may not have the staffing resources to implement the relocation contract.
- The rental market cannot absorb all CHA relocatees.
- Non-lease compliant residents should be allowed two years to cure lease violations.
- The capital plan budget is insufficient to meet the 25,000-unit goal. Therefore, CHA should consider rehabilitation in place of demolition and new construction when possible.
- A majority of CHA relocatees are moving into high poverty areas. CHA must be more aggressive in its relocation efforts.
- Service referrals are insufficient, as the social service agencies are already overburdened.

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## SECTION I: CAPITAL PROGRAM

The Plan for Transformation provides for the rehabilitation or new construction of approximately 25,000 public housing units. For many properties, this plan is more than the renovation of public housing; it is the comprehensive revitalization of entire neighborhoods. Hence, both the planning and construction phases are being undertaken with a multitude of partners, including CHA residents, the Gautreaux plaintiffs, the Receiver, the City of Chicago, the Chicago Board of Education, the Chicago Park District, the Chicago Transit Authority, potential funders, neighborhood leaders, and other business and civic groups.

Significant strides were made in FY 2000 to advance the Capital Program. This section of the Plan-Year 2 provides an update on these efforts, with a focus on projected activity for FY 2001.

The Plan for Transformation divided the Agency's properties into five major categories:

- Existing Redevelopment Projects (Category 1);
- Senior Properties (Category 2);
- Scattered Sites (Category 3);
- Non-Section 202 Family Properties <sup>2</sup>(Category 4); and
- Section 202 Family Properties (Category 5).

Table 1 provides an updated master capital construction schedule for rehabilitation and construction. For new construction, extensive pre-development planning is required before actual construction can begin. Therefore, for Categories 1 and 5, the peak of construction activity is projected for years 2004 through 2007. Peak construction years for Categories 2, 3 and 4 will take place in 2002 and 2003.

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<sup>2</sup> Section 202 refers to Section 202 of the Omnibus Consolidated Rescissions and Appropriations Act of 1996. This law requires that a cost test be performed on all properties with more than 300 units and with a vacancy rate in excess of ten percent. Such properties must be demolished if the monthly cost to renovate and maintain them exceeds the cost of a housing voucher. Category 1 properties were exempt from this cost test because they were already covered under existing redevelopment commitments. Five properties included in Category 5 consisted of mid-rise or low-rise properties that the Agency considered to be subject to Section 202 but for which the Agency felt had potential to be rehabilitated – Cabrini Rowhouses, Dearborn Homes, Altgeld-Murray, Ickes, and Trumbull Park. (All remaining properties in Category 5 are gallery high-rises.) In discussions with both HUD and the CAC, it was determined that three of these properties are not subject to Section 202 – Altgeld-Murray, Trumbull Park, and Ickes. The status of Dearborn Homes and Cabrini Rowhouses is still under discussion.

TABLE 1

Plan for Transformation  
Chicago Housing Authority

MASTER CAPITAL CONSTRUCTION SCHEDULE<sup>1</sup>

		FY2000 - FY2009 Planned Units Completions										TOTALS	CGP Funding
10/01/99	09/01/00	Yr 1 <sup>2</sup>	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
Existing Units	Occupied Units	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009		
<b>Category 1 - Existing Redevelopment Commitments</b>													
Gov. Henry Horner Homes	1,743 706	553		12	60	92	60						777
Frances Cabrini Extension North	926 139	44	56	97	144	80	109	110	60				700
ABLA	3,235 1,010	329		34	150	150	130	150	180	180	160		1,463
Wells/Madden/Darrow/Wells Extension	2,891 1,353			92	92	92	92	92	145	145	150		900
Robert Taylor Homes B HOPE VI	- -	29			27		35	40	40	40	40		251
Raymond M. Hilliard Center	710 263		152			153							305
Washington Park Homes	56 -			14									14
Lakefront	- -	90		30	30	30	40	68	48	48	58		442
<b>Subtotal</b>	<b>9,561 3,471</b>	<b>1,045</b>	<b>208</b>	<b>279</b>	<b>503</b>	<b>597</b>	<b>466</b>	<b>460</b>	<b>473</b>	<b>413</b>	<b>408</b>	<b>4,852</b>	<b>\$ 149,000,000</b>
<b>Category 2 - Senior Developments</b>	<b>9,480 7,625</b>		<b>480</b>	<b>4,500</b>	<b>4,500</b>							<b>9,480</b>	<b>\$ 350,000,000</b>
<b>Category 3 - Scattered Sites</b>	<b>2,922 2,426</b>		<b>286</b>	<b>1,200</b>	<b>1,200</b>							<b>2,686</b>	<b>\$ 77,000,000</b>
<b>Category 4 - Non-202 Family Properties</b>													
Cabrini Ext. Lincoln	18 18												-
Lake Parc Place	300 247												-
LeClaire Courts	300 280												-
Washington Park Homes Low-rises	488 173												-
Lawndale Complex	188 -												-
Lawndale Gardens	128 110												-
Julia C. Lathrop Homes	925 707												-
Bridgeport Homes	155 137												-
Wentworth Gardens	422 376												-
Gov. Frank Lowden Homes	128 115												-
Various Properties to be determined													-
<b>Total<sup>3</sup></b>	<b>3,052 2,163</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>450</b>	<b>520</b>	<b>310</b>	<b>290</b>	<b>130</b>	<b>25</b>	<b>-</b>	<b>2,000</b>	<b>\$ 107,000,000</b>
<b>Category 5 - 202 Family Properties</b>													
<b>5a - Mid-rises and Low-rises and/or Off-Site Dev</b>													
Frances Cabrini Rowhouses	586 492												-
Trumbull Park Homes	486 386												-
Harold L. Ickes Homes	1,006 743												-
Dearborn Homes	800 594												-
Altgeld Gardens - Phillip Murray Homes	1,998 1,622												-
<b>Subtotal</b>	<b>4,876 3,837</b>												-
<b>5b - Gallery High-rises and/or Off-Site Dev.</b>													
1230 N. Burling <sup>4</sup>	134 113												-
Frances Cabrini Extension South	597 465												-
William Green Homes	968 532												-
Rockwell Gardens	1,136 423												-
Stateway Gardens	1,644 611												-
Robert Taylor Homes A	1,734 661												-
Robert Taylor Homes B	2,050 532												-
Washington Park Homes High-rises	468 164												-
Randolph Towers	155 139												-
<b>Subtotal</b>	<b>8,886 3,640</b>												-
<b>Total, Category 5</b>	<b>13,762 7,477</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>900</b>	<b>1,130</b>	<b>1,052</b>	<b>5,982</b>	<b>\$ 429,000,000</b>
<b>Total All Categories</b>	<b>38,777 23,162</b>	<b>1,045</b>	<b>974</b>	<b>6,254</b>	<b>7,053</b>	<b>1,617</b>	<b>1,776</b>	<b>1,750</b>	<b>1,503</b>	<b>1,568</b>	<b>1,460</b>	<b>25,000</b>	<b>\$ 1,112,000,000</b>

Notes:  
1 Subject to specific site planning processes and developer capacity.  
2 Yr 1 includes units completed prior to FY2000.

3 Some modest density reduction is assumed in Category 4. The actual numbers, by property, will not be known until after the completion of the respective site plans.

4 The Board of Commissioners approved the transfer of this property to the residents as a homeownership conversion on September 19, 2000, subject to identification of resources and federal approval. In the event that the residents cannot meet these requirements, these units must be demolished under Section 202 and will be included in the Near North Redevelopment Plan.

## Category 1: Existing Redevelopment Commitments

This grouping includes eight properties that, at the time of development of the Plan for Transformation, were already covered under existing redevelopment commitments or were well-advanced in the planning stages. The Plan for Transformation allocates \$149 million in capital funds in addition to Hope VI and other resources to these properties. As outlined below, significant development activity will occur at all of these properties in FY 2001.

- **Governor Henry Horner Homes.** An Agreed Order was entered with the parties to the Horner Lawsuit on February 1, 2000, paving the way for redevelopment of the remaining Horner site. An RFQ for the redevelopment of this section was issued in 4th Quarter 2000.
- **Cabrini Extension North.** On August 15, 2000, the CHA entered into a Court Settlement with the Plaintiffs (residents), City of Chicago, and the Receiver, allowing redevelopment to occur on CHA land. The RFP for redevelopment will be issued in 1st Quarter 2001.
- **Madden Park/Ida B. Wells.** In FY 2000, the Agency was successful in securing a \$35 million HOPE VI grant for this site (the application was ranked first in the nation). The City of Chicago committed \$48 million for housing, infrastructure, park improvements, and supportive services to this project. Also, the MacArthur Foundation has matched \$1.5 million in HOPE VI endowment funds for supportive services. Construction on the first phase will begin in 4<sup>th</sup> Quarter 2001.
- **Jane Adams Homes, Robert Brooks Homes, Loomis Courts, and Grace Abbott Homes (ABLA).** In FY 2000, the Agency selected the Development Manager for this project. The master plan for redevelopment is expected to be completed by 3<sup>rd</sup> quarter 2001, at which time the first proposals for mixed-income housing will be issued. During FY 2000, the Agency also completed the \$45 million reconstruction of Brooks Homes, which included 329 units.
- **Hearts United (Robert Taylor B HOPE VI).** In FY 2000, the first off-site replacement units became available for Robert Taylor B families. The units were constructed in the area bounded by 40th Street to the North, 45<sup>th</sup> Street to the South, Cottage Grove to the East and King Drive to the West. Of the 116 units constructed by Bonheur Development Corporation, CHA will receive 29 units. Currently 18 families have been identified for relocation to these units. Those 18 families have gone through extensive mobility and relocation counseling. The remaining units will be occupied over the next two months.
- **Raymond Hilliard Center.** Closing is expected to occur by 1st quarter 2001. At the end of redevelopment, Hilliard will produce 305 family and senior public housing units in a 654 total unit mixed-income project.
- **St. Edmunds Meadows (Washington Park replacement housing).** St. Edmunds Redevelopment Corporation, a community based not-for-profit developer, will acquire and redevelop 56 units of housing located at 62<sup>nd</sup> and Michigan. This is a mixed-income development that will include the use of low income tax credits for rehabilitation. Upon completion of this project, CHA will lease 14 units in the development, the remaining units will be affordable housing for other low income families. The relocated residents from this development have remained in the surrounding community by using Section 8 vouchers. The majority of relocated residents currently using Section 8 vouchers reside in developments that were rehabilitated and owned by St. Edmunds Redevelopment Corporation.
- **Lakefront Replacement Housing.** An RFP, issued in FY 2000, resulted in ongoing negotiations with a development team to build 120 CHA units in a mixed-income community. An additional RFP was released in the 4<sup>th</sup> quarter 2000 for a nearby site, to include 30 CHA units in addition to affordable and market rate housing. Construction of Lakefront scattered site units under the court order is on going. In total, 442 replacement housing units will be developed.

A schedule of major tasks for Category 1 properties is shown in Table 2.

TABLE 2

Chicago Housing Authority  
Agency Plan Master Schedule  
Summary of Major Tasks

5 Year Capital Construction / Rehab Schedule

Capital Programs	Start	Finish	FY2000				FY2001				FY2002				FY2003				FY2004			
			Mar	Jun	Sept	Dec																
			Q1	Q2	Q3	Q4																
<b>Category 1</b>																						
<b>Gov. Henry Horner Homes</b>																						
Proposals / Approval Proce	10/01/00	03/31/01																				
Site Plans	04/01/01	09/30/01																				
Relocation	04/01/01	12/31/04																				
Demolition	10/01/00	12/31/01																				
Construction / Rehab	01/01/00	06/30/04																				
<b>Frances Cabrini Ext. North</b>																						
Proposals / Approval Proce	11/01/00	04/30/01																				
Site Plans	05/01/01	09/30/01																				
Relocation	10/01/01	12/31/04																				
Demolition	10/01/00	12/31/02																				
Construction / Rehab	01/01/00	06/30/04																				
<b>ABLA</b>																						
Proposals / Approval Proce	01/01/00	12/31/01																				
Site Plans	10/01/00	06/30/01																				
Relocation	10/01/00	12/31/04																				
Demolition	10/01/00	12/31/04																				
Construction / Rehab	01/01/00	12/31/04																				
<b>Wells/Madden/Darrow/Wells Ext.</b>																						
Proposals / Approval Proce	01/01/00	06/30/00																				
Site Plans	07/01/00	12/31/00																				
Relocation	10/01/00	12/31/04																				
Demolition	10/01/00	12/31/04																				
Construction / Rehab	10/01/01	12/31/04																				
<b>Robert Taylor Homes B HOPE VI</b>																						
Proposals / Approval Process																						
Site Plans																						
Relocation																						
Demolition																						
Construction / Rehab	01/01/00	03/31/03																				
<b>Raymond M. Hilliard Center</b>																						
Proposals / Approval Process																						
Site Plans	01/01/00	09/30/00																				
Relocation	10/01/00	12/31/04																				
Demolition																						
Construction / Rehab	01/01/01	12/31/04																				
<b>Washington Park Homes St. Edmunds Park</b>																						
Proposals / Approval Process																						
Site Plans	01/01/00	03/31/01																				
Relocation																						
Demolition																						
Construction / Rehab	01/01/02	12/31/02																				
<b>Lakefront Properties</b>																						
Proposals / Approval Proce	01/01/00	03/31/01																				
Site Plans	07/01/00	09/30/01																				
Relocation																						
Demolition																						
Construction / Rehab	01/01/00	12/31/04																				

Note: Robert Taylor Homes B HOPE VI requires a total of 251 units in off site projects with 29 units complete to date and 27 units anticipated in 2003. The other units have not been identified.

Note: This chart does not include modernization units for building consolidation.

## Category 2: Senior Properties

Category 2 properties consist of approximately 9,480 units in 58 high-rise buildings. Under the Plan for Transformation, CHA allocated \$350 million to rehabilitate the senior properties. In FY 2000, the Agency started the senior housing rehabilitation program. The senior program consists of roof replacement, new windows, tuck-pointing, air conditioners for each unit, emergency generators, new elevators, rehabilitated units and new landscaping. Architectural and engineering work, as well as roofing and elevator replacement, began in the fall of 2000. To expedite construction activity and for improved program management, the Agency hired three construction management firms that will oversee construction on these properties.

In FY 2000, the Agency placed 10 buildings on an accelerated rehabilitation schedule. The ten buildings are scheduled for completion in the 4<sup>th</sup> quarter of 2002. All work in the remaining senior buildings will be completed by the 4<sup>th</sup> quarter of FY 2003. Work will be bid in "system" packages, as outlined in Table 3. A "system" package would include a specific type of job, task, or service to be completed (i.e. roof replacement, or installation of air conditioners for each unit).

**TABLE 3**  
**Chicago Housing Authority**  
**Agency Plan Master Schedule**  
**Summary of Major Tasks**

			<b>5 Year Capital Construction / Rehab Schedule</b>																			
			<b>FY2000</b>				<b>FY2001</b>				<b>FY2002</b>				<b>FY2003</b>				<b>FY2004</b>			
			Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Capital Programs</b>	<b>Start</b>	<b>Finish</b>																				
<b>Category 2 - Senior</b>																						
Roofs	06/15/00	06/15/01																				
Emergency Generators	09/15/00	10/15/01																				
Security	09/15/00	02/15/02																				
Elevators	06/15/00	01/30/03																				
Building Envelope/Windows	06/15/00	01/30/03																				
AC/Mechanical Work	09/15/00	12/30/01																				
ADA 504/ Interiors	10/15/00	12/30/03																				
Site Work	10/15/00	12/15/03																				

### Category 3: Scattered Sites

Category 3 properties consist of 2,922 scattered site units, of which over ninety percent will be rehabilitated and the remainder will be disposed of or demolished. Under the Plan for Transformation, CHA allocated \$77 million for scattered sites. In FY 2000, the Agency completed a physical needs assessment of these units and is now in the process of analyzing the information. By the 1<sup>st</sup> quarter of 2001, the Agency will develop a plan identifying the scattered site units to be retained and rehabilitated and those to be disposed of or demolished. Any demolition of scattered site units shall first be approved pursuant to the terms of the Gautreaux Consent Decree.

Architectural and engineering work is projected to begin in 2001. All units to be retained by the Agency will be rehabilitated by 2003. A schedule of major tasks for Category 3 is shown in Table 4.

Unlike the senior rehabilitation program, scattered site rehabilitation will not be bid in system packages. Rather, these properties will be bid to allow vendors to perform total site rehabilitation. This approach is expected to maximize the use of MBE/WBE and smaller construction companies.

**TABLE 4**  
**Chicago Housing Authority**  
**Agency Plan Master Schedule**  
**Summary of Major Tasks**

			<b>5 Year Capital Construction / Rehab Schedule</b>																			
			<b>FY2000</b>				<b>FY2001</b>				<b>FY2002</b>				<b>FY2003</b>				<b>FY2004</b>			
			Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	Dec	Mar	Jun	Sept	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
<b>Capital Programs</b>	<b>Start</b>	<b>Finish</b>																				
<b>Category 3 - Scattered Sites</b>																						
Complete Site Assessments	07/01/00	09/31/00																				
Cost Analysis of Assessment	10/01/00	12/31/00																				
Relocation	04/01/01	12/31/03																				
Demolition	01/01/02	12/31/02																				
Construction / Rehab	04/01/01	12/31/03																				

## Category 4: Non-Section 202 Family Properties

This grouping consists of nine properties that were not subject to Section 202. A tenth property, Lawndale Complex, is completely vacant and slated for demolition. These properties are generally smaller walk-ups or rowhouses. The Agency allocated \$107 million for the rehabilitation or redevelopment of these properties. However, additional funding will be allocated to these properties sufficient to ensure an equitable level of amenities and building upgrades.

The Agency will redevelop these properties in four stages.

- The first stage includes Bridgeport, Wentworth, and Lowden Homes. These properties will be rehabilitated as traditional public housing. Site planning will occur throughout 1<sup>st</sup> quarter 2001, with construction to begin in 4<sup>th</sup> quarter 2001. The construction phase will be completed by 4<sup>th</sup> quarter 2003.
- The second stage includes Lathrop Homes, LeClaire Extension, and Lawndale Complex. The Agency intends to redevelop these properties using CHA capital funds and low income tax credits. The Agency will issue an RFQ for developers in the 1<sup>st</sup> Quarter of 2001. Site planning would begin between the 2<sup>nd</sup> Quarter and 3<sup>rd</sup> Quarter of 2001. The construction phase would begin 3<sup>rd</sup> Quarter 2002. This will require the Agency to enter into long term lease/disposition agreements with the selected developers for each specific site. About 30 percent of the units redeveloped at Lathrop and LeClaire are expected to be reserved for tax-credit families and the rest for traditional public housing. Lawndale Complex is anticipated to be a new town-house community with a mix of one third public housing, one third affordable, and one third market rate units.
- The third stage includes Cabrini-Lincoln, Lake Parc Place and Lawndale Gardens. These properties require modest capital improvements and their needs are less urgent. These properties will be rehabilitated, to the extent necessary, with CHA capital funds. Construction is expected to begin by the end of 2003, with a one-year construction schedule.
- The fourth stage includes Washington Park Low Rises. Washington Park will be rehabilitated using CHA capital funds and low income tax credits. Construction is expected to begin by the end of 2003, with a two-year construction schedule. This redevelopment strategy will be similar to that of Lathrop and LeClaire in Stage 2.

A schedule of major tasks for Category 4 properties is shown in Table 5.

TABLE 5  
Chicago Housing Authority  
Agency Plan Master Schedule  
Summary of Major Tasks

5 Year Capital Construction / Rehab Schedule

Capital Programs	Start	Finish	FY 2000				FY 2001				FY 2002				FY 2003				FY 2004			
			Q1	Q2	Q3	Q4																
			Mar	Jun	Sept	Dec																
<b>Category 4 - Non-202 Family Properties</b>																						
<b>Cabrini Ext. Lincoln</b>																						
Proposals / Approval Process	01/01/02	03/31/02																				
Site Plans	04/01/02	09/30/02																				
Relocation	04/01/03	06/30/04																				
Demolition																						
Construction / Rehab	07/01/03	06/30/04																				
<b>Lake Park Place</b>																						
Proposals / Approval Process	01/01/02	03/31/02																				
Site Plans	04/01/02	09/30/02																				
Relocation	04/01/03	06/30/04																				
Demolition																						
Construction / Rehab	07/01/03	06/30/04																				
<b>LeClaire Courts</b>																						
Proposals / Approval Process	01/01/01	04/30/01																				
Site Plans	05/01/01	09/30/01																				
Relocation	04/01/02	12/31/04																				
Demolition																						
Construction / Rehab	08/01/02	12/31/04																				
<b>Washington Park Homes Low-rises</b>																						
Proposals / Approval Process	01/01/02	03/31/02																				
Site Plans	04/01/02	09/30/02																				
Relocation	04/01/03	12/31/04																				
Demolition	12/15/00	12/31/01																				
Construction / Rehab	07/01/03	12/31/04																				
<b>Lawndale Complex</b>																						
Proposals / Approval Process	01/01/01	04/30/01																				
Site Plans	05/01/01	09/30/01																				
Relocation																						
Demolition	10/01/00	12/31/00																				
Construction / Rehab	07/01/02	12/31/04																				
<b>Lawndale Gardens</b>																						
Proposals / Approval Process	01/01/02	03/31/02																				
Site Plans	04/01/02	09/30/02																				
Relocation	04/01/03	06/30/04																				
Demolition																						
Construction / Rehab	07/01/03	06/30/04																				
<b>Julia C. Lathrop Homes</b>																						
Proposals / Approval Process	01/01/01	04/30/01																				
Site Plans	05/01/01	09/30/01																				
Relocation	04/01/02	12/31/04																				
Demolition																						
Construction / Rehab	08/01/02	12/31/04																				
<b>Bridgport Homes</b>																						
Proposals / Approval Process	NA																					
Site Plans	01/01/01	03/31/01																				
Relocation	04/01/01	06/30/03																				
Demolition																						
Construction / Rehab	10/01/01	06/30/03																				
<b>Wentworth Gardens</b>																						
Proposals / Approval Process	NA																					
Site Plans	01/01/01	03/31/01																				
Relocation	04/01/01	06/30/03																				
Demolition																						
Construction / Rehab	10/01/01	06/30/03																				
<b>Gov. Frank Lowden Homes</b>																						
Proposals / Approval Process	NA																					
Site Plans	01/01/01	03/31/01																				
Relocation	04/01/01	06/30/03																				

## Category 5: Section 202 Family Properties

The Plan for Transformation allocates \$429 million for those properties originally designated as subject to Section 202. This category is further divided into two sub-groupings by building types: Category 5A (low and mid-rise properties) and Category 5B (gallery style high rise properties).

### Category 5A: Low- and Mid-rise Properties

This sub-grouping includes five properties, with 4,876 units. Of the five properties, HUD stated that Altgeld Gardens/MurrayHomes, Trumbull Park Homes and Harold Ickes Homes are not subject to the Section 202 viability test or subsequent viability tests. CHA is awaiting final determination from HUD on the applicability of viability tests to the remaining properties: Dearborn Homes and Cabrini Rowhouses. The CHA believes that these two properties are viable in the Chicago market and will request a waiver in the event that these properties are found to be subject to Section 202 and mandated demolition.

Trumbull Park Homes will undergo significant rehabilitation in a design/build proposal. A request for proposals for Trumbull Park will be issued in the 1<sup>st</sup> quarter 2001.

The CHA will issue an RFQ for development teams to redevelop Dearborn Homes, Harold Ickes Homes, Cabrini Rowhouses and Altgeld Gardens/Murray Homes in 2002.<sup>2</sup> By waiting until 2002, these properties should attract significant private investment under a mixed-finance program. The RFQ would allow development proposals which incorporate rehabilitation of the existing buildings and/or new construction on the sites as part of a mixed-income community. Any new family units developed shall first be approved pursuant to the terms of the Gautreaux Consent Decree.

A schedule of major tasks for Category 5A properties is shown in Table 6.

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<sup>2</sup> This schedule assumes that Dearborn Homes and Cabrini Rowhouses will be exempt from Section 202.

**TABLE 6**  
**Chicago Housing Authority**  
**Agency Plan Master Schedule**  
**Summary of Major Tasks**

**5 Year Capital Construction / Rehab Schedule**

**Category 5A**

Capital Programs	Start	Finish	FY2000				FY2001				FY2002				FY2003				FY2004		
			Mar	Jun	Sept	Dec	Mar	Jun	Sept												
			Q1	Q2	Q3	Q4	Q1	Q2	Q3												
<b>Category 5A - Family Properties Mid-rises and Low-rises</b>																					
<b>Frances Cabrini Rowhouses</b>																					
Proposals / Approval Process	01/01/02	06/30/02																			
Site Plans	07/01/02	12/31/02																			
Relocation	01/01/03	12/31/04																			
Demolition																					
Construction / Rehab	04/01/03	12/31/04																			
<b>Trumbull Park Homes</b>																					
Proposals / Approval Process	01/01/01	04/30/01																			
Site Plans	05/01/01	09/30/01																			
Relocation	07/01/01	09/30/02																			
Demolition																					
Construction / Rehab	07/01/01	12/31/02																			
<b>Harold L. Ickes Homes</b>																					
Proposals / Approval Process	01/01/02	06/30/02																			
Site Plans	07/01/02	12/31/02																			
Relocation	01/01/03	12/31/04																			
Demolition																					
Construction / Rehab	04/01/03	12/31/04																			
<b>Dearborn Homes</b>																					
Proposals / Approval Process	01/01/02	06/30/02																			
Site Plans	07/01/02	12/31/02																			
Relocation	01/01/03	12/31/04																			
Demolition																					
Construction / Rehab	04/01/03	12/31/04																			
<b>Altgeld Gardens - Phillip Murray Homes</b>																					
Proposals / Approval Process	01/01/02	06/30/02																			
Site Plans	07/01/02	12/31/02																			
Relocation	01/01/03	12/31/04																			
Demolition																					
Construction / Rehab	04/01/03	12/31/04																			

Note: This schedule assumes developer interest in Category 5A properties. The amount of relocation will be based on the site specific plan.

## **Category 5B: High-rise Gallery Properties**

This sub-grouping includes nine properties, totaling 8,886 units. These buildings are gallery style high-rises built between 1953 and 1966. The CHA experienced great difficulty with this type of building design, ranging from problems with heating systems to frequent elevator failures. Design flaws, coupled with a lack of maintenance and limited capital improvements since initial construction, have rendered these buildings vulnerable to system failures, particularly during winter months. Renovation of these buildings is not economically feasible.

All units in this category failed the HUD Section 202 viability test and are therefore mandated for demolition. These gallery style high-rises will be demolished in accordance with the schedule contained in Section II of this document. New units will be constructed on the sites with a mix of incomes that will include public housing, affordable housing and market rate units.

Pursuant to CHA's MTW Agreement, the Agency intends to apply for 2001 HOPE VI redevelopment grants for Rockwell Gardens, Robert Taylor A and B (together), and Stateway Gardens. The RFQ for development teams for these HOPE VI properties was issued in November of 2000. Planning on these Hope VI sites will occur in the first half of 2001, with submission of the HOPE VI application in May 2001.

An RFQ for developers for the remaining gallery high-rise properties will be issued in the 1<sup>st</sup> Quarter of 2002. Funding decisions will be made by the 1<sup>st</sup> Quarter of 2003, with construction beginning the 3<sup>rd</sup> Quarter of 2003.

A schedule of major tasks for Category 5B is shown in Table 7.



## **DISPOSITION**

In order to maximize flexibility in the development process, the Agency will include a conditional application for disposition of property with every demolition application. Actual disposition of property will be subject to site specific redevelopment plans. Additionally, the Agency, from time to time, as part of its redevelopment activities, will dedicate or provide parcels to the City of Chicago for the creation of streets and right of ways. A list of potential property and street dispositions are included in Appendix 3.

## **CITY/CHA JOINT PLANNING**

The CHA is working closely with the City's Department of Housing, Department of Planning and Development, as well as other infrastructure and building agencies, to coordinate plans for each of the properties targeted for redevelopment. The City of Chicago and the CHA are working to deploy public resources most efficiently to integrate CHA developments back into the Chicago neighborhoods that surround them. Resources being considered in the context of overall redevelopment projects include low-income housing tax credits, private activity bonds, City soft debt and infrastructure funds, and City of Chicago land.

## **WORKING GROUPS AND THE REDEVELOPMENT PROCESS**

The CHA made a major commitment to resident representation and involvement at every stage of the redevelopment process. Discussions to work out the final details of this process have been finalized with the CAC and the residents. The CHA is committed to convening Working Groups at every site where new redevelopment projects will begin.

While the composition of the working group may vary to accommodate the needs of a particular site, the model Working Group will include the Local Advisory Council (LAC) for the development, community stakeholders, the CHA, the Receiver, the Gautreaux plaintiffs' counsel, the Chicago Department of Housing and Department of Planning and Development. The Working Group for each site will make recommendations to the CHA and the Receiver concerning selections of developers and will participate in the crafting of a specific development proposal for the site.

Under the current model, the residents will have two representatives on the Working Groups. All other organizations and agencies will have one representative. In addition, developers will be required to present the development proposal at various stages of completion to the community-at-large, and to send a representative to the regularly scheduled meetings of the LAC to answer questions and provide updates. The CAC will also appoint a representative to a committee that recommends the award of CHA capital funds to specific development proposals. Finally, binding redevelopment decisions will be made by the CHA Board of Commissioners and the Receiver, when appropriate. The CHA Board includes three resident Commissioners. Additional details regarding the composition of the model working group and the decision making process can be found in Appendix 5.

## **TECHNICAL ASSISTANCE**

CHA upholds its commitment to provide \$1.2 million in technical assistance funds for resident groups participating in redevelopment activities. Upon completion of an agreement between CHA and the CAC, CHA will distribute funds accordingly.

## DECONCENTRATION

On April 17, 2000, HUD issued a proposed rule regarding the deconcentration of incomes in public housing. CHA anticipates further HUD rulemaking in this area. In response to issues raised by the proposed rule, the CHA contends that the Plan for Transformation provides significant opportunities for deconcentration to occur. The CHA's deconcentration strategy is summarized below:

- Through the redevelopment process, CHA will bring fundamental change to the type, density, and income mix of the family public housing sites. The sites after redevelopment will be of lower density and provide housing for a broad range of incomes that include public housing families.
- CHA will also address deconcentration objectives by fostering Section 8 mobility moves to opportunity areas. Opportunity areas are census tracts with low poverty, lower concentrations of African-American families (for Gautreaux purposes), or both.
- In addition to the mobility program described above, CHA is initiating a Gautreaux style program. CHA intends to provide a separate allocation of vouchers to support this program. Families volunteering for this program will receive enhanced counseling services to assist in moves to low poverty areas.
- To lessen the likelihood of re-concentrating low-income families who have chosen a permanent Section 8 voucher, CHA offers second move mobility counseling. Under this program families in the Section 8 program, who wish to make a mobility move receive counseling and support services similar to that described above for public housing families.
- Once the right-of-return families are assisted, CHA intends to use income-targeting, preferences for working families, site-based waiting lists, and marketing strategies to attract new families in income ranges that foster deconcentration. CHA's commitment to house right of return families is expected to extend the length of time it may take to achieve deconcentration.

## ACCESSIBILITY

The Agency procured services to conduct an accessibility evaluation. From the evaluation, the Agency will develop a transition plan to ensure equal access for people with disabilities to all activities and functions supported by the CHA.

The evaluation will identify existing barriers to both buildings and program delivery systems for persons with disabilities and will provide comprehensive recommendations for barrier removal.

During 2001, on-site accessibility assessments of CHA Family Housing, Senior Housing, and Scattered Sites will be conducted. For scattered sites and senior properties, third-party architectural and engineering firms will conduct comprehensive site assessments, including a 504 analysis. For family properties the Agency intends to retain, the accessibility assessment will include each building's public and common use areas and a comprehensive inventory of all accessible units and units with accessible features. CHA is also working closely with the City and advocates for persons with disabilities to ensure appropriate accessibility measures on all redevelopment properties.

## ENVIRONMENTAL ISSUES

All environmental issues will be addressed during the planning process for each property. An environmental compliance officer will be available to provide technical assistance to the Working Group, as well as ensure that redevelopment plans conform to all local, state and Federal environmental laws.

## CAPITAL FUNDING

Table 8 provides an updated capital-funding chart. This chart reflects revised estimates of Agency funding under the Capital Program. Originally, the Plan for Transformation projected \$1.1 billion over 10 years for building improvements. The revised figures project \$1.2 billion for building improvements. The additional funding is largely the result of reductions in the Agency's overhead and increased HOPE VI funding.

The Agency anticipates issuing bonds and using other financing methods to accelerate its schedule of improvements. In FY 2000, the CHA selected a team of financial advisors, investment banks and legal counsel to prepare the Agency for its first bond issue. The financing team's responsibilities include: 1) evaluating the use of governmental purpose bonds (where the Agency pledges all or a portion of its capital fund for debt service) and other financing options to meet the Agency's redevelopment goals; 2) providing strategic advice regarding rating agency approach; and 3) developing strategies for mixed finance transactions using a variety of financing methods such as tax-exempt volume cap and Low Income Housing Tax Credits (LIHTC).

The Agency's financing team has met to determine its strategy for issuing bonds secured by the capital funds as described in the MTW Agreement. The Agency anticipates that its bonds will be investment grade and contain, among other things, the following conditions:

- **Bond Structure.** The Agency expects to issue several series of bonds to accelerate the Plan of Transformation. As the details of the redevelopment are made final, with the advice of its financing team, the Agency will determine the timing and amount of each issuance. The bonds will utilize capital fund payments made under the MTW Agreement to pay debt service and will have a maturity of 10-15 years.
- **Security.** The bonds will be secured, among other things, by a pledge of capital funds made under the MTW Agreement. At the closing of each transaction, CHA will provide HUD with a debt service payment schedule for the bonds. The schedule will identify the exact amount necessary to pay bond debt service and necessary bond debt service coverage to meet rating agency requirements. HUD's review and approval of the debt service schedule will constitute a commitment to make capital fund transfers to CHA's escrow account, or directly to the Bond Trustee. All capital funds not required to be transferred for debt service will be drawn down through the Line of Credit Control System (LOCCS).
- **Termination/Events of Default.** In the event of an administrative termination of the MTW Agreement or if HUD assumes receivership of CHA, HUD will continue to make scheduled capital funds transfers to CHA to support debt service and/or maintain the rating on any outstanding bonds secured by the capital fund.
- **Financing Approval.** CHA will seek HUD approval on each specific bond issue and reconfirm the Agency's expected use of bond proceeds. Upon receipt of HUD's approval of CHA's financing plan with respect to any series of bonds issued, no additional approval (other than transfers to be made in accordance with the debt service schedule) will be required to close the bond issue unless a material change in the bond structure has occurred. HUD acknowledges that a financing plan designed to accelerate redevelopment is acceptable and will not unreasonably withhold approval of CHA's financing plan.

**TABLE 8**

**CAPITAL PROGRAM, FY 2000-2009**  
**Sources and Uses of Funds**  
**(Amounts in Millions)**

	<b>Original</b>	<b>Revised</b>
<b>Sources (1)</b>		
FY 1999 Carryover	\$33.9	\$33.9
FY 2000 Capital Fund	\$148.0	\$145.0
FY 2001-2009 Capital Fund (2)	\$1,332.0	\$1,251.0
HOPE VI: Madden Park/Wells	\$35.0	\$35.0
HOPE VI: 2001 (3)	\$0.0	\$105.0
HOPE VI Demo: 2000	\$30.0	\$29.5
HOPE VI Demo: 2001	\$50.0	\$55.0
Total	\$1,628.9	\$1,654.4
<b>Uses</b>		
A&E (4)	\$94.3	\$94.5
Technical Staff	\$48.0	\$48.0
Extraordinary Maintenance (5)	\$183.8	\$72.0
Contingency	\$111.0	\$111.0
Demolition	\$80.0	\$84.5
Building Improvements	\$1,111.8	\$1,244.4
Total	\$1,628.9	\$1,654.4

- (1) Amounts exclude \$25 million for relocation costs and \$12.5 million for counseling costs, in accordance with the MTW agreement.  
(2) Original assumptions based on \$148 million annually under the capital fund; the MTW agreement is based on not less than \$139 million per year.  
(3) The Agency anticipates submitting three (3) HOPE VI grants in 2001.  
(4) Includes \$1.2 million for resident technical assistance.  
(5) Extraordinary maintenance funding declines through 2004, after which it is funded through operating funds.

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## **SECTION II: BUILDING CLOSURES, DEMOLITION, AND RELOCATION**

This section of the Plan-Year 2 discusses building closures, demolition, and relocation. Under the Plan for Transformation, families in occupancy will need to be relocated to accommodate redevelopment or rehabilitation. Most of these moves will occur within public housing. Overall, it is projected that 6,000 public housing families will need to be relocated to Section 8 housing over the first five years, or about 1,200 families per year.

The Plan for Transformation provides that all lease-compliant households in occupancy on October 1, 1999 will have the right to return to a public housing unit following relocation/redevelopment. The rights of relocating families are established in the CHA Leaseholder Housing Choice and Relocation Rights Contract incorporated as an addendum to each resident's lease.

In accordance with the Plan for Transformation, CHA may access \$12.5 million in relocation funds and \$25 million in counseling funds to assist with the relocation activities. These amounts are to be provided through the allocation and conversion of housing vouchers to administrative funds.

### **BUILDING CLOSURES**

The length of time required to plan and implement the Capital Plan presents significant management challenges. Decreasing occupancy rates, combined with distressed building conditions, make the buildings extremely difficult and expensive to secure and maintain. Building systems routinely fail. Recent experience demonstrates that, even after spending significant funds for emergency repair and rehabilitation, the CHA cannot guarantee that a gallery style high-rise can survive the winter.

Building closures will be part of an on-going process over the next several years as the Agency continues to prepare sites for redevelopment. There are 73 buildings that are currently vacant, totaling 5,189 units. In FY 2001, the Agency anticipates that it will close an additional 27 buildings, representing 2,274 units, 1,093 of which are currently occupied.

In developing the building closure plans, the Agency will continue to balance the need to minimize the number of relocatees at properties where development plans have not been finalized (so that the maximum number of existing residents can better participate in these redevelopment plans) with providing for the safety and security of residents in buildings that are not viable.

### **DEMOLITIONS**

In FY 2000, the Agency applied for and received \$29.5 million in demolition funds under the HOPE VI program. In FY 2001, the Agency will apply for an additional \$55 million to cover the costs of demolishing all units mandated by Section 202. Table 9 summarizes the Agency's planned demolition activity. Appendix 4 contains a detailed list of all buildings to be demolished, by property, in FY 2000 through FY 2004. The demolition of all gallery-style high-rises will be completed by mid-2004. To facilitate demolition activity, the Agency entered into multi-year, task-order contracts with five demolition contractors. With these contracts, the Agency can begin demolition work within six-to-eight weeks of a building closure, minimizing vandalism and on-going maintenance costs. All demolition will include environmental protection measures.

**TABLE 9**  
**Plan for Transformation**  
**Chicago Housing Authority**

**FIVE YEAR DEMOLITION SCHEDULE SUMMARY**

	10/01/99 Existing Units	09/01/00 Occupied Units	Demolished Units		FY2000 - FY2004 Planned Demolition					Total Demo	
			2000		Yr1	Yr2	Yr3	Yr4	Yr5		
			Actual	Pending	2000	2001	2002	2003	2004		
<b>Category 1 - Existing Redevelopment Commitments</b>											
Gov. Henry Horner Homes	1,743	706	279	234	513	231					744
Frances Cabrini Extension North	926	139		524	524	65	337				926
ABLA	3,235	1,010	99	63	162	604	150	150	1,493		2,559
Wells/Madden/Darrow/Wells Extension	2,891	1,353	327	218	545	339	603	478	926		2,891
Robert Taylor Homes B HOPE VI	-	-									
Raymond M. Hilliard Center	710	263									
Washington Park Homes	56	-									
Lakefront	-	-									
<b>Subtotal</b>	<b>9,561</b>	<b>3,471</b>	<b>705</b>	<b>1,039</b>	<b>1,744</b>	<b>1,239</b>	<b>1,090</b>	<b>628</b>	<b>2,419</b>		<b>7,120</b>
<b>Category 2 - Senior Developments</b>											
	<b>9,480</b>	<b>7,625</b>									-
<b>Category 3 - Scattered Sites<sup>1</sup></b>											
	<b>2,922</b>	<b>2,426</b>					<b>236</b>				<b>236</b>
<b>Category 4 - Non-202 Family Properties<sup>2</sup></b>											
Cabrini Ext. Lincoln	18	18									-
Lake Parc Place	300	247									-
LeClaire Courts	300	280									-
Washington Park Homes Low-rises	488	173		88	88	96					184
Lawndale Complex	188	-		188	188						188
Lawndale Gardens	128	110									-
Julia C. Lathrop Homes	925	707									-
Bridgeport Homes	155	137									-
Wentworth Gardens	422	376									-
Gov. Frank Lowden Homes	128	115									-
Various Properties to be determined										425	425
<b>Total</b>	<b>3,052</b>	<b>2,163</b>	<b>-</b>	<b>276</b>	<b>276</b>	<b>96</b>	<b>425</b>	<b>-</b>	<b>-</b>		<b>797</b>
<b>Category 5 - 202 Family Properties</b>											
<b>5a - Mid-rises and Low-rises</b>											
Frances Cabrini Rowhouses	586	492									-
Trumbull Park Homes	486	386									-
Harold L. Ickes Homes	1,006	743									-
Dearborn Homes	800	594									-
Altgeld Gardens - Phillip Murray Homes	1,998	1,622									-
<b>Subtotal</b>	<b>4,876</b>	<b>3,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
<b>5b - Gallery High-rises</b>											
1230 N. Burling <sup>3</sup>	134	113									-
Frances Cabrini Extension South	597	465						402	195		597
William Green Homes	968	532					288	278	402		968
Rockwell Gardens	1,136	423	288	280	568		139	140	289		1,136
Stateway Gardens	1,644	611		230	230	690	362		362		1,644
Robert Taylor Homes A	1,734	661		473	473	316	631	314			1,734
Robert Taylor Homes B	2,050	532	315	789	1,104	315		631			2,050
Washington Park Homes High-rises	468	164		158	158	155					468
Randolph Towers	155	139						155			155
<b>Subtotal</b>	<b>8,886</b>	<b>3,640</b>	<b>603</b>	<b>1,930</b>	<b>2,533</b>	<b>1,476</b>	<b>1,575</b>	<b>1,920</b>	<b>1,248</b>		<b>8,752</b>
<b>Total, Category 5</b>	<b>13,762</b>	<b>7,477</b>	<b>603</b>	<b>1,930</b>	<b>2,533</b>	<b>1,476</b>	<b>1,575</b>	<b>1,920</b>	<b>1,248</b>		<b>8,752</b>
<b>Total All Categories</b>	<b>38,777</b>	<b>23,162</b>	<b>1,308</b>	<b>3,245</b>	<b>4,553</b>	<b>2,811</b>	<b>3,326</b>	<b>2,548</b>	<b>3,667</b>		<b>16,905</b>

**Notes:**  
1 Pending analysis of recently completed physical assessment. Figures shown based on original plan.  
2 Some density reduction is assumed throughout Category 4. Consequently, except for Lawndale Complex and Washington Park, the remaining demolition figures are based on the original estimates from the Plan for Transformation and are shown in the "various properties" line. The actual number of units to be demolished will be identified after completion of the planning process.

3 The Board of Commissioners approved the transfer of 1230 N. Burling to the residents as a homeownership conversion on September 19, 2000, subject to identification of resources and investors and federal approval. In the event that the residents cannot meet these requirements, these units would be required to be demolished under Section 202.

## RELOCATION ACTIVITY

During FY 2000, a total of 620 families were relocated (through September 1). Of these, 213 moved into other public housing and 407 moved into Section 8 housing. Additionally, approximately 100 families utilized their Section 8 voucher in a low-poverty area. Mostly, these relocations were the result of families who had resided in buildings that were closed at the end of FY 1999. Many of these families temporarily relocated into other public housing while looking for Section 8 housing.

For FY 2001, the Agency is projecting approximately 1,200 families will be relocated to Section 8. Projections for Section 8 relocations are provided in Table 10.

## COMPREHENSIVE RELOCATION COUNSELING

The Agency will implement a comprehensive relocation and mobility counseling program. In December 2001, the Agency will award multiple contracts for intensive relocation and mobility counseling. There will be four levels of counseling:

- 1) **Good Neighbor Counseling:** Good neighbor counseling and orientation services are to be provided to all families and will include:  
Home management skills that include housekeeping tips and practices, housekeeping standards, proper refuse disposals, care and cleaning of appliances, utilities arrangements, heating controls, utility consumption and utility conservation, minor home repairs, signing up at a new school, finding out about services or support for adult care, day care, dealing with conflict-resolution, such as gang violence, monthly budgeting, and other family issues.
- 2) **Relocation Counseling:** Relocation counseling services will be provided for all families opting for Section 8 Housing Choice Vouchers, including follow-up contact after the move (regardless of where they move). Counseling will include:  
A review of the family service needs, connecting families to services, teaching apartment search techniques, performing and supplying families with credit check information, assisting with unit inspections, assisting in rent negotiations, identifying at least 5 housing options, providing transportation to at least 3 housing options, insuring that the family complies with all programmatic requirements and that the family successfully moves into a unit.
- 3) **Mobility Counseling:** Mobility counseling is enhanced relocation counseling. In addition to the services listed directly above, if a family chooses to pursue a mobility move, a move to a low poverty area, counseling will include:  
A unit visit with the family 30 and 60 days after move-in, a unit visit with the family in the 10 months following the 60 day visit, assessing and tracking the family's long term self-sufficiency, record family leasing activity and social service referrals, contact the family 90 days prior to renewal of the housing choice voucher, assist in problem resolution as necessary, and survey the family during the second year of tenancy.
- 4) **Gautreaux Counseling:** Families who volunteer for Gautreaux vouchers will receive on-going counseling services in their new community. To qualify, families must move to an "opportunity area." An opportunity area, as defined by Gautreaux, is a neighborhood where not more than 23.49 percent of the population is poor and where not more than 30 percent of the population is African-American. In the suburbs, the mobility definition is not more than 10% for both. Gautreaux counseling includes:  
General mobility counseling, as well as extended counseling and multiple client contacts for up to 18 months. Extended counseling helps connect families to their new community.

TABLE 10

Plan for Transformation  
Chicago Housing Authority

SUMMARY - PROPOSED SECTION 8 UTILIZATION (TEMP/PERM)

	10/01/99	09/01/00	FY2000 - FY2009 Families Relocated										TOTALS	
	Existing Units	Occupied Units	Yr 1 2000	Yr 2 2001	Yr 3 2002	Yr 4 2003	Yr 5 2004	Total 5 Yrs	Yr 6 2005	Yr 7 2006	Yr 8 2007	Yr 9 2008		Yr 10 2009
<b>Category 1 - Existing Redevelopment Commitments</b>														
Gov. Henry Horner Homes	1,743	706		161	161	162		484						484
Frances Cabrini Extension North	926	139			35	35		70						70
ABLA	3,235	1,010		125	125	125	125	500						500
Wells/Madden/Darrow/Wells Extension	2,891	1,353		169	169	169	169	676						676
Robert Taylor Homes B HOPE VI	-	-												-
Raymond M. Hilliard Center	710	263												-
Washington Park Homes	56	-												-
Lakefront	-	-												-
<b>Subtotal</b>	<b>9,561</b>	<b>3,471</b>		<b>455</b>	<b>490</b>	<b>491</b>	<b>294</b>	<b>1,730</b>						<b>1,730</b>
<b>Category 3 - Scattered Sites</b>	<b>2,922</b>	<b>2,426</b>		<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>120</b>						<b>120</b>
<b>Category 4 - Non-202 Family Properties</b>														
Cabrini Ext. Lincoln	18	18												-
Lake Parc Place	300	247												-
LeClaire Courts	300	280												-
Washington Park Homes Low-rises	488	173												-
Lawndale Complex	188	-												-
Lawndale Gardens	128	110												-
Julia C. Lathrop Homes	925	707												-
Bridgeport Homes	155	137												-
Wentworth Gardens	422	376												-
Gov. Frank Lowden Homes	128	115												-
<b>Total</b>	<b>3,052</b>	<b>2,163</b>			<b>108</b>	<b>108</b>	<b>108</b>	<b>324</b>						<b>324</b>
<b>Category 5 - 202 Family Properties<sup>1</sup></b>														
<b>5a - Mid-rises and Low-rises</b>														
Frances Cabrini Rowhouses	586	492												-
Trumbull Park Homes	486	386												-
Harold L. Ickes Homes	1,006	743												-
Dearborn Homes	800	594												-
Altgeld Gardens - Phillip Murray Homes	1,998	1,622												-
<b>Subtotal</b>	<b>4,876</b>	<b>3,837</b>												-
<b>Modest Demolition with Rehabilitation</b>								<b>300</b>	<b>300</b>	<b>300</b>				<b>900</b>
<b>5b - Gallery High-rises and/or Off-Site Dev.</b>														
1230 N. Burling	134	113												-
Frances Cabrini Extension South	597	465												-
William Green Homes	968	532												-
Rockwell Gardens	1,136	423												-
Stateway Gardens	1,644	611												-
Robert Taylor Homes A	1,734	661												-
Robert Taylor Homes B	2,050	532												-
Washington Park Homes High-rises	468	164												-
Randolph Towers	155	139												-
<b>Subtotal</b>	<b>8,886</b>	<b>3,640</b>		<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>2,800</b>						<b>2,800</b>
<b>Total All Categories</b>			<b>620</b>	<b>1,185</b>	<b>1,328</b>	<b>1,329</b>	<b>1,432</b>	<b>5,894</b>	<b>300</b>	<b>300</b>				<b>6,494</b>

<sup>1</sup>: Assumes modest demolition due to density reduction during rehabilitation.  
\* For Yr 1, there are 620 estimated moves for all categories

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## SECTION III: PROPERTY MANAGEMENT

In FY 2000, the Agency successfully transferred the management of all properties to third-party managers. All senior properties were transferred in March and all family properties in May 2000.

In addition, the Agency dramatically restructured its management contract with the private firms to shift responsibility for the day-to-day management functions, from rent collections to evictions. These functions have now been transferred to the private managers, resulting in much clearer lines of authority and responsibility. As a result, conditions at the properties have improved.

### ASSET MANAGEMENT SYSTEMS

Commensurate with the expanded contracting for property management services, the Agency developed enhanced asset management systems. For FY 2001, the Agency will continue developing these systems. Highlights include:

- **Standardization of Procedures.** The Agency is modifying and enhancing its asset management procedures, consistent with the newly executed management contract. These procedures will be finalized in the first quarter of 2001.
- **Staff training.** Consistent with the new procedures, extensive asset management training will be provided throughout the year to asset management staff.
- **Improved MIS and electronic transmission of data.** The Agency is working to improve both access and functionality of its integrated management information system.
- **Performance Monitoring.** The Agency improved its monthly reporting and performance monitoring to assure that the goals under the Plan are met.
- **Latino Consent Decree.** The Agency will continue to provide training to firms on the provisions of the Latino Consent Decree and assist with compliance.

### PROPERTY-BASED BUDGETING

In FY 2000, all senior properties were assigned \$290 per unit monthly (PUM) in non-utility operating budgets. Family properties received not less than \$310 PUM for each unit, with the exception of vacant units awaiting demolition, which received \$175 PUM (\$25 PUM if the building was fully vacant). These amounts were substantially higher than amounts provided in previous years and included \$40 PUM to be targeted to non-routine and extraordinary repairs.

For FY 2001, property budgets will be assigned based on the same schedule as FY 2000, adjusted for inflation. However, family properties that must maintain centralized heating plants will receive an adjustment to help compensate for the added cost of heating plant labor. (See Section IX for more details.)

## PROPERTY MANAGEMENT PERFORMANCE GOALS

Appendix 6 shows the major property management performance goals for FY 2001, categorized by family and senior properties (See Appendix 7 for the actual performance for the month October 2000). With all properties under private management, the Agency expects major improvements in all areas. A brief narrative on each indicator is provided below.

- **Adjusted Vacancy Rate<sup>3</sup>.** The adjusted vacancy rate in the family properties is currently 3.23%, the result that most vacant units in the family program are now either targeted for demolition or modernization/redevelopment. Below is the status coding of dwelling units for October 2000. The vacancy rate is projected to remain below 2% for FY2001. In the Senior program, the adjusted vacancy rate currently is at 14.92%. The Agency expects to reduce this figure to 3% by the end of the 1<sup>st</sup> quarter of 2001 and to 2% by the 2<sup>nd</sup> quarter.

### October 2000

Occupancy Rate	Authority-Wide	Family	Senior
Total Number of Dwelling Units	38,320	28,391	9,929
Deprogrammed (closed) Units	10,705	10,699	6
Modernization (under construction)	3,164	2,246	918
Non-dwelling/Employee Occupied	222	154	68
Available for Occupancy	24,229	15,292	8,937
Occupied Units (Month End)	22,401	14,798	7,603
Adj. Vacant Units (Month. End)	1,828	494	1,334
% Adj Vacant (Month End)	7.54%	3.23%	14.92%

- **Rent Collections.** Agency-wide, rent collections stand at 95%. The Agency projects to attain a 98% collection rate in the senior program and 97% in the family program by the end of the 4<sup>th</sup> quarter 2001.
- **Emergency Work Orders.** In year-to-date 2000, the Agency completed 99% of emergency work orders within 24 hours. With all properties now under private management, the Agency expects to complete all emergency work orders within 24 hours in 2001.
- **Non-Emergency Work Orders<sup>4</sup>.** Throughout the end of 2000, the Agency concentrated on reducing its backlog of outstanding work orders. By the end of 2000, it is projected that the backlog will be down to around 500-1,000 in the senior properties and 10,000-15,000 in the family properties. By the end of the 1<sup>st</sup> quarter 2001, the Agency expects to reduce this backlog to 250-500 and 2,500-3,000,

<sup>3</sup> Under Public Housing Assessment System (PHAS), HUD allows dwelling units under an approved modernization program, deprogrammed, non-dwelling and employee occupied units to be exempted (not counted) for the adjusted vacancy rate.

<sup>4</sup> In accordance with PHAS reporting requirements, work orders under an approved modernization program are exempted.

respectively, or what would equate to under a one or two week backlog. By the end of the year, the Agency expects to be turning around non-emergency work orders within an average of 5 days.

- Inspections/Recertifications. The Agency expects to fully inspect and recertify all eligible units/households.

### **SENIORS LIVING IN FAMILY PROPERTIES - PROPOSED INCENTIVE PACKAGE**

In accordance with the CHA's Admissions and Occupancy Policy, the Agency has developed an incentive program for seniors (62 years of age or over) currently residing in family housing properties to relocate to senior only properties.

Seniors living in family developments that agree to relocate to a senior only property will receive three months free rent and the Agency will pay relocation costs and services. Additionally, seniors would receive a \$15 laundry card for their first month. Also, when possible, the Agency will offer a "buddy transfer." Depending on unit availability, buddy transfers occur when seniors living in the same development request to be moved to the same senior building. In order for seniors to qualify for this program, they must be lease compliant and be current with their utility bills.

As of August 1, 2000, there were 1,932 seniors classified as "head of household" who were residing in family developments and who would be eligible for this incentive. The incentive program is expected to begin in January, 2001.

### **INTEGRATED PEST MANAGEMENT PROGRAM**

Each of the private management firms, as part of the Management Agreement, is required to implement an integrated pest control program. The core of any such program is sound property management (e.g., routine extermination services, cleaning and securing vacant units, proper maintenance of dumpster rooms and trash chutes, enforcement of housekeeping standards, etc.). The CHA will continue to work with the CAC and the CHA Health Task Force to assure that adequate measures are being used to address pest issues.

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## SECTION IV: LEASE AND OCCUPANCY

Pursuant to the Plan for Transformation, CHA created or amended all major leasing and occupancy policies. A summary of the changes made in 2000 is listed below:

- **Senior Site-Based Waiting Lists.** June 1, 2000 marked the implementation of the site-based waiting list for the senior properties. With the new procedures, the screening process, qualifying the applicant, and making unit offers now occurs at the property level.
- **Senior Designated Housing Plan.** Effective June 1, 2000, CHA designated all senior buildings, "senior only." With the designation, CHA senior buildings will admit families 62 years old and older or, if no such families are on the waiting list, CHA may admit near-elderly families, age 50-61. Families under age 50 will no longer be admitted to the senior buildings. In a joint effort with the CHA ADA/504 Compliance Office and the Occupancy Department, alternative housing options are available to residents and applicants under age 50. The options include Section 8 vouchers, family housing, and scattered site housing. Moves are on a voluntary basis. No one is being forced to move. The plan allows residents under 50 years of age to remain in their current unit and also allows applicants to remain on a waiting list according to their date and time of application.
- **Residential Lease Agreement and Contract (Lease).** The Lease outlines both the CHA's and the residents' rights and obligations during tenancy. The Lease was amended to include stronger enforcement criteria through one strike language and changes in termination procedures.
- **Pet Policy.** The Pet Policy outlines the rules for pet ownership, types of pets permitted in CHA housing and the guidelines for pet ownership according to housing type. The Pet Policy was amended to include the following: pet applications, pet deposits, limitations on the type and size of pets, and pet maintenance on CHA property and in common areas.
- **Grievance Procedure.** The CHA Grievance Procedure outlines the steps a resident may take when the resident believes that the Agency acted incorrectly. The Grievance Procedure was amended to include the following: Reasonable accommodations for residents with disabilities participating in the grievance process; a second informal hearing (Informal Hearing II) with the Asset Manager responsible for the contract administration at the resident's site; a process for selection of the hearing officers; amended grievance panels; and allowing families using a temporary Section 8 voucher to access CHA's Grievance Procedures.
- **CHA Leaseholder Housing Choice and Relocation Rights Contract.** The contract applies to all leaseholders living in family units that were in occupancy on 10/1/99. It outlines the rights and responsibilities of CHA and the leaseholder in the event that CHA relocates a leaseholder from his or her unit for any reason beyond the leaseholder's control.
- **Protecting the Rights of Persons with Disabilities.** The Admissions and Occupancy Policy protects the rights of persons with disabilities in the following ways:
  - Creates a local preference for admission to accessible housing units for current residents and applicants who need the features of these units.
  - Ensures accessible or adaptable units are made available in accordance with Section 504 of the Rehabilitation Act of 1973.
  - Establishes timeframes for completing approved modifications requested by applicants and residents.

## PROPOSED CHANGES FOR FY 2001

### ADMISSIONS AND OCCUPANCY POLICY

Amendments to the Admissions and Occupancy Policy are necessary to conform the policy to the new Lease, Relocation Rights Contract, Grievance and Pet policies. In addition, technical changes are necessary to conform the policy to the new regulations that implement the Quality Housing and Work Responsibility Act of 1998 (QHWRA). The amendments to the Admissions and Occupancy Policy were subject to the same comment period as the Plan-Year 2. The revised Admissions and Occupancy Policy is attached in Appendix 10.

### ADDITIONAL POLICY CHANGES

- **Community Service Requirements.** The new Lease incorporated QHWRA Community Service Requirements. In 2001 CHA will develop policies and procedures to implement the community service requirements covering resident compliance, exemptions, referrals, and methods of verification.
- **Family Site-based Waiting Lists.** In accordance with QHWRA, Fair Housing/504 requirements, and subject to review and approval by the Gautreaux court, CHA will implement site-based waiting lists at all family sites. Procedures will be revised to permit most of the intake activity, including housing offers, to occur at the site. The procedures will also provide priority for right of return families.
- **Rent Changes.** CHA will continue to use income-based and ceiling rents in 2001. The CHA will explore flat rent options in 2001 for possible implementation in 2002.
- **Lease, Grievance, and Pet Policy.** CHA intends to continue resident and staff workshops on the policies into 2001.
- **Admissions Advisory Committees.** The Admissions and Occupancy Policy encourages property managers, LACs and other recognized organizations to work together to develop Admissions Advisory Committees (AAC). CHA is developing a two-day workshop for residents, asset managers and property managers to establish the framework and procedures within which the AAC will operate. The workshops will stress Fair Housing and privacy issues, provide a detailed review of CHA's screening procedures, and set baseline requirements so that the committees operate consistently from site-to-site. Workshops will commence in the 2nd quarter 2001.
- **Redevelopment Working Groups.** Through the redevelopment process, the working group (in coordinating with the developers and the residents) may identify property specific screening requirements to be applied to families moving back to a redeveloped or rehabilitated property. To assist in that activity, the CHA will draft guidelines for review with the CAC, for use in 2001.
- **Temporarily Close the Waiting List.** By December 31, 2000, the Agency will close the conventional family waiting list on a temporary basis in order to purge and prepare an accurate record of active applicants for the transition to site-based waiting lists at the family properties.
- **City-State Properties.** CHA will review the City-State model lease and make all changes necessary to make the lease consistent with the recent regulatory changes relating to occupancy regulations and procedures. CHA will also begin requiring \$25 minimum rent as required by Federal law. Except for relocatees, CHA will begin requiring that at least forty percent of all new admissions at each City-State property be reserved for extremely low income residents (0-30%).

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## **SECTION V: HUMAN CAPITAL DEVELOPMENT**

To improve the quality of services provided to residents, the CHA is shifting its focus from direct service delivery to assisting and facilitating resident access to services in the community. The Plan also emphasizes personal responsibility and self-sufficiency.

This section of the Annual Plan discusses goals for human capital development for FY 2001 and is divided into two parts: 1) service connectors and 2) community supportive services.

### **1. SERVICE CONNECTORS**

The Service Connector initiative assists residents in accessing the appropriate service providers through a system of outreach, assessment, referral and follow-up. The service connectors work at the developments to assist residents in identifying their needs and accessing services to meet those needs. Residents are referred to services that are provided by a vast array of independent service providers and public agencies.

In FY 2000, the Agency placed service connectors in all senior buildings. The Chicago Department on Aging (CDOA) provides service connectors in 42 buildings and private firms provide service connectors in the remaining 14 buildings. The service connector, called Resident Service Coordinator, assesses the needs of residents, links residents with needed services, assists in relocation once residents can no longer live on their own, provides linkages to recreational and educational programs, builds and maintains relationships with residents, builds resident leadership and supports property management. The Resident Service Connector Program ensures that residents in CHA senior buildings have access to the same programs and services as other seniors in Chicago.

By 2<sup>nd</sup> quarter 2001, Service Connector Programs will be established at all family properties. These programs will be administered by the Chicago Department of Human Services (CDHS), except for three designated pilot programs that will be managed by private management firms.

#### **SERVICE CONNECTOR MODEL: HOUSING PERMANENCE CONTINUUM**

The Plan for Transformation outlined a blueprint for the service connector model. However, CHA needed to operationalize the model and define opportunities to link up with the existing supportive service systems. To accomplish this, the CHA worked with the CAC, social service agencies, universities, housing providers, and foundations to further develop the model. Specifically, stakeholders helped define rights and responsibilities of residents, desired outcomes, the role of social service agencies, the role of service connectors, and the role of property managers in relationship to the service connector.

The following description of the Service Connector Model lays out the organizing framework. In 2001, CHA will build upon the model, adding protocols, identifying specific resources, data collection, and performance measurements for residents, service connectors, and service providers.

## THE MODEL

The proposed Service Connector Model is built upon a set of beliefs about families and the role of human services in supporting families as they move toward permanent housing. Those beliefs are:

- Families are better off when they have permanent housing and stable employment.
- Over time, stable employment and permanent housing lead to economic self-sufficiency.
- Families have an ability to make choices and take actions that support their own movement towards permanent housing and economic self-sufficiency.
- Each family member is important and his or her well being impacts the family's movement towards housing permanence and economic self-sufficiency.
- When resources are coordinated, timely, and accessible, families make the greatest gains towards permanent housing and economic self-sufficiency.
- Every family should be connected to services that support movement towards permanent housing and economic self-sufficiency.

A set of related outcomes corresponding with these beliefs gives the supportive services common direction. In addition, the outcomes provide a benchmark from which to establish performance measures. The four outcome areas are:

- Housing Permanence/Lease Compliance
- Employment
- Family Stability
- Community Integration

The proposed model identifies points in which services intersect with housing choices, specifically:

- **Housing Choice Point** represents a point at which basic rights and responsibilities are exercised during the redevelopment process. These points are targeted due to the importance of establishing and maintaining lease compliance, meeting any additional relocation terms, conditions and property specific requirements on housing permanence (continued occupancy).
- **Support Service Opportunity Point** targets each of the individual outcomes desired and identifies the necessary array of supports indicated to assist families in taking action that will move them in a positive direction along the continuum.

The goal of the model is to have the Support Service Opportunity Point occur simultaneously with a Housing Choice Point. A Housing Choice Point is the time when social service delivery is most needed and has the greatest impact. Effective service delivery at this point will increase the likelihood that the residents will make the housing choice that best suits their needs and maximizes their movement towards self-sufficiency.

The model suggests three phases along the continuum: the Crisis Phase, the Transition Phase, and the Permanence Phase. Each phase reflects a progressive movement toward the overall outcomes.

## **PHASE 1: THE CRISIS PHASE**

During the Crisis Phase, the family is experiencing a crisis in one or more of the outcome areas (e.g. loss of income, lease violation). The purpose of supportive services is to mobilize a safety net of support services that prevent the family from losing continued housing. Safety net services are not provided by CHA. Rather, these services are delivered by the Chicago Department of Human Services, their delegate agencies, and other not-for-profits. These services may include shelters, transitional housing, supportive housing, or residential treatment services.

## **PHASE 2: TRANSITIONAL PHASE**

The Transitional Phase is the predominant focus of the Service Connector Model. This phase is comprised of three stages: Pre-revitalization, Temporary Transition, and Final Transition.

- **Pre-Revitalization Stage**

The family lives in a development where redevelopment or rehabilitation planning has not yet started, or has recently started. It represents the period before any housing changes are made.

Housing Choice Point: Families must be lease compliant and be prepared to make a housing choice at the time redevelopment plans are finalized.

Supportive Service Opportunity Points: The goal of service provision during this phase is to prepare the families for the impending transition and relocation. Families may need assistance in achieving lease-compliance. Additionally, family support systems (i.e. child care, transportation, etc.) may be disrupted due to the move. New support systems can be identified for the family prior to relocation, minimizing disruption. Finally, leaseholders selecting a permanent housing choice which requires a higher level of economic self-sufficiency need to prepare for employment (e.g. job readiness, job seeking, and pre-employment activities as well as entry-level employment positions).

- **Temporary Transition Stage**

The family lives in temporary housing during redevelopment.

Housing Choice Point: Prior to moving to their permanent housing unit, a family must maintain lease compliance and when applicable, meet or be engaged in activities to meet property specific requirements.

Supportive Service Opportunity Point: The goal of service provision is to create or maintain stability of the family as it moves toward a more permanent housing arrangement, including stabilizing or advancing employment, maintaining child care, mental health services, substance abuse treatment, transportation, senior support, etc.

- **Final Transition Stage**

The family moves into their permanent housing unit.

Housing Choice Point: The family must maintain lease compliance and if applicable, the family must meet or be engaged in activities to meet property specific requirements.

Supportive Service Opportunity Point: The goal of social service provision is to facilitate housing permanence, including education on financial planning and home maintenance. Relative to employment, the focus is on job retention and wage progression. Service providers will focus on moving families toward economic self-sufficiency, and increasing their ability to approach home ownership of private market housing, inside or outside of the re-development.

### **PHASE 3: PERMANENCE**

During this phase it is anticipated that families may choose to mobilize their personal resources and exercise options which may lead them to private market unsubsidized housing. Underlying private market housing options is the assumption that the wage-earners' employment situation has advanced to a level where their choices can be made independent of low-wage subsidies. Further, it is assumed that members of the household are increasingly self-sufficient and experiencing greater levels of well-being.

### **FACILITATORS**

During each phase, appropriate combinations of "facilitators" will coordinate their activities to assure that families are served in the most effective ways, and that outcomes are achieved. The "facilitators" include:

- LAC Presidents
- Service Connectors
- Housing Managers
- Mobility Counselors
- Gautreaux Counselors
- Good Neighbor Counselors
- City/State/Federal/Private Services

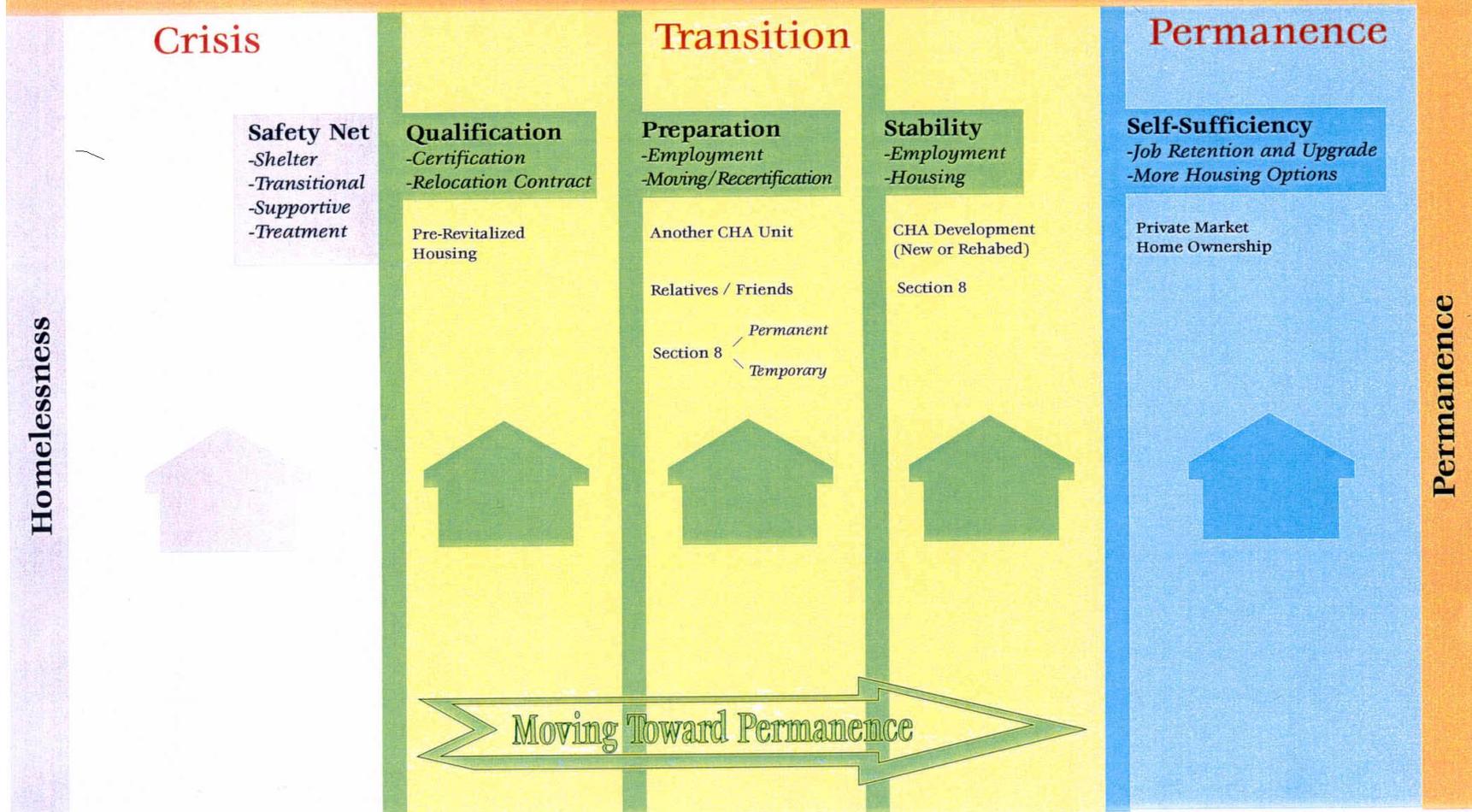
A clear understanding of their roles, the points at which they interact, and the shared purpose of their work with the families, is required in order to assure optimal support for families, and movement toward economic self-sufficiency and permanent housing.

### **IMPROVING ACCESS TO CITY PROGRAMS AND SERVICES**

As part of the Service Connector Model, the CHA, the City of Chicago, and its sister agencies developed a comprehensive strategy to ensure that residents have the ability to access a wide variety of City programs and services. Table 11 outlines the City investments, responsible agency, and the outcomes for residents.

# Service Connector Model

## Housing Permanence Continuum



**TABLE 11**

Improving Access to City Programs and Services

Investments in you and your family	Access to City resources	Support you will have from the City
More jobs	Mayor's Office of Workforce Development	<ul style="list-style-type: none"> <li>▪ Priority service for CHA residents at One-Stops and with Empowerment Zone providers</li> <li>▪ Direct referrals to MOWD Welfare-to-Work contractors</li> <li>▪ Referrals to new and expanded MOWD contractors for job placement and retention services</li> </ul>
More CHA adults connected to training and education	Mayor's Office of Workforce Development Chicago City Colleges	<ul style="list-style-type: none"> <li>▪ Direct recruitment and priority enrollment in specialized, industry specific training</li> <li>▪ Development and enrollment of residents in career development counseling with a focus on wage progression</li> </ul>
More CHA youth graduating from high school with competitive skills	Chicago Public Schools Chicago City Colleges	<ul style="list-style-type: none"> <li>▪ Recruitment of low performing CHA students for CPS's new fifth year of high school program</li> <li>▪ Recruitment of high performing CHA students for advanced classes at CCC</li> <li>▪ More linkages with Workforce Development youth programs</li> </ul>
More after school programs to keep youth positively engaged while parents are working	Chicago Department of Human Services Chicago Public Schools Chicago Park District	<ul style="list-style-type: none"> <li>▪ Assure that youth from previous CHA programs are involved in other after school programs</li> <li>▪ Assure that CHA youth from closed Boys and Girls Clubs are involved in other after school programs</li> <li>▪ Assure that CPD and CPS survey CHA youth and recruit for programs in their interest areas</li> <li>▪ Increase enrollment in current programs in parks and schools near CHA developments</li> </ul>
More children enrolled in early childhood education	Chicago Department of Human Services Chicago Public Schools	<ul style="list-style-type: none"> <li>▪ Recruit and enroll CHA children in half day and full day pre-school programs</li> </ul>
More assistance for foster children in schools and at home	Chicago Department of Human Services Chicago Public Schools	<ul style="list-style-type: none"> <li>▪ Connect CHA foster children with CPS's new foster care counselors</li> <li>▪ Because one-third of the City's foster children are from CHA families, CHA will be a key focus of the Mayor's new foster care task force</li> </ul>
More CHA children (aged 0 – 5) immunized	Chicago Department of Public Health	<ul style="list-style-type: none"> <li>▪ Preschools will monitor and complete immunizations for all the children enrolled in their programs by working with CDPH</li> <li>▪ CDPH will enhance its outreach strategy for children ages 0 – 3 years old in CHA</li> </ul>

<b>Investments in you and your family</b>	<b>Access to City resources</b>	<b>Support you will have from the City</b>
More summer jobs for CHA youth	Mayor's Office of Workforce Development	<ul style="list-style-type: none"> <li>▪ Increase beyond 1000 the number of CHA youth in summer jobs</li> </ul>
More resources committed to helping families with substance abuse treatment and recovery	Chicago Department of Public Health Mayor's Office of Substance Abuse Prevention	<ul style="list-style-type: none"> <li>▪ Enroll families from Ida B. Wells in pilot treatment and recovery home project</li> <li>▪ Comprehensive community-based approach to substance abuse prevention and treatment project slated to be initiated in Chicago (CASA Project)</li> <li>▪ Identify and pilot more effective, long term substance abuse treatment strategies</li> </ul>
More interactions with CAPS officers	Chicago Alternative Policing Strategy	<ul style="list-style-type: none"> <li>▪ COP STOPS will be initiated in the CHA senior buildings</li> <li>▪ Organize additional CAPS strategies in conjunction with residents in family developments</li> </ul>
More outreach and marketing to help CHA residents know about and use city services	City agencies and departments, service connectors Illinois Department of Human Services Chicago Public Schools	<ul style="list-style-type: none"> <li>▪ City will develop a list of services and programs adjacent to CHA developments</li> <li>▪ Flyers on city programs and services to be included in resident rent statement</li> <li>▪ Property managers to provide materials and information on city services</li> <li>▪ Outreach and connection strategy to be devised by parks and schools</li> <li>▪ IDHS case managers to be provided with information and materials for clients</li> <li>▪ IDHS will include a list of City services on their automated resource directory</li> <li>▪ Service connectors, as part of family assessment, will target children and youth for programs</li> </ul>
More Section 8 and scattered site residents will be able to access city services and programs	Chicago Department of Human Services Chicago Department of Public Health	<ul style="list-style-type: none"> <li>▪ Call center strategy will be implemented for Section 8 and scattered site residents to ensure that they have access to all programs, services, agencies, and departments that CHA residents have access to directly through the service connectors</li> <li>▪ CDPH will maintain a database of Section 8 families to help them access health care</li> </ul>

## **2. COMMUNITY SUPPORT SERVICES**

While CHA is no longer providing direct services and programs, CHA does provide funding for numerous activities which help build stronger communities.

### **TRANSFER OF FUNCTIONS**

Since late 1999, the Agency has transferred many resident programs formerly administered by the CHA to other City or community agencies with greater program capacity. In order to ensure that all intergovernmental agreements and outsourcing contracts are adhered to, the Agency will establish a new monitoring and compliance office within the Programs department.

### **RESIDENT LEADERSHIP DEVELOPMENT**

The Agency will continue to provide funding to support resident leadership. The CHA allocated \$1.4 million in 2001 to support the Senior Housing Advisory Councils, the Central Advisory Council and the Local Advisory Councils.

### **TENANT PATROLS**

CHA will continue the CHA Tenant Patrol Program in 2001. The Program is an organization where resident volunteers (approximately 1,200 in number) help to create and maintain a secure living environment. The program is part of CHA's comprehensive safety strategy. Residents are trained to patrol, observe and report hazardous conditions. The volunteers of the Tenant Patrol Program will continue to collaborate with the Community Alternative Policing Strategy (CAPS) program.

### **ENVIRONMENTAL HEALTH ISSUES**

In 2000, the CHA helped facilitate an Environmental Health Task Force in coordination with the Chicago Department of Public Health. The 100 member task force included health care providers, policy makers, federal agencies, city agencies, universities, and CHA residents. The task force looked at environmental health issues in order to provide policies and programmatic recommendations. The task force submitted its report to CHA in the fourth quarter of 2000. CHA will create its own task force to ensure timely analysis and implementation of recommendations.

In addition, CHA has applied for and continues to apply for outside funding to support health initiatives including grants for integrated pest management and asthma education initiatives. In addition, CHA was recently awarded an Environmental Justice grant to provide education on asthma in Washington Park.

## **JOBS INITIATIVE FOR PERSONS WITH DISABILITIES**

CHA, in partnership with I AM CARES, received a \$1.1 million grant from the U. S. Department of Education for a special demonstration project for CHA residents with disabilities. The goal of the program is to build and expand economic opportunities for persons with disabilities through support service provision, skills development, job placement and career advancement. The program will serve 600 residents over 4 years, beginning January 2001.

## **FUNDRAISING PARTNERSHIPS**

The Plan for Transformation outlined an aggressive revenue development strategy that would increase outside resources for resident services and community development. The CHA committed to increasing outside funding sources to \$50 million over the next five years to enhance the level of services being provided to CHA residents. Since CHA is outsourcing many of its functions, much of the outside resources being raised or identified to support the transformation of public housing in Chicago have been directed to local community organizations, not-for-profits, and other city agencies that have more expertise in delivering those services.

Since January 2000, \$14.2 million in new funds and leveraged resources have been secured. This increases the current annual outside resources to \$23.2 million total. Approximately \$7.5 million has been committed by the John D. and Catherine T. MacArthur Foundation, due to their significant interest in improving public housing and the potential impact Chicago's experience could have on the national housing landscape.

The CHA will continue to identify outside resources to support its ongoing transformation. In 2001, the goal will be to increase outside funding by another \$10 million to reach \$30 million.

Areas of focus for revenue development include economic development, employment and training, youth programs, education, preventive health services, safety and security, community beautification and facility improvements, and senior services.

## **ENDOWMENT TRUST**

The Agency will explore the establishment of an endowment trust to support social services, which could realize a number of benefits. The principle of an endowment is to invest funds that will be used over an extended period of time. An initial investment up front would guarantee supportive services in the future. Additionally, these funds would be invested thereby earning interest income. Determining the amount to be spent each year and the length of the endowment would be negotiated based on the Plan for Transformation timeline and the partner organizations involved.

An endowment also offers the potential to leverage outside funds to match the CHA endowment. There is a general reticence to give donations to government institutions -- foundations, individuals and corporations would be more likely to support an established foundation. If the endowment is set up in an existing foundation/trust, there would be potential to build on any original donation base. Finally, it should be noted that there has been some initial interest from foundations and donors in matching the CHA endowment trust funds.

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## **SECTION VI: SECTION 8 RENTAL ASSISTANCE (LEASED HOUSING)**

The CHA administers 29,428 units under the Section 8 Housing Choice Voucher and Moderate Rehabilitation programs. In 1996, the Agency procured a third-party administrator for these programs and, in FY 2000, the CHA extended the contract for two years (April 1, 2000 through March 31, 2002).

### **SECTION 8 UTILIZATION AND LEASE-UP**

Currently the CHA has a total allocation of 27,359 Section 8 Vouchers, of which 25,382 are leased-up. With adjustments for special use vouchers, this represents a 100% lease-up rate. The target lease up rate for 2001 will be 97% or greater. The Agency expects to utilize 1,200 vouchers annually in FY 2001 through FY 2004 to accommodate the number of households estimated to choose a Section 8 voucher (permanent or temporary) as a result of the redevelopment process.

In accordance with the one-for-one replacement guarantee in the MTW Agreement, the Agency is requesting 4,553 new vouchers to match the number of units demolished in FY 2000. With the MTW block grant authority, the Agency will use the funding from these vouchers for relocation, counseling, and other housing initiatives, including accommodating the demand for vouchers among non-elderly disabled residents residing in senior designated housing.

### **CONTRACT MONITORING**

The CHA Section 8/Relocation Department Quality Control (QC) Section provides quality control on specific requirements contained in the Contract for the Administration and Operations of the CHA's Section 8 Program. In FY 2000, CHA renegotiated the contract with its private administrator, CHAC, to include the following:

- Increase FFS enrollment from 900 to 1,200 by December 2001. Current number of families enrolled in the Family Self-Sufficiency Program is 1,007.
- Market the program to potential landlords and owners in nontraditional areas.
- Conduct community outreach in each ward to inform stakeholders about the progress of the Section 8 program and to market the program to potential landlords and owners in non-traditional areas.
- Improve processing timeframes to expedite the relocation process for families moving from public housing to Section 8 (see below).

Action Step	Old Process Time Frame	New Processing Time Frames
Initial CHAC interview	2 weeks from CHA orientation	5 business days from counseling agency referral
Issuance of voucher	2 weeks from eligibility and determination (3 <sup>rd</sup> party documentation and support information)	5 business days from eligibility determination
Unit first inspection	3 days from receipt of Request for Lease Approval	2 business days from receipt of Request for Inspection
Lease Addendum/HAP contract signing	5 days from rent negotiation	2 business days from CHA security deposit ready date and/or willingness to sign documents

In accordance with the above, the QC section will conduct random inspections of files and units to assure compliance.

## FAIR HOUSING COMPLIANCE TESTING

In FY 2001, the Agency will contract with a third party to conduct fair housing compliance testing. The testing will also help identify and address barriers to residents successfully locating housing in low poverty areas (i.e. housing discrimination)

## IMPLEMENTATION OF THE REVISED ADMINISTRATIVE PLAN

The Administrative Plan was revised and available for public comment from July 1-28, 2000, with a public hearing on July 19, 2000. Highlights of the revisions include:

- Targeting of not less than 75% of new admissions to the Housing Choice Voucher Program to extremely low income families (incomes at or below 30% of the median income for the Chicago MSA).
- Criminal background checks will be conducted on all applicant family members 17 years of age and older and individuals convicted of manufacturing or producing methamphetamine will be terminated.
- Voucher term period was revised from 120 days to 180 days (or six months) from the first issuance. The term period for CHA relocatees can be extended.
- The Section 8 Homeownership Program will be added and described in general terms, pending future recommendations.
- Lease Purchase Agreement allowing families to enter into a lease with the option to buy (subsidy not used towards purchase).
- The Grievance Procedure process was expanded to ensure that relocatees would receive the same rights to hearings consistent with the Residents Relocation Rights Contract.

## **RENT REASONABLENESS**

The reasonableness of the rent requested by the owner will be determined by considering the following factors: location; quality; size; unit type; age of the contract unit; amenities; housing services; maintenance; and utilities provided by the owner in accordance with the Lease. CHAC maintains market survey information on rents for comparable units in the area. Market survey information that is more than 24 months old is not used for determining rent reasonableness.

## **INSPECTION STRATEGY**

In 2001 CHAC will continue to complete at least 95% of the annual inspections on a timely basis. Additional staff will be hired and trained by January 2001 to conduct both annual and pre-contract inspections. Based on the projected leasing schedule, approximately 25,630 annual inspections will be conducted on units leased through December 31, 2000.

A new automated scheduling system was been developed to schedule inspections for new moves, which were previously tracked manually.

The HQS QC Program will be enhanced in 2001 by increasing the number of reviews of randomly selected annual inspection files. The QC staff will determine if the inspection was completed on time, and resulted in either a pass rating, or an abatement of the subsidy for the unit. The randomly selected number of units will be increased for QC inspections. CHA Section 8 Department developed QC training as part of its monitoring efforts. Staff has been certified in HQS and will begin QC sampling of units in the 1<sup>st</sup> quarter 2001 as part of on-going monitoring.

## **HQS ENFORCEMENT**

The HQS Department reorganized to improve the enforcement of its inspection operations. Changes include increased staffing, departmental restructuring, a new tracking system, a 24-hour messaging system, and extended hours of operation.

## **LANDLORD OUTREACH**

Outreach to property owners is conducted on an ongoing basis to increase the number of landlords willing to participate in the Section 8 program. Monthly workshops are held for both current and potential Section 8 landlords. CHAC also prepares a monthly newsletter for Section 8 landlords.

Presentations will be conducted for realtors, agents, and apartment associations to improve the image of the program and describe program requirements and opportunities. Continued efforts will also be made to contact and encourage owners with units designed or adapted for person with disabilities or owners that may be willing to adapt units to participate in the program. Outreach will be intensified in opportunity areas through regional incentive initiatives.

In addition, CHA is working with faith-based and other housing and community organizations to secure additional housing opportunities, as well as entertaining plans for conversion of vouchers for use in mixed-income developments throughout the region.

## **ACCESSIBILITY**

In order to increase accessibility options under the Section 8 Program to persons with disabilities, CHA has established a fund which awards grants to Section 8 tenants with disabilities to underwrite the cost of modifying their unit and/or building to make it accessible. This program is a joint partnership between Access Living (an advocacy and service organization for persons with disabilities) and the CHA's contractor (CHAC) and is designed to address the critical shortage of affordable accessible housing in Chicago through financing improvements to existing units.

CHAC has sub-contracted with Access Living to provide mobility counseling and assist families in locating accessible housing. Reports and tracking of families assisted by this fund will be reported to CHA on a quarterly basis. There were 12 families served under this program in 1999.

CHAC has also continued its administration of an Access Improvement Fund for landlords and voucher holders who require modifications to their unit to accommodate persons with disabilities.

## **SERVICE CONNECTORS**

In FY 2000, the Agency developed a Service Connector Pilot Program to assist Section 8 households in Chicago's South Shore neighborhood to access services such as career counseling, home management and budgeting workshops, social services and mental health services in their new communities.

In FY 2001, the program will be expanded citywide. CHAC is also exploring the idea of site offices in other Chicago areas. This will be based upon further discussion and progress of the pilot program.

## **MOBILITY COUNSELING FOR SECOND MOVES**

In addition to the relocation and mobility counseling discussed in the Relocation Section, the Section 8 program offers mobility counseling to encourage participating families to make informed choices about their second move. The program also encourages families to move to housing located in opportunity areas where the percentage of poverty is less than 24%. The CHAC mobility counseling program includes, but is not limited to:

- Listing service/available rental units.
- Fair housing training.
- Housing Search Techniques.
- Repairing bad credit, budgeting the family income.
- Presenting the Section 8 Program to a new landlord.
- Negotiating the Rent.
- Mentoring families who have successfully moved to housing in low-poverty neighborhoods.

In order to encourage landlords with units located in low poverty areas to participate in the Section 8 program, CHA will provide incentives such as:

- In 2001, CHAC is proposing that HAP Payments be retroactive from the date of agreed contract rent between the owner and CHAC.
- CHA will implement new HUD provisions that will allow a higher payment standard than is currently used to determine FMR.
- CHAC will issue checks on a weekly basis instead of twice a month.

In 2000, of the 25,382 families leased, 38.9% of families with children reside in low-poverty areas, an increase from the 1999 figure of 37%.

## **SECTION 8 HOMEOWNERSHIP PROGRAM**

On September 12, 2000, HUD implemented the final rule regarding the homeownership option authorized by QHWRA that will allow housing authorities to provide tenant-based assistance to an eligible family that purchases a dwelling unit and plans to occupy the unit.

CHAC is developing a program with applicable policies and procedures in accordance with HUD's final rule on Homeownership. In 2001, CHAC will begin offering a Section 8 Homeownership Program on a pilot basis to between 25 and 50 Section 8 households. The purpose of this pilot is to identify issues that will need to be addressed prior to opening the program for a broader client population. A detailed description of the rules and requirements for participation in the homeownership option is not finalized. Program qualification policies and procedures are currently being developed. Once established, the program will be approved by the CHA Board of Commissioners and incorporated into the Administrative Plan.

## **EXPANDED USE OF PROJECT-BASED SECTION 8**

Under MTW, the Agency received a waiver of the statutory limit of 15% of Section 8 vouchers to be used for project-based assistance. In 2001, the CHA will develop a plan to utilize this authority. In general, the Agency is considering expanded use of project-based assistance to increase housing opportunities in non-impacted areas and to increase the supply of housing for persons with disabilities.

## **LATINO CONSENT DECREE**

Pursuant to the Latino Consent Decree, additional efforts will be made in order to:

- Monitor CHAC's compliance with the Consent Decree.
- Increase the number of Latino/Spanish speaking landlords.
- Provide bi-lingual staff in all Latino Site Offices and CHAC administrative offices.
- Provide Spanish speaking mobility counselors.
- Continue funding the Latino Site Offices in 2001.

In addition, 500 vouchers issued as a result of the Latino Consent Decree expired October 31, 2000. Normally, these vouchers would return to the general voucher pool. However, the Agency will continue to re-issue these vouchers to Latino families through 2004.

## **LEAD POISONING PREVENTION**

The Agency will create a task force to develop strategies to increase the percentage of lead safe housing in the section 8 program. Section 8 department and CHAC are training staff on the new HQS procedures and is increasing their landlord education efforts in compliance and enforcement of this area.

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## **SECTION VII: PROTECTIVE SERVICES**

Under the Plan for Transformation, CHA allocated \$12 million annually to the City of Chicago for three years for targeted law enforcement in CHA buildings. Amounts in future years will be assessed as the Agency affects building closures and demolitions.

### **LAW ENFORCEMENT**

In addition to the \$12 million contributed by the Agency, the City is receiving a three-year COPS grant from the U.S. Department of Justice. Under this combined program, CPD will:

- Provide coverage on two shifts;
- Target largest and most troubled developments first;
- Locate five police facilities in public housing;
- Institute vertical foot patrol teams for the family high rises;
- Provide officers for senior buildings for a minimum of one shift daily;
- Dedicate more than 500 sworn personnel to public housing;
- Investigate licensed premises in and adjacent to public housing developments in order to eliminate criminal opportunities in and around public housing developments;
- Conduct follow-up investigations for repeat domestic violence victims;
- Expand the Chicago Area Policing Strategy (CAPS) in additional developments;
- Begin accessing various databases to compare addresses of registered sex offenders to CHA addresses to ascertain potential dangers associated with sexual predators in such close proximity to children;
- Continue to coordinate efforts with CHA staff and private managers;
- Expand contact with at-risk youth during vertical patrols, creating new and positive relationships between police and residents; and
- Create safety teams, comprised of residents, police, private management, LAC members, and local stakeholders to address crime problems.

### **CONTRACT SECURITY GUARDS**

Approximately \$3 million in the operating budgets assigned to the private managers of senior buildings is targeted for contract security guard services. This will assure at least one shift daily of contract guard service. The actual hours worked are determined by the private managers in consultation with the residents. Another \$2.0 million is allocated for security services and board-ups in family buildings, which is used to supplement/reinforce police services.

In deploying officers, the City will follow its successful CAPS model described in Table 12 below:

**TABLE 12**

<b>CAPS IN THE CHA</b>	
CAPS Model	The CAPS model for taking back neighborhoods will be used to guide the activities of the police, CHA residents, and other City services.
Model Goal	To strengthen and revitalize CHA developments plagued by crime and the related social decay associated with it, by employing: <ul style="list-style-type: none"> <li>▪ Enforcement resources to reclaim the developments from the criminal element</li> <li>▪ Community organizing and other service resources to motivate and mobilize residents and stakeholders to action</li> <li>▪ Other needed community development resources (both social and economic) to help residents and police sustain a safe, healthy, and productive living environment</li> </ul>
CPD Public Housing Section Expanded	CPD Public Housing Section expanded significantly: <ul style="list-style-type: none"> <li>▪ Unit strength increases by approximately 300 sworn members</li> <li>▪ Vertical and foot patrol teams created</li> <li>▪ 2<sup>nd</sup>, 3<sup>rd</sup> watch coverage (1<sup>st</sup> watch by district)</li> <li>▪ Largest, most troubled developments targeted first</li> <li>▪ Support from district, other CPD specialized units</li> <li>▪ Deployment of senior citizen officers for senior housing developments</li> </ul>
Vertical and foot patrol team responsibilities	Team members will perform duties similar to those of beat officers. <ul style="list-style-type: none"> <li>▪ Meet with residents at monthly security meetings to identify and prioritize problems</li> <li>▪ Complete Beat Plan Forms for priority problems (these will be integrated into the Beat Plan)</li> <li>▪ Implement priority problem strategies</li> <li>▪ Attend beat community and beat team meetings</li> <li>▪ Develop an in-depth knowledge of targeted area by preparing a Profile, regularly interacting with residents and completing service requests</li> <li>▪ Answer calls for service and maintain high visibility patrol</li> </ul>
Management Accountability	Overall accountability for integrating public housing into CAPS lies with the district commander and the area deputy chief. <ul style="list-style-type: none"> <li>▪ Public Housing Section lieutenants serve as members of the affected District Management Teams</li> <li>▪ Public Housing Section commander serves a member of CAPS Area Management Teams</li> </ul>
Physical Presence	Five community-based facilities to be established or taken-over.

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## **SECTION VIII: SECTION 3 AND MBE/WBE**

The transformation of public housing provides a major opportunity to support small and disadvantaged businesses and to promote employment opportunities (in construction, management, and services) for residents and other low income individuals. The CHA is committed to providing that opportunity through carefully targeted Section 3 and Minority-Owned Business/Women-Owned Enterprises (MBE/WBE) programs. As described in CHA's MTW Agreement, "the CHA will set goals of 50% for MBE/WBE and Section 3 businesses participating in construction contracts, to the fullest extent permitted by law and will establish a program to encourage local hiring..."

### **SECTION 3 AND APPRENTICESHIP**

In FY 2000, all Section 3 procedures were completely revised to strengthen the hiring or contracting with CHA residents. Subject to approval by CHA's Board of Commissioners, the CHA will achieve its Section 3 goals through the following means:

#### **Hiring**

- At least 30 percent of the aggregate number of full time new hires for a one-year period must be Section 3 residents, with a preference for residents at the property where the work is being performed.

#### **Contracts**

- At least 10 percent of the total dollar amount of all Section 3 covered contracts for building trades work for maintenance, repair, modernization, or development of public housing, for building trades work arising in connection with housing rehabilitation, housing construction, and other public construction.
- At least 3 percent of the total dollar amount of all other contracts.
- CHA's preference is to contract directly with a Section 3 business or contract with vendors that subcontract to a Section 3 business. In either case, CHA's preference is further defined to require such businesses to employ CHA residents for the property where the work is being performed.

#### **Other Economic Opportunities**

- Providing other economic opportunities, including part-time employment, training, and/or business related opportunities for CHA residents.

CHA procurement personnel are now required to include Section 3 goals and procedures in all applicable procurements. Contract Compliance and Procurement Personnel are required to address and explain Section 3 goals to contractors at pre-bid conferences, and review and approve the contractor's Section 3 plans prior to issuance of a notice-to-proceed. Resident organizations and compliance personnel work together to identify qualified residents for employment opportunities generated by the Section 3 program.

In FY 2000, the Agency assisted public housing residents in enrolling in the pilot class of the City of Chicago's new Skill Builders Apprenticeship Program. The Agency will continue to link up with this apprenticeship effort.

## **MBE/WBE**

To help achieve the overall goals listed in the MTW Agreement for MBE/WBE and Section 3 businesses, the Agency's goals for MBE/WBE currently are as follows and are being reviewed:

### **Construction Contracts**

- 25 percent of the contract amount for contracts under \$200,000
- 30 percent for contracts between \$200,000 and \$500,000
- 35 percent for contracts between \$500,000 and \$1,000,000
- 40 percent for contracts in excess of \$1,000,000

### **Materials and Supplies**

- 20 percent of the contract amount, regardless of size

## **NEW PROCUREMENT POLICY**

Under the MTW Agreement, CHA was given the authority to develop a localized procurement policy which, among other things, eliminates the need for prior HUD approval as required in 24 CFR pt. 85.36 and allows CHA to use qualification-based procurement for various professional services. A copy of the policy is in appendix 11.

## **PROGRAM ENHANCEMENT**

In FY 2001, projected program enhancements will include the following:

- Focusing on implementing and enforcing the new policies;
- Implementing a Section 3 goal compliance tracking system to benchmark performance of the program;
- Hosting vendor fairs to generate interest in CHA business opportunities and to encourage partnerships between majority and minority firms;
- Partnering with sister agencies, through intergovernmental agreements, in order to foster a more comprehensive approach to Section 3 and MBE/WBE;
- Completing an assessment of the Agency's current Section 3 and MBE/WBE initiatives; and
- Continuing to improve the MBE/WBE program, focusing on training and compliance tracking.

## BUSINESS RESOURCE CENTER

The CHA Business Resource Center (BRC) will begin operating during 1<sup>st</sup> quarter 2001. The BRC shall serve as a training, technical assistance, referral and resource clearing house for Chicago area businesses. In addition, particular attention will be focused on MBE/WBE, Section 3, and resident-owned businesses. The BRC's objective is to provide education, training, and technical assistance services that will equip businesses with the resources and skills necessary to fully participate in CHA's contracting opportunities.

Services provided by the BRC shall include:

- Recruitment and Community Outreach
- Assessment
- Business Education and Training
- Individual and Group Technical Assistance
- Finance and Budgeting Assistance
- Matching Services
- Capacity Building
- Mentor - Protégé Program

Minority participation in construction contracts awarded in 2000 is outlined in the chart below.

**Chicago Housing Authority  
Construction Contracts Awarded in FY2000  
01/01/00 to 10/1/00**

	YTD Total Awards	Minority Participation	
		Goal	Actual
Contracts under \$200,000	\$ 1,768,565	25%	\$ 1,184,636
Contracts \$200,000 to \$500,000	\$ 3,109,000	30%	\$ 932,700
Contracts \$500,001 to \$1,000,000	\$ 580,700	35%	\$ 203,245
Contracts over \$1,000,000	\$ 13,777,810	40%	\$ 5,511,124
Material and Supplies	\$ 62,970,381	20%	\$ 33,172,109
<b>Total All Contracts</b>	<b>\$ 82,206,456</b>		<b>\$ 41,003,814</b>

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## SECTION IX: AGENCY FUNDING

Total sources of FY 2001 funds are estimated at \$788 million. These amounts, along with their uses, are shown in Table 13. Narrative explanations are provided below. Additionally, Appendix XIII contains the Agency's FY 2001 All Funds Budget and Appendix XIV contains the FY 2001 Estimated Capital Expenditures (By Development).<sup>5</sup>

### SOURCES

- **Rental Income/Public Housing.** Based on a \$3.5 million reduction in the current rent roll as a result of planned building closures.
- **Rental Income/City State.** This figure is based on current collections projected through year-end.
- **Non-dwelling Rentals.** Figures based on current year collections projected through year-end.
- **Other Income.** Includes tenant charges and services. Figures based on current year collections projected through year-end.
- **Investment Income.** Projected based on CHA's average monthly cash balance at an average one-year Treasury bill rate.
- **Drug Elimination.** Assumes \$8.9 million in new funds in FY2000.
- **City State Operating Subsidy.** Based on Housing Assistance Payments and occupancy levels.
- **City State DCCA Grant.** Budgeted at \$500,000 in FY2001 for the rehabilitation of City/State Properties.
- **Other Grants.** Includes Department of Labor, Victim Assistance, Earnfare, RTA Job Access and Resident Opportunity Self-Sufficiency Grant.
- **Federal Operating Subsidies.** Based on MTW agreement. Assumes 4,553 units are demolished in FY 2000 and 2,922 units in FY 2001. Also assumes congressional funding at 98.5 percent of eligibility.
- **HOPE VI Funds.** Anticipates receipt of \$105 million in revitalization grants for Stateway, Taylor, and Rockwell and \$55 million for demolition.
- **Capital Grant Fund.** Based on an anticipated award of \$139 million in new capital funds in FY2001.
- **Section 8 Grant.** Estimated based upon 97% lease-up of existing allocations as well as 4,553 new replacement housing vouchers.

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<sup>5</sup> Table 13 (Sources and Uses-FY2001 Funds) shows the new funds anticipated to be received in FY2001, along with their intended uses. Some of these funds, particularly capital, will not be spent in 2001. Actual expenses for 2001, from new and prior year funds, is shown in Appendix 13 (FY2001 All Funds Budget). A detailed listing of the capital expenses in FY2001 is found in Appendix 14 (FY 2001 Estimated Capital Expenditures (By Development)).

## USES

### Operating

- **Overhead.** Includes staff for all central office support functions and related fringe and sundry.
- **Utilities.** Includes \$39.4 million for public housing and \$1.7 million for City-State.
- **Operations/Private Management.** Includes funds for the offices of Asset Management and Operations as well as the budgets assigned to each property (federal and City/State). Property budgets based on \$290 PUM for senior buildings and \$310 PUM for family buildings. Each deprogrammed unit will receive \$175 PUM, except closed buildings, which will receive \$25 PUM. Also includes supplemental funds for heating plant labor at family properties.
- **Resident Programs.** Includes programs funded with both agency resources (Service Connectors, CAC support, Family Investment Center, Tenant Patrols, etc.) and programs funded from outside grants (ChildCare, Summer Meals, etc.). Also includes resident program expenditures in HOPE VI programs.
- **Protective Services.** Amount provided to City of Chicago Police for targeted patrols. Does not include Department of Justice COPS Grant, which is received by the City.

### Section 8 Housing

- **Contract Management Fees.** Fees to private contractor to administer Section 8 program.
- **Contract Monitoring.** Includes salary, fringe, and sundry for contract monitoring staff.
- **Relocation and Mobility Counseling.** Represents funds for relocating public housing residents and for mobility counseling.
- **Special Housing Initiatives.** Represents funds for special Section 8 housing initiatives, e.g., project-based Section 8 and the MetroLinks Project (a supply-oriented regional housing voucher initiative).
- **Housing Assistance Payments.** Includes payments to private landlords.

### Capital Expenses

- **Technical Staff.** Includes salary, fringe, and sundry for Capital Construction and Development Management staff.
- **Architectural & Engineering.** Includes both Architectural & Engineering firms and construction management firms.
- **Building Improvements.** Includes construction activities related to the Plan for Transformation in FY2001.

### Operating Reserves

- Includes reserves for Low Rent, City/State, and Section 8 in the amount of \$13.9, \$9.5 and \$8.8 million respectively. It is anticipated that reserves are adequate to cover unexpected uses in FY2001.

**CHICAGO HOUSING AUTHORITY  
SOURCES & USES  
FY2001 FUNDS**

<b>SOURCES</b>	<b>FY2000</b>	<b>FY2001</b>
Rental Income/Public Housing	39,000,000	35,500,000
Rental Income/City State	1,257,000	1,250,000
Non-dwelling Rentals/Public Housing	227,000	29,000
Non-dwelling Rentals/City State	4,000	12,000
Other Income	145,000	410,000
Reserves	10,599,000	0
Investment Income	<u>947,000</u>	<u>1,072,000</u>
<b>Total Receipts</b>	<b>52,179,000</b>	<b>38,273,000</b>
Drug Elimination FY1999	8,444,000	0
Drug Elimination FY2000	0	8,924,000
City-State Subsidies	6,886,000	6,666,000
City-State Grant- DCCA	7,500,000	500,000
Other Grants	14,333,000	9,174,000
Federal Operating Subsidies	178,636,000	170,136,000
Hope VI	65,000,000	160,000,000
Capital Grant Fund	<u>145,000,000</u>	<u>139,000,000</u>
<b>Sub-total Grants and Subsidies</b>	<b>425,799,000</b>	<b>494,400,000</b>
Section 8 Grant	212,601,000	255,629,000
<b>Total Sources</b>	<b>\$690,579,000</b>	<b>\$788,302,000</b>

**CHICAGO HOUSING AUTHORITY  
SOURCES & USES  
FY2001 FUNDS**

<b>USES</b>	<b>FY2000</b>	<b>FY2001</b>
Overhead	\$50,404,000	\$35,197,000
Utilities	42,599,000	41,117,000
Operations/Private Management	143,598,000	134,038,000
Resident Programs	26,041,000	22,675,000
Protective Services	<u>15,011,000</u>	<u>12,252,000</u>
<b>Total Operating Expenses</b>	<b>277,653,000</b>	<b>245,279,000</b>
Contract Management Fees	16,771,000	18,702,000
Contract Monitoring	2,017,000	1,651,000
Relocation & Mobility Counseling	2,500,000	10,000,000
Special Housing Initiatives	0	17,647,000
Housing Assistance Payments	<u>191,313,000</u>	<u>207,629,000</u>
<b>Total Section 8 Housing</b>	<b>212,601,000</b>	<b>255,629,000</b>
Technical Staff	1,200,000	7,481,000
Architectural & Engineering Fees	8,600,000	11,835,000
Building Improvements	112,720,000	94,157,000
Contingency	<u>11,100,000</u>	<u>8,040,000</u>
<b>Total Capital</b>	<b>133,620,000</b>	<b>121,513,000</b>
Hope VI- Demolition	30,000,000	55,000,000
Hope VI- Revitalization	<u>35,000,000</u>	<u>105,000,000</u>
<b>Total Hope VI</b>	<b>65,000,000</b>	<b>160,000,000</b>
<b>Total Uses</b>	<b>\$688,874,000</b>	<b>\$782,421,000</b>
<b>Surplus/-Deficit</b>	<b>\$1,705,000</b>	<b>\$5,881,000</b>
<b>Beginning Operating Reserve</b>	<b>\$35,192,000</b>	<b>\$26,298,000</b>
<b>Ending Operating Reserve</b>	<b>\$26,298,000</b>	<b>\$32,179,000</b>

## **LIST OF APPENDICES:**

- Appendix I - Moving To Work (MTW) Program: Background and Requirements
- Appendix II - CHA/CAC Comment Grid
- Appendix IIIA - Detailed Listing of Potential Street Disposition Activity for FY 2001
- Appendix IIIB - Detailed Listing of Potential Property Disposition Activity for FY 2001
- Appendix IV - Detailed Listing of All Buildings to be Demolished, FY 2001-2004
- Appendix V - Model Working Group Composition for Redevelopment
- Appendix VI - Property Management Goals Table
- Appendix VII - Property Management Performance - October 2000 Indicators
- Appendix VIII- Demographic Information
- Appendix IX - Section 8 Leasing Information
- Appendix X - Public Housing Drug Elimination Program (PHDEP) Plan
- Appendix XI - Admissions & Occupancy Policy Proposed Amendments Summary
- Appendix XII - Procurement Policy
- Appendix XIII - FY2001 All Funds Budget
- Appendix XIV - FY2001 Estimated Capital Expenditures (By Development)
- Appendix XV - MTW Funding Submission Forms

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## **APPENDIX I:**

# **MTW Program: Background, Requirements and Proposed Amendments**

## **BACKGROUND AND REQUIREMENTS**

The Chicago Housing Authority (CHA) is one of twenty four public housing agencies (PHAs) nationwide currently participating in the Department of Housing and Urban Development's (HUD) Moving to Work Demonstration Deregulation Program (MTW). MTW was approved by Congress in Section 204(a) of the Omnibus Consolidated Receptions and Appropriations Act of 1996 (Public Law 104-134).

The stated purpose of the MTW is to allow participating PHAs the "opportunity to design and test innovative housing and self-sufficiency strategies for low-income families" by giving PHAs "expansive new authority to use HUD assistance flexibly and to design demonstration programs outside the restrictions of the United States Housing Act of 1937..." HUD's goal for the demonstration is threefold:

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

## **ANNUAL PLAN AND ANNUAL REPORT**

As part of the MTW, each year the CHA will develop an Annual MTW Plan to describe the MTW activities planned for the fiscal year. The CHA's fiscal year begins on January 1, 2001 and ends December 31, 2001. A public hearing is required before the Board of Commissioners may adopt the Plan and submit it to HUD. In all but the first year of MTW, or as allowed by HUD, the Plan is required to be submitted to HUD for its review no later than 60 days prior to the start of CHA's fiscal year, which would be October 30, 2001.

The CHA will also provide an Annual Report that summarizes the activities of the fiscal year, and discusses its efforts in relation to the goals and policies set forth in the Annual Plan. The Annual MTW Report takes the place of all other conventional HUD performance measures, and is submitted to HUD within 60 days of the completion of the CHA's fiscal year, by February 28, 2002.

## CLARIFICATIONS OR AMENDMENTS TO THE MTW AGREEMENT

As required under the MTW Programs, housing authorities must indicate in their annual plan any proposed changes or modifications to its MTW Agreement and Plan. Proposed changes, clarifications or adjustment to CHA's MTW Agreement are listed below.

### The Capital Plan

- **Section 202.** Cabrini Rowhouses and Dearborn Homes are not subject to the consequences of failing the Section 202 viability test.
- **Prior Year Capital Funds.** The Agency is authorized to use modernization funds from years prior to implementation of MTW (FY 98, 99) in accordance with this agreement. In requisitioning all capital funds, the Agency will request the funds using a single MTW line item.
- **Funding guarantees and approvals required for bond issuance.** See Capital Program on page 10.
- **Environmental Reviews.** The CHA will comply with 24 CFR pt. 58, rather than 24 CFR pt. 50 to satisfy all obligations imposed by the National Environmental Policy Act.

### Section 8

- **Funding.** CHA will receive its section 8 funds in the same manner as other MTW Agencies.
- **SEMAP.** The conversion of vouchers to cash for eligible purposes or the use of vouchers for other reasons, such as project-based programs, will not negatively affect the CHA's SEMAP leasing indicator.
- **Project Based Section 8.** The CHA is authorized to establish a reasonable competitive process for project-basing such assistance. Further, HUD reviews and approvals related to the project basing of Section 8 certificates and vouchers are suspended during this agreement.
- **One-For-One Replacement.** HUD shall provide CHA funding for 4,553 vouchers for units demolished in 2000, effective 2001. At the end of each subsequent year, CHA shall receive an allocation of vouchers equal to the number of units not replaced.

### Protective Services

- Clarification that a combination of PHDEP funds and block grant funds may be used to pay the Chicago Police Department for above base-line protective services and all related expenses, including expenses incurred in senior buildings.

### CHA Annual MTW Plan and Annual MTW Report

- In lieu of the five (5) year plan and annual plan required by Section 5A of the 1937 Act, as amended, the CHA will prepare and will conduct its activities in accordance with an Annual MTW Plan and Annual MTW Report. All HUD forms and other reporting mechanisms, including any required certifications, will, where appropriate, be included in either the Annual MTW Plan or the Annual MTW Report, and will not be submitted to HUD at other times during the year.

**APPENDIX II:**

**The Chicago Housing Authority  
Central Advisory Council  
Comments on the 2001 MTW Plan  
Meeting Date November 15, 2000**

#	CAC Comment	CHA Response
1	<p>The CAC adopts by reference the objections and comments filed with CHA regarding the 2000 Plan for Transformation.</p> <ol style="list-style-type: none"> <li>1. Scale and pace of demolition</li> <li>2. Shortage of low income housing to accommodate section 8 voucher holders.</li> <li>3. Continued consolidation of</li> </ol>	<p>The CHA responded to each objection and comment raised by the CAC during the 2000 planning process.</p> <ol style="list-style-type: none"> <li>1. The pace of demolition is reasonable, and required by HUD.</li> <li>2. The current lease up rate of over 98% for relocatees demonstrates the market's ability</li> </ol>
2	<p>The CHA has not allocated adequate resources to private managers and/or RMCs for maintaining occupied units in a decent safe and sanitary condition during the Plan for Transformation...the Plan should include a commitment by CHA to maintain existing units</p>	<p>CHA has complied with the MTW Agreement to substantially increase operating subsidy given to the property management firms to maintain occupied units and run the properties efficiently. CHA is committed to maintaining occupied units.</p>
3	<p>CHA has not complied with the initial Plan or HUD requirements regarding assistance to RMCs and assistance to resident groups attempting to create RMCs. CHA should include a commitment to assist residents in the RMC program.</p>	<p>CHA's 2000 Plan committed to support RMCs and "...negotiate new contracts with the RMCs on the same terms as the private managers. For RMCs in formation or training, the RFPs for private managers shall clearly state all existing obligations between CHA a</p>
4	<p>The CAC wants written clarification on the status of 5A properties. Does CHA want the developments at issue to be considered 202 properties? What are the plans for each development?</p>	<p>The status of the 5A properties is discussed in the Capital Plan portion of the Plan for Transformation. While Dearborn Homes and Cabrini Row Houses eligible for the 202 viability test, HUD has not determined the outcome. Therefore, CHA will request a w</p>
5	<p>CHA should complete an environmental study of Altgeld Gardens and share the results with the CAC.</p>	<p>No comment. Under litigation.</p>

**The Chicago Housing Authority  
Central Advisory Council  
Comments on the 2001 MTW Plan  
Meeting Date November 15, 2000**

#	CAC Comment	CHA Response
6	CHA should increase the operating and capital budgets for maintaining existing units and address winter needs.	Operating funds were allocated sufficiently to cover winterization efforts. Additional capital dollars were allocated in the event of an emergency.
7	The CHA should repeat a statement that CHA would consider a reduction or modification in the Plan if funding falls short of the projections found in the Plan.	The 2000 Plan stated that "To the extent that total funding available to the Agency is less than the amount projected, fewer dollars will be made available to Category 5 properties" is no longer applicable, as Category 5 properties are being redeveloped earlier. In the event less funds are available, CHA would reassess the timetable and unit production schedules and make necessary adjustments.
8	The Plan should set forth agreements regarding the creation of the working groups during the redevelopment process, including the composition of the groups and the decision making process.	CHA and the CAC agreed upon and documented the parameters of the working group in a separate document.
9	CHA should enter into a MOA with each site once the working group has been formed and the redevelopment process begun.	The relationship between CHA and each working group will be defined as a part of the planning process. Understandings will be memorialized in redevelopment agreement.
10	CHA should repeat its commitment for funding technical assistance, modified to reflect the actual provision of funds during FY2000.	CHA upholds its commitment to provide \$1.2 million in technical assistance funds for resident groups over 5 years. Upon completion of an agreement between CHA and the CAC, CHA will disperse funds accordingly.

**APPENDIX IIIA:**

**Detailed Listing of Potential Street Disposition Activity for FY 2001**

Includes potential closure, vacation or dedication of streets

**CHA STREET TRANSFER**

<b>Development Name</b>	<b>Street To Be Transferred</b>	<b>From</b>	<b>To</b>
Brooks Homes	S. Lytle St. (Dedication)	W. Hastings	W. 14th St.
Ogden Courts	S. 13th Place	W. Washtenaw Ave.	W. Talman Ave.
Dearborn Homes	W. Federal St.	W. 27th St.	W. 30th St.
Dearborn Homes	W. Dearborn St.	W. 27th St.	W. 30th St.
Dearborn Homes	S. 29th St.	S. Federal St.	S. State St.
Brooks Extension	Washburne Ave.	Blue Island Ave.	W. Racine Ave.
Brooks Extension	S. 13th St.	Blue Island Ave.	W. Racine Ave.
Abbott Homes	S. Hastings St.	W. Loomis Ave.	W. Ashland Ave.
Abbott Homes	S. 14th St.	W. Loomis Ave.	W. Ashland Ave.
Abbott Homes	S. 14th Place	W. Loomis Ave.	W. Ashland Ave.
Stateway Gardens	W. Federal St.	S. 35th St.	S. 39th St.
Wentworth Gardens	S. 37th Place	W. Princeton Ave.	W. Wells St.
Wentworth Gardens	W. DeSaible	W. Princeton Ave.	W. Wells St.
Wentworth Gardens	S. 38th St.	W. Princeton Ave.	W. Wells St.
Wentworth Gardens	S. 38th Place.	W. Princeton Ave.	W. Wells St.
Cabrini Green	W. Cleveland	N. Oak St.	N. Division St.
Cabrini Green	N. Elm St.	W. Hudson	W. Larrabee St.
Horner Homes	N. Maypole Ave.	W. Ashland Ave.	W. Western Ave.
Horner Homes	W. Hermitage Ave.	Madison Ave.	N. Warren Ave.
Rockwell Gardens	W. Rockwell St.	S. Van Buren St.	S. Monroe St.
Rockwell Gardens	S. Monroe St.	W. Western Ave.	W. Rockwell St.
Rockwell Gardens	S. Wilcox St.	W. Western Ave.	W. Rockwell St.
Rockwell Gardens	S. Adams St.	W. Campbell Ave.	W. Rockwell St.
Madden Park/Wells	To be identified during Planning Process.		
Lakefront Property	To be identified during Planning Process.		
Brook Homes	W. Hastings	S. Lytle St.	S. Racine Ave.

Note: The activities are contingent on the results of site specific plan.

## APPENDIX IIIB:

### Detailed Listing of Potential Property Disposition Activity for FY 2001

Includes all open space, streets, fire lanes etc. associated with the properties listed below.

Development Name	Address or Property Boundary
Madden Park Homes	3807 S. Cottage Grove Ave.
Madden Park Homes	3835 S. Cottage Grove Ave.
Madden Park Homes	3863 S. Cottage Grove Ave.
Madden Park Homes	3804 S. Ellis Ave.
Madden Park Homes	3828 S. Ellis Ave.
Madden Park Homes	3850 S. Ellis Ave.
Madden Park Homes	820 S. Pershing Road
Madden Park Homes	3750 S. Ellis Ave.
Madden Park Homes	3837 S. Ellis Ave.
Madden Park Homes	3855 S. Ellis Ave.
Wells Homes	670 E. 38th Pl.
Wells Homes	689 E. 38th Pl.
Wells Homes	679 E. 38th Pl.
Wells Homes	663 E. 38th St.
Wells Homes	670 E. 38th St.
Wells Homes	776 E. 38th St.
Wells Homes	688 E. 39th St.
Wells Homes	680 E. 39th St.
Wells Homes	3802 S. Langley Ave.
Wells Homes	3812 S. Langley Ave.
Wells Homes	3828 S. Langley Ave.
Wells Homes	3840 S. Langley Ave.
Wells Homes	710 E. 38th St.
Wells Homes	748 E. 38th St.
Darrow Homes Site	E. 38th St. to S. Cottage Grove to E. 39th St. to S. Langley Ave.
Flannery Homes	1507 N. Clybourn Ave.
Lakefront Properties Site	E. 40th St. to Metra R.R. Tracks to 42nd Pl. to Lake Park Ave.
Washington Park Site	E. 41 St. to Drexel Blvd. To E. Bowen Ave. to S. Cottage Grove
Horner Homes Site	W. Damen Ave. to N. Lake St. to W. Hermitage Ave. to N. Washington St.
Horner Homes Site	W. Oakley Ave. to N. Lake St. to W. Leavitt Ave. to N. Washington St.
Cabrini Extension North	500-502 W. Oak St.
Cabrini Extension North	1015-17 N. Larrabee Ave.
Cabrini Extension North	1121 N. Larrabee Ave.
Cabrini Extension North	1159-1161 N. Larrabee Ave.

# Proposed Demolition Schedule

## Appendix IV

Address	Demolition Schedule									
	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Rockwell Gardens</b>										
2515 W. Jackson	140				0			140		140
2450 W. Monroe	139				0		139			139
2501 W. Monroe***	148	148	148		148					148
117 S. Rockwell***	140	140	140		140					140
340 S. Western	148				0			148		148
2517 W. Adams *	138	138		138	138					138
2417 W. Adams *	142	142		142	142					142
2514 W. Van Buren *	141				0			141		141
<b>Subtotal:</b>	<b>1,136</b>	<b>568</b>	<b>288</b>	<b>280</b>	<b>568</b>	<b>0</b>	<b>139</b>	<b>140</b>	<b>289</b>	<b>1,136</b>
<b>Stateway Gardens</b>										
3549 S. Federal	230				0		230			230
3653 S. Federal	230				0			230		230
3544 S. State	132				0		132			132
3618 S. State	132				0			132		132
3615-17 S. Federal*	230	230		230	230					230
3517-19 S. Federal*	230				0	230				230
3833-35 S. Federal*	230				0	230				230
3737-39 S. Federal*	230				0	230				230
<b>Subtotal:</b>	<b>1,644</b>	<b>230</b>	<b>0</b>	<b>230</b>	<b>230</b>	<b>690</b>	<b>362</b>	<b>0</b>	<b>362</b>	<b>1,644</b>
<b>Green Homes</b>										
534 W. Division	144				0			144		144
624 W. Division	134				0				134	134
660 W. Division	134				0			134		134
714 W. Division	134				0				134	134
630 W. Evergreen	144				0		144			144
1230 N. Larrabee	134				0				134	134
1340 W. Larrabee	144				0		144			144
<b>Subtotal:</b>	<b>968</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288</b>	<b>278</b>	<b>402</b>	<b>968</b>
<b>Cabrini Ext. North</b>										
1015-17 N. Larrabee	136				0		136			136
1121 N. Larrabee	65				0		65			65
1159-61 N. Larrabee	136				0		136			136
500-2 W. Oak St (North)*	262	262		262	262					262
1150-60 N. Sedgwick (North)*	262	262		262	262					262
1158 N. Cleveland (North)*	65				0	65				65
<b>Subtotal:</b>	<b>926</b>	<b>524</b>	<b>0</b>	<b>524</b>	<b>524</b>	<b>65</b>	<b>337</b>	<b>0</b>	<b>0</b>	<b>926</b>
<b>Cabrini Ext. South</b>										
412 W. Chicago	65				0				65	65
911 N. Hudson	65				0				65	65
929 N. Hudson	68				0			68		68
939 N. Hudson	68				0			68		68
364 W. Oak	65				0			65		65

**Note:**  
1. The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Year 1 - 2000					Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
	Base Count	Planned Units	Actual to Date	Pending Units	Total Units					
<b>Cabrini Ext. South, cont.</b>										
365 W. Oak	65				0			65		65
862 N. Sedgewick	65				0			65		65
911 N. Sedgewick	68				0			68		68
923 N. Sedgewick	68				0			68		68
Subtotal:	597	0	0	0	0	0	0	402	195	597
<b>Robert Taylor Homes</b>										
4429 S. Federal	157				0			157		157
4525 S. Federal	157				0		157			157
4555 S. Federal	158				0		158			158
4947 S. Federal	158				0			158		158
4037 S. Federal	157				0			157		157
4101 S. Federal	158				0		158			158
5001 S. Federal***	157	157	157		157					157
5041 S. Federal***	158	158	158		158					158
4022 S. State	158				0		158			158
4410 S. State	158				0	158				158
4946 S. State	158				0			158		158
4950 S. State	158				0			158		158
5135 S. Federal	157				0			157		157
5266 S. State*	158	158		158	158					158
5100 S. State*	158	158		158	158					158
4848 S. State*	158	158		158	158					158
4844 S. State*	157	157		157	157					157
4500 S. State*	158	158		158	158					158
4352 S. State*	158	158		158	158					158
4331 S. Federal*	157	157		157	157					157
4845 S. Federal*	158	158		158	158					158
4444 S. State*	158				0	158				158
5247 S. Federal*	157				0	157				157
5201 S. Federal*	158				0	158				158
Subtotal:	3,784	1,577	315	1,262	1,577	631	631	945	0	3,784
<b>Washington Park</b>										
<b>W P Highrise</b>										
4445 S. Evans	158	158		158	158					158
4120 S. Prairie	155				0		155			155
4414 S. Cottage	155				0		155			155
Subtotal:	184	88	0	88	88	96	0	0	0	184
<b>W P Lowrise</b>										
3910-12 S. Indiana	12	12		12	12					12
3914-16 S. Indiana	12	12		12	12					12
4520-22 S. Champlain	12	12		12	12					12
4524-26 S. Champlain	12	12		12	12					12
4528-30 S. Champlain	12	12		12	12					12
123-25 E. 39th	12	12		12	12					12
6127-41 S. Calumet	8	8		8	8					8
6145-59 S. Calumet	8	8		8	8					8

**Note:**  
1. The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Washington Park, cont.</b>										
604-06 E. 40th	12				12				12	
629-23 E. 40th	6				6				6	
4120 S. St. Lawrence	9				9				9	
4140 S. Langley	9				9				9	
4212-14 S. Wabash	12				12				12	
4216-18 S. Wabash	12				12				12	
4220-22 S. Wabash	12				12				12	
4224-26 S. Wabash	12				12				12	
4016-18 S. Prairie	12				12				12	
<b>Subtotal:</b>	<b>652</b>	<b>246</b>	<b>0</b>	<b>246</b>	<b>246</b>	<b>251</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>652</b>
<b>Wells/Wells Ext./Madden/Darrow Homes</b>										
<b>Madden Homes</b>	<b>459</b>	<b>218</b>	<b>0</b>	<b>218</b>	<b>218</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>459</b>	
3807 S COTTAGE GROVE	18			0	18				18	
3835 S COTTAGE GROVE	18			0	18				18	
3863 S COTTAGE GROVE	18			0	18				18	
3804 S ELLIS AV	18			0	18				18	
3828 S ELLIS AV	18			0	18				18	
3850 S ELLIS AV	18			0	18				18	
820 E PERSHING RD	19			0	19				19	
740 E 37TH ST	6			0			6		6	
3750 S ELLIS AV	108			0	108				108	
3837 S ELLIS AV	109	109		109	109				109	
3855 S ELLIS AV	109	109		109	109				109	
<b>Wells Homes</b>	<b>1,662</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104</b>	<b>603</b>	<b>472</b>	<b>483</b>	<b>1,662</b>	
698 E 39TH	1			0		1			1	
504 E 37TH PL	11			0			11		11	
510 E 37TH PL	5			0			5		5	
518 E 37TH PL	5			0			5		5	
526 E 37TH PL	12			0			12		12	
532 E 37TH PL	5			0			5		5	
540 E 37TH PL	5			0			5		5	
548 E 37TH PL	12			0			12		12	
554 E 37TH PL	5			0			5		5	
555 E 37TH PL	14			0			14		14	
562 E 37TH PL	5			0			5		5	
570 E 37TH PL	12			0			12		12	
601 E 37TH PL	6			0		6			6	
610 E 37TH PL	4			0		4			4	
635 E 37TH PL	6			0		6			6	
640 E 37TH PL	4			0		4			4	
667 E 37TH PL	6			0		6			6	
713 E 37TH PL	6			0		6			6	
720 E 37TH PL	4			0		4			4	
730 E 37TH PL	12			0		12			12	
745 E 37TH PL	6			0		6			6	

**Note:-**  
1 The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
Wells Homes, cont.										
750 E 37TH PL	4					4			4	
779 E 37TH PL	4					4			4	
515 E 37TH PL	6						6		6	
527 E 37TH PL	24						24		24	
540 E 38TH ST	18						18		18	
571 E 37TH PL	6								6	
615 E 37TH PL	11					6			11	
625 E 37TH PL	6					11			6	
647 E 37TH PL	6					6			6	
657 E 37TH PL	6					6			6	
679 E 37TH PL	12					6			12	
767 E 37TH PL	9					12			9	
620 E 37TH PL	5					9			5	
628 E 37TH PL	7					5			7	
679 E 37TH ST	10					7			10	
501 E 37TH ST	6					10			6	
531 E 37TH ST	6						6		6	
561 E 37TH ST	5						6		5	
587 E 37TH ST	6						5		6	
605 E 37TH ST	10						6		10	
623 E 37TH ST	10					10			10	
651 E 37TH ST	4					10			4	
659 E 37TH ST	10					4			10	
643 E 37TH ST	4					10			4	
515 E 37TH ST	5					4			5	
523 E 37TH ST	5						5		5	
543 E 37TH ST	5						5		5	
551 E 37TH ST	4						4		4	
571 E 37TH ST	5						5		5	
579 E 37TH ST	5					5			5	
505 E 38TH PL	12						5		12	
533 E 38TH PL	12						12		12	
559 E 38TH PL	12						12		12	
601 E 38TH PL	4						12		4	
606 E 38TH PL	6					4			6	
618 E 38TH PL	12					6			12	
629 E 38TH PL	6					6			6	
638 E 38TH PL	6					6			6	
659 E 38TH PL	6					6			6	
670 E 38TH PL	6					6			6	
689 E 38TH PL	6				6				6	
513 E 38TH PL	6				6				6	
515 E 38TH ST	29						6		29	
523 E 38TH PL	6						29		6	
527 E 38TH ST	30						6		30	
537 E 38TH ST	30						30		30	
539 E 38TH PL	6						6		6	

**Note:-**  
1 The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Dem o
		Planned Units	Actual to Date	Pending Units	Total Units					
Wells Homes, cont.										
551 E 38TH ST	12								12	
609 E 38TH PL	6								6	
619 E 38TH PL	6								6	
641 E 38TH PL	6								6	
649 E 38TH PL	6								6	
671 E 38TH PL	6								6	
679 E 38TH PL	7				7				7	
536 E 38TH ST	12						12		12	
549 E 38TH PL	6						6		6	
504 E 38TH ST	21						21		21	
505 E 38TH ST	28						28		28	
548 E 38TH ST	12						12		12	
601 E 38TH ST	4						4		4	
606 E 38TH ST	6						6		6	
631 E 38TH ST	6						6		6	
638 E 38TH ST	6						6		6	
663 E 38TH ST	6				6		6		6	
670 E 38TH ST	12				12				12	
776 E 38TH ST	6				6				6	
609 E 38TH ST	7						7		7	
621 E 38TH ST	6						6		6	
643 E 38TH ST	6						6		6	
653 E 38TH ST	6						6		6	
556 E 38TH ST	6						6		6	
650 E 38TH PL	14						14		14	
772 E 38TH ST	3						3		3	
500 E 39TH	13							13	13	
532 E 39TH	6						6		6	
564 E 39TH	4								4	
600 E 39TH ST	6						6		6	
630 E 39TH ST	6						6		6	
660 E 39TH	6						6		6	
688 E 39TH ST	5				5				5	
544 E 39TH	6						6		6	
554 E 39TH ST	6						6		6	
612 E 39TH ST	6						6		6	
622 E 39TH	5						5		5	
620 E 39TH	1						1		1	
642 E 39TH ST	6						6		6	
650 E 39TH ST	6						6		6	
672 E 39TH	6						6		6	
680 E 39TH	6				6				6	
3710 S COTTAGE GROVE	12						12		12	
3740 S COTTAGE GROVE	12						12		12	
3802 S LANGLEY AV	4				4				4	
3812 S LANGLEY AV	12				12				12	
3828 S LANGLEY AV	4				4				4	

**Note:**  
1 The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Wells Homes, cont.</b>										
3840 S LANGLEY AV	12				12				12	
3709 S RHODES AV	10						10		10	
3841 S RHODES AV	12						12		12	
3708 S VINCENNES AV	4					4			4	
3709 S VINCENNES AV	10					10			10	
3710 S VINCENNES AV	12					12			12	
3728 S VINCENNES AV	4					4			4	
3741 S VINCENNES AV	12					12			12	
3742 S VINCENNES AV	19					19			19	
3808 S VINCENNES AV	18					18			18	
3809 S VINCENNES AV	12					12			12	
3840 S VINCENNES AV	12					12			12	
3841 S VINCENNES AV	12					12			12	
512 E 38TH ST	30						30		30	
628 E 38TH ST	6					6			6	
662 E 38TH PL	10					10			10	
512 E 39TH	6						6		6	
522 E 39TH ST	6						6		6	
409 E 37TH ST	24							24	24	
408 E 39TH	24							24	24	
3707 S DR M L KING DRIVE	16							16	16	
3715 S DR M L KING DRIVE	32							32	32	
3723 S DR M L KING DRIVE	40							40	40	
3733 S DR M L KING DRIVE	40							40	40	
3743 S DR M L KING DRIVE	40							40	40	
3753 S DR M L KING DRIVE	40							40	40	
3801 S DR M L KING DRIVE	48							48	48	
3815 S DR M L KING DRIVE	32							32	32	
3823 S DR M L KING DRIVE	40							40	40	
3833 S DR M L KING DRIVE	40							40	40	
3843 S DR M L KING DRIVE	32							32	32	
3848 S VERNON AV	16							16	16	
725 E 37TH PL	12					12			12	
735 E 37TH PL	12					12			12	
757 E 37TH PL	12					12			12	
701 E 37TH PL	6					6			6	
710 E 38TH ST	12				12				12	
748 E 38TH ST	6				6				6	
700 E 38TH ST	6					6			6	
<b>Wells Extension</b>	<b>650</b>	<b>207</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>443</b>	<b>650</b>	
551 E 36TH PL	79	79	79	79					79	
510 E 36TH PL	63	63	63	63					63	
510 E 36TH ST	67			0				67	67	
540 E 36TH ST	65			0				65	65	
574 E 36TH ST	51			0				51	51	
534 E 37TH ST	65	65	65	65					65	
559 E BROWNING AV	65			0				65	65	

**Note:**  
1. The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Wells Extension, cont.</b>										
511 E BROWNING AV	65				0				65	65
527 E BROWNING AV	65				0				65	65
575 E BROWNING AV	65				0				65	65
<b>Wells Darrow</b>										
706 E. 39th**	120	120	120		120					120
<b>Subtotal:</b>	<b>2,891</b>	<b>545</b>	<b>327</b>	<b>218</b>	<b>545</b>	<b>339</b>	<b>603</b>	<b>478</b>	<b>926</b>	<b>2,891</b>
<b>Henry Horner</b>										
2215 W. Lake**	136	136	136		136					136
2245 W. Lake**	143	143	143		143					143
111 Wood/120 Hermitage*	234	234		234	234					234
141 Wolcott/1847 Lake*	231				0	231				231
Horner Midrise^A										
<b>Subtotal:</b>	<b>744</b>	<b>513</b>	<b>279</b>	<b>234</b>	<b>513</b>	<b>231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>744</b>
<b>Robert Brooks Homes</b>										
1384A-90B W. Washburne	8	8	8		8					8
1366-82 W. Washburne	9	9	9		9					9
1334-48 W. Washburne	8	8	8		8					8
1316-32 W. Washburne	9	9	9		9					9
1214-30 S. Throop	9	9	9		9					9
1201-19 W. 13th	10	10	10		10					10
1300-18 S. Racine	10	10	10		10					10
1320-38 S. Racine	10	10	10		10					10
1200-18 W. Hastings	10	10	10		10					10
1350-64 W. Washburne	8	8	8		8					8
1300-14 W. Washburne	8	8	8		8					8
1111 W. Roosevelt^A	152	0			0	152				152
1209 S. Racine^A	152	0			0	152				152
1290A-99B W. Washburne	9			9	9					9
1215-31 S. Throop	9			9	9					9
1280-88 W. Washburne	9			9	9					9
1262-78 W. Washburne	9			9	9					9
1244-60 W. Washburne	9			9	9					9
1226-42 W. Washburne	9			9	9					9
1208-24 W. Washburne	9			9	9					9
<b>Subtotal:</b>	<b>466</b>	<b>162</b>	<b>99</b>	<b>63</b>	<b>162</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>466</b>
<b>Abbott</b>										
1433 W 13TH ST	150								150	150
1440 W 13TH ST	150							150	150	150
1410 W 14TH ST	150						150		150	150
1510 W 13TH ST	150							150	150	150
1510 W 14TH PL	150					150			150	150
1440 W 14TH ST	150					150			150	150
1520 W HASTINGS ST	150							150	150	150
<b>Subtotal:</b>	<b>1,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>150</b>	<b>150</b>	<b>450</b>	<b>1,050</b>

**Note:**  
1. The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Abbott Rowhouses</b>										
1251 W 14TH ST	4							4	4	
1259 W 14TH ST	4							4	4	
1416 S BLUE ISLAND	12							12	12	
1428 S BLUE ISLAND	4							4	4	
1436 S BLUE ISLAND	2							2	2	
1440 S BLUE ISLAND	4							4	4	
1448 S BLUE ISLAND	2							2	2	
1452 S BLUE ISLAND	4							4	4	
1401 S THROOP ST	4							4	4	
1409 S THROOP ST	4							4	4	
1425 S THROOP ST	4							4	4	
1526 W 13TH ST	2							2	2	
1530 W 13TH ST	6							6	6	
1511 W 14TH PL	2							2	2	
1515 W 14TH PL	6							6	6	
1524 W 14TH PL	4							4	4	
1534 W 14TH PL	4							4	4	
1508 W 14TH ST	4							4	4	
1516 W 14TH ST	12							12	12	
1525 W 14TH ST	4							4	4	
1528 W 14TH ST	2							2	2	
1520 W 15TH ST	6							6	6	
1532 W 15TH ST	12							12	12	
1530 W HASTINGS ST	12							12	12	
1216 S LAFLIN ST	4							4	4	
1217 S LAFLIN ST	4							4	4	
1432 W WASHBURNE AV	4							4	4	
1440 W WASHBURNE AV	6							6	6	
1452 W WASHBURNE AV	6							6	6	
1510 W WASHBURNE AV	6							6	6	
1522 W WASHBURNE AV	4							4	4	
1527 W WASHBURNE AV	6							6	6	
1530 W WASHBURNE AV	4							4	4	
<b>Sub total:</b>	<b>168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>168</b>	<b>168</b>	
<b>Jane Addams</b>										
1321 W GRENSHAW ST	36							36	36	
1313 W GRENSHAW ST	21							21	21	
1108 S LITTLE ST	24							24	24	
1033 S LITTLE ST	27							27	27	
1101 S LITTLE ST	27							27	27	
1032 S RACINE AV	36							36	36	
1102 S RACINE AV	18							18	18	
906 S RACINE AV	17							17	17	
1204 W ROOSEVELT RD	75							75	75	
1236 W ROOSEVELT RD	21							21	21	

**Note:**  
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**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					
<b>Jane Addams, cont.</b>										
1306 W ROOSEVELT RD	26							26	26	
1204 W TAYLOR ST	59							59	59	
1237 W TAYLOR ST	63							63	63	
1117 S THROOP ST	24							24	24	
821 S ADA ST	44							44	44	
903 S ADA ST	7							7	7	
902 S ADA ST	24							24	24	
917 S ADA ST	23							23	23	
1205 W CABRINIST	27							27	27	
1223 W CABRINIST	26							26	26	
1261 W CABRINIST	24							24	24	
1269 W CABRINIST	27							27	27	
1245 W CABRINIST	30							30	30	
830 S LYTTLE ST	32							32	32	
846 S LYTTLE ST	8							8	8	
847 S LYTTLE ST	18							18	18	
902 S LYTTLE ST	8							8	8	
907 S LYTTLE ST	18							18	18	
822 S LYTTLE ST	8							8	8	
918 S LYTTLE ST	22							22	22	
844 S RACINE AV	18							18	18	
1250 W TAYLOR ST	9							9	9	
1300 W TAYLOR ST	10							10	10	
1322 W TAYLOR ST	18							18	18	
<b>Subtotal:</b>	<b>875</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>875</b>	<b>875</b>	
<b>Lawndale Complex</b>										
2641 W . 12th Place*	97	97		97					97	
1319 S . Washtenaw*	18	18		18					18	
1331 S . Washtenaw*	18	18		18					18	
1325 S . Washtenaw*	18	18		18					18	
2635 W . 12th Place*	19	19		19					19	
2647 W . 12th Place*	18	18		18					18	
<b>Subtotal:</b>	<b>188</b>	<b>188</b>	<b>0</b>	<b>188</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>188</b>	
<b>Scattered Sites</b>										
Various - TBD	236	0	0	0	0	236	0	0	236	
<b>Category 4</b>										
Various - TBD	425	0	0	0	0	425	0	0	425	
<b>Randolph Towers</b>										
6217 S Calumet	155	0	0	0	0		155	0	155	
<b>Grand Totals</b>	<b>16,905</b>	<b>4,553</b>	<b>1,308</b>	<b>3,245</b>	<b>4,553</b>	<b>2,811</b>	<b>3,326</b>	<b>2,548</b>	<b>3,667</b>	<b>16,905</b>

**Note:**  
1 The amount and timing of demolition will depend upon the site specific redevelopment plan.

**Demolition Schedule**

Address	Base Count	Year 1 - 2000				Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Total Demo
		Planned Units	Actual to Date	Pending Units	Total Units					

**Notes:**

- <sup>1</sup> Units that are currently available for leasing
  - \* These addresses represent group 1 or 2 submissions
  - \*\* Demolished in 2000
  - \*\*\* The Rockwell bldgs were scheduled for 1999 demo (rescheduled for 2000) and therefore not included in the Plan for Transformation, however 2 bldgs at Robert Taylor considered under Plan for Transformation were actually demolished in 1999 (December).
  - ^ Applied for in previous years
  - ^^ Horner midrise are governed by a Consent Decree, which may not allow or require demolition of these units. Could be rehabbed
  - W P Highrises (11 bldgs) other than 6217 Calumet were demolished in 1995 through 1999 for a total of 468 units
  - Does not include 2233 S. Federal in Ickes development because it was sold to CPS
  - Does not include 1230 Burling due development initiatives
- The chart does not include non-dwelling

**Proposed Non-Dwelling Demolition Schedule**

**Non-Dwelling Structures**

Address	Unit Status 08/01/00		Demolition Process		Proposed Funding Source
	Base Count	Use	Application		
			Date Applied	Date Approved	
<b>Rockwell Gardens</b>					
150 S. Western	1	Community Bldg	01/29/01		Hope VI
2540 W. Jackson	1	Community Ctr	01/29/01		Hope VI
212 S. Campbell	1	Heating Plant	01/29/01		Hope VI
2500 W. Jackson	1	Mgt Office	01/29/01		Hope VI
Subtotal:	4				
<b>Stateway Gardens</b>					
3640 S. State	1	Mgmt. Bldg.	01/29/01		Hope VI
3659 S. State	1	Park Dist. Field House	01/29/01		Hope VI
3616 S. Federal	1	Heating Plant	01/29/01		Hope VI
Subtotal:	3				
<b>Green Homes</b>					
418 W. Oak	1	Boiler Room	01/29/01		Hope VI
Subtotal:	1				
<b>Cabrini Ext. North</b>					
418 W. Oak	1	Heating Plant	01/29/01		Hope VI
1000 N. Sedgwick	1	Community Bldg	01/29/01		Hope VI
Subtotal:	2				
<b>Robert Taylor Homes</b>					
5120 S. Federal	1	Boys & Girls Club	01/29/01		Hope VI
39 W. 47th	1	Park Dist Field House	01/29/01		Hope VI
37 W. 47th	1	Day Care	01/29/01		Hope VI
4700 S. State	1	CHA Occupancy Dept.	01/29/01		Hope VI
4630 S. Federal	1	Service Storage Bldg.	01/29/01		Hope VI
4640 S. Federal	1	Heating Plant	01/29/01		Hope VI
Subtotal:	6				
<b>Washington Park</b>					
4440 S. Cottage Grove	1	Mgmt. Office	01/29/01		Hope VI
4533 S. Champlain	1	Food site	01/29/01		Hope VI
Subtotal:	2				
<b>Henry Horner</b>					
1832 W. Washington	1	Comm. Bldg.	01/29/01		Hope VI
1834 W. Washington	1	Mgmt Bldg	01/29/01		Hope VI
Subtotal:	2				

**Note:**  
 1 Except for properties where demolition is mandated under Section 202, actual demolition would be a based on site specific plans for redevelopment.

**Proposed Non-Dwelling Demolition Schedule**

**Non-Dwelling Structures**

Address	Unit Status 08/01/00		Demolition Process		Proposed Funding Source
	Base Count	Use	Application		
			Date Applied	Date Approved	
<b>Dearborn Homes</b>					
2960 S. Federal	1	Mgmt Bldg	01/29/01		Hope VI
2835 S. State	1	Field house	01/29/01		Hope VI
Subtotal:	2				
<b>Abbott</b>					
1250 S. Loomis	1	Swimming Pool	01/29/01		Hope VI
1354 S. Loomis	1	Mgmt Office	01/29/01		Hope VI
Subtotal:	2				
<b>Jane Addams</b>					
1313 W. Arthington	1	Heating Plant	01/29/01		Hope VI
1207 W. Taylor	1	Boys & Girls Club	01/29/01		Hope VI
Subtotal:	2				
<b>Altgeld Gardens</b>					
13228 S. Ellis	1	Old Clinic	01/29/01		Hope VI
Subtotal:	1				
<b>Grand Totals</b>	<b>27</b>	<b>Non-dwelling</b>			

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## **APPENDIX V: Model Working Group Composition for Redevelopment**

### **MEMBERS OF THE WORKING GROUP**

The following entities shall be the core members of the Working Group at each Category 5 redevelopment site:

- Chicago Housing Authority
- The Receiver, The Habitat Company
- Gautreaux Plaintiff's Counsel
- Local Advisory Council
- City of Chicago Dept. of Housing
- City of Chicago Dept. of Planning & Development

Each organization shall be represented by one individual, with the exception of the Local Advisory Council, which shall have two representatives.

In addition there will be a maximum of two community representatives. Elected officials will be extended ex-officio status on the committee. They will not, however, have any voting rights.

The Working Group shall exist for the period up to the lease up of the final public housing unit for their respective redevelopment site.

### **WORKING GROUP ROLES AND RESPONSIBILITIES**

The Working Group shall provide coordination and overall direction for the redevelopment plan at each site, subject to the Working Group Guidelines described below. This will include:

- Preparation and issuance of the RFQ/RFP
- Selection of the developer(s)
- Preparation of the redevelopment proposal to be submitted for funding consideration
- Monitoring of progress in accordance with the redevelopment plan

## **WORKING GROUP OPERATING GUIDELINES**

- All decisions of the Working Group should be made by consensus, including decisions to enlarge the Working Group (but in no event more than two additional community representatives) beyond the core members described above.
- If the Working Group takes a vote, all members of the Working shall have one vote, except for the Local Advisory Council, which shall have two votes.
- If the Working Group is unable to reach consensus, then the CHA and The Receiver (where applicable) shall make decisions in accordance with their respective roles and responsibilities. These decisions will be made in accordance with public housing program rules and regulations, orders of the Gautreaux Court and other applicable court orders and all pertinent federal, state and local laws.

## **CONFLICTS OF INTEREST**

No individual or organization of the Working Group that has a real or apparent conflict of interest, as determined by the U.S. Department of Housing and Urban Development, with any person or organization being considered or selected, may participate in the Working Group or committees established by the Working Group, unless they recuse themselves from the matters and decisions with which they have a conflict. These conflicts shall include but not be limited to financial or business interest, current or potential employment of self or relatives, acceptance of gifts or gratuities from respondents, their agents or affiliates.

If an individual or organization chooses to partner with a development team, or be employed as their consultant or a subcontractor, they will be excluded from participation in the Working Group.

## APPENDIX VI: Property Management Goals

PROPERTY MANAGEMENT GOALS, FY 2001				
Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Senior Properties</b>				
Rent Collections	96%	98%	98%	98%
Emergency Work Orders	100%	100%	100%	100%
Response Time on Non-emergency work orders	15	10	5	5
Adjusted Vacancy Rate	3%	2%	2%	2%
Unit Inspections	100%	100%	100%	100%
Building Inspections	100%	100%	100%	100%
Recertifications	100%	100%	100%	100%
<b>Family Properties</b>				
Rent Collections	94%	96%	96%	97%
Emergency Work Orders	100%	100%	100%	100%
Response Time on Non-emergency work orders	20	10	10	10
Adjusted Vacancy Rate	3%	3%	3%	3%
Unit Inspections	100%	100%	100%	100%
Building Inspections	100%	100%	100%	100%
Recertifications	100%	100%	100%	100%

**APPENDIX VII**  
**Chicago Housing Authority**  
**Major Property Management**  
**Performance Indicators**  
**October 2000**

	<b>Vacancy Rate</b>	<b>Turnaround Rate</b>	<b>Rent Collected</b>	<b>Emergency Work Order</b>	<b>Non-Emergency Work Order</b>
	Percent Vacant	Actual Days	Percent Collected	Percent Compl.	Days Compl.
Authority-wide Properties	7.54%	201	94.83%	98.99%	35
Family Properties	3.23%	221	93.59%	98.56%	41
Senior Properties	14.93%	148	97.05%	98.97%	17
<b>Family Properties</b>					
ABLA	2.47%	120	93.68%	95.32%	82
Altgeld/Murray	0.06%	295	97.02%	99.83%	79
Bridgeport	0.00%	185	93.98%	100.00%	4
Cabrini - 1230 N. Burling	7.56%	165	81.18%	100.00%	5
Cabrini Ext.	2.32%	288	96.00%	100.00%	2
Cabrini Green	9.45%	498	93.76%	99.01%	15
Cabrini Rowhouse	12.95%	108	94.90%	98.04%	31
Dearborn Homes	0.17%	310	91.79%	99.37%	65
Hilliard Family	0.00%	545	93.85%	100.00%	12
Horner	1.77%	34	94.37%	100.00%	15
Ickes	0.00%	285	87.72%	99.32%	71
Ida B. Wells	5.10%	270	93.79%	100.00%	19
Lake Parc Place	12.98%	173	95.61%	100.00%	4
Langston	45.45%	5	32.32%	-	-
Lathrop Homes	0.15%	131	95.23%	100.00%	66
Lawndale	0.93%	91	89.90%	88.46%	17
LeClaire Courts Ext.	0.72%	381	90.68%	98.85%	28
Lowden	0.00%	141	91.16%	93.33%	79
Madden Park	0.00%	173	92.17%	92.68%	32
Mohawk North	6.25%	-	83.74%	-	-
North Town Village	100.00%	-	-	-	-
Randolph Towers	33.99%	656	93.56%	100.00%	14
Rockwell Gardens	5.26%	209	85.37%	99.71%	41
SS North Central	0.10%	224	93.42%	96.86%	38
SS North East	0.00%	107	97.47%	94.41%	20
SS South East	2.92%	142	92.26%	100.00%	18
SS South West	0.77%	170	94.87%	97.50%	5
SS West	0.00%	296	93.74%	100.00%	26

**APPENDIX VII**  
**Chicago Housing Authority**  
**Major Property Management**  
**Performance Indicators**  
**October 2000**

	<b>Vacancy Rate</b> Percent Vacant	<b>Turnaround Rate</b> Actual Days	<b>Rent Collected</b> Percent Collected	<b>Emergency Work Order</b> Percent Compl.	<b>Non-Emergency Work Order</b> Days Compl.
<b>Family Properties, cont.</b>					
Stateway	3.23%	488	92.59%	96.05%	35
Taylor	1.79%	294	90.99%	98.96%	73
Trumbull	0.00%	315	94.24%	95.65%	44
Washington Park	0.35%	139	94.75%	94.96%	59
Wells - Ext. Private	12.16%	230	89.79%	95.59%	14
Wells - King Drive	8.53%	423	98.78%	100.00%	16
Wentworth Gardens	0.00%	252	98.72%	100.00%	55
<b>Senior Properties</b>					
1039 W. Hollywood Ave.	16.10%	94	99.65%	100.00%	16
116 W. Elm	23.05%	227	98.50%	100.00%	26
1447 S. Ashland Ave.	9.65%	114	100.08%	100.00%	2
150 S. Campbell	22.97%	235	98.88%	100.00%	11
1611 S. Racine Ave.	19.05%	309	93.82%	100.00%	27
1633 W. Madison St.	18.44%	118	98.29%	100.00%	-
1750 W. Peterson Ave.	5.68%	42	99.25%	100.00%	-
1845 N. Larrabee St.	17.50%	315	96.08%	100.00%	5
1930 W. Loyola Ave.	3.37%	298	98.30%	100.00%	-
2111 N. Halsted St.	8.21%	98	98.15%	100.00%	26
2140 N. Clark St.	14.14%	104	95.82%	100.00%	23
3030 W. 21st Pl.	24.28%	175	95.85%	100.00%	27
344 W. 28th Pl.	6.25%	116	98.61%	100.00%	10
3700 W. Congress Pky.	15.86%	189	93.98%	100.00%	26
3916 W. Washington Ave.	17.16%	131	96.51%	100.00%	11
4030 S. Lake Park Ave.	17.88%	150	93.01%	100.00%	25
4227 S. Oakenwald Ave.	14.17%	117	98.12%	100.00%	-
4250 S. Princeton Ave.	16.22%	23	96.04%	96.08%	12
440 N. Drake Ave.	24.58%	10	98.34%	100.00%	37
4645 N. Sheridan Rd.	16.09%	229	95.41%	100.00%	21
4930 S. Langley Ave.	12.57%	140	95.14%	100.00%	-
4945 N. Sheridan Rd.	12.18%	54	96.15%	100.00%	-

**APPENDIX VII**

**Chicago Housing Authority  
Major Property Management  
Performance Indicators  
October 2000**

	<b>Vacancy Rate</b>	<b>Turnaround Rate</b>	<b>Rent Collected</b>	<b>Emergency Work Order</b>	<b>Non-Emergency Work Order</b>
	Percent Vacant	Actual Days	Percent Collected	Percent Compl.	Days Compl.
<b>Senior Properties, cont.</b>					
4949 S. Cottage Grove	13.19%	107	98.50%	100.00%	22
501 W. Surf St.	9.88%	92	97.79%	100.00%	15
5040 N. Kenmore Ave.	12.61%	123	99.48%	100.00%	2
5670 W. Lake St.	11.33%	27	97.32%	100.00%	30
5821 N. Broadway St.	6.70%	97	97.84%	100.00%	3
6360 S. Minerva Ave.	14.29%	99	98.80%	83.33%	10
6400 N. Sheridan Rd.	4.24%	63	99.51%	100.00%	5
6401 S. Yale Ave.	14.55%	135	98.96%	100.00%	13
655 W. 65th St.	21.25%	-	95.39%	89.47%	32
661 E. 69th St.	9.02%	135	97.01%	100.00%	-
855 W. Aldine Ave.	11.92%	152	98.55%	100.00%	22
9141-77 S. South Chicago	17.42%	84	97.52%	100.00%	7
Armour Sq	10.13%	247	96.68%	100.00%	8
Bridgeport	21.43%	-	99.21%	-	-
Clark & Irving Apts.	7.76%	130	98.43%	100.00%	44
Eckhart	17.10%	262	95.88%	100.00%	14
Flannery - 1507 N. Clybourn Ave.	100.00%	-	-	-	14
Flannery - 1531 N. Clybourn Ave.	13.82%	44	94.55%	100.00%	-
Hilliard Senior	17.71%	184	96.39%	100.00%	7
Judge Slater Apts. Annex	24.07%	167	94.03%	100.00%	93
Judge Slater Apts. Apts.	21.21%	420	94.51%	97.37%	-
Lincoln & Sheffield	14.10%	91	95.54%	100.00%	-
Lincoln Perry Apts.	10.15%	125	95.58%	98.31%	22
Washington Park	0.00%	191	94.81%	95.45%	56
Wicker Park	13.06%	238	96.99%	94.44%	14

# APPENDIX VIII:

## Chicago Housing Authority Demographic Information September 2000

### BEDROOM SIZE DEMOGRAPHICS

	Total Units	0 Bed	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed	7 Bed	8 Bed
<b>Public Housing</b>										
Senior	9,977	1,292	8,589	85	9	2	0	0	0	0
Family	29,719	251	4,470	11,256	10,772	2,684	282	4	0	0
Sub-total	39,696	1,543	13,059	11,341	10,781	2,686	282	4	0	0
<b>Section 8</b>										
Senior	4,222	240	1,950	1,268	584	141	31	8	0	0
Family	22,650	1,087	3,088	7,509	8,309	2,080	475	93	4	5
Sub-total	26,872	1,327	5,038	8,777	8,893	2,221	506	101	4	5
<b>Total</b>	<b>66,568</b>	<b>2,870</b>	<b>18,097</b>	<b>20,118</b>	<b>19,674</b>	<b>4,907</b>	<b>788</b>	<b>105</b>	<b>4</b>	<b>5</b>

### INCOME PROFILE

	Total	<30% of AMI	30% -50% of AMI	50% -80% of AMI	>80% of AMI
<b>Public Housing</b>					
Senior	7,889	7,637	214	32	6
Family	16,439	14,941	1,086	360	52
Sub-total	24,328	22,578	1,300	392	58
<b>Section 8</b>					
Senior	4,222	3,840	364	18	0
Family	22,650	19,908	2,537	196	9
Sub-total	26,872	23,748	2,901	214	9
<b>Total</b>	<b>51,200</b>	<b>46,326</b>	<b>4,201</b>	<b>606</b>	<b>67</b>

### HEAD OF HOUSEHOLD RACE

	Total	White	Black	Other	Hispanic*
<b>Public Housing</b>					
Senior	7,889	2,148	5,180	561	430
Family	16,439	1,021	15,244	174	889
Sub-total	24,328	3,169	20,424	735	1,319
<b>Section 8</b>					
Senior	4,222	976	3,185	61	496
Family	22,650	2,832	19,750	68	2,451
Sub-total	26,872	3,808	22,935	129	2,947
<b>Total</b>	<b>51,200</b>	<b>6,977</b>	<b>43,359</b>	<b>864</b>	<b>4,266</b>

\* Hispanic is included as an ethnic code and may be included in several race categories.

# Chicago Housing Authority Demographic Information

September 2000

## WAITLIST BEDROOM PROFILE

	Total Units	0 Bed	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed	7 Bed	8 Bed
<b>Public Housing</b>										
Senior	271	27	244	0	0	0	0	0	0	0
Family	29,124	19	7,258	10,054	8,513	2,954	294	32	0	0
Sub-total	29,395	46	7,502	10,054	8,513	2,954	294	32	0	0
<b>Section 8*</b>										
Senior										
Family										
Sub-total										
<b>Total</b>	29,395	46	7,502	10,054	8,513	2,954	294	32	0	0

\* Not available

## WAITLIST INCOME PROFILE

	Total	<30% of AMI	30%-50% of AMI	50%-80% of AMI	>80% of AMI
<b>Public Housing</b>					
Senior	271	265	5	1	0
Family	29,124	27,207	1,659	222	36
Sub-total	29,395	27,472	1,664	223	36
<b>Section 8*</b>					
Senior					
Family					
Sub-total					
<b>Total</b>	29,395	27,472	1,664	223	36

\* Not available

## WAITLIST HEAD OF HOUSEHOLD RACE

	Total	White	Black	Am Indian**	Asian***	Other	Hispanic*	Unknown
<b>Public Housing</b>								
Senior	271	46	212	0	4	9	42	0
Family	29,124	8,482	19,595	36	373	638	8,823	0
Sub-total	29,395	8,528	19,807	36	377	647	8,865	0
<b>Section 8**</b>								
Senior								
Family								
Sub-total	29,163	1,492	26,510			219	982	942
<b>Total</b>	58,558	10,020	46,317	36	377	866	9,847	942

\* Hispanic is included as an ethnic code and may be included in several race categories.

\*\* Detail not available

\*\*\* Captured under Other

# APPENDIX IX:

## Section 8 Leasing Information

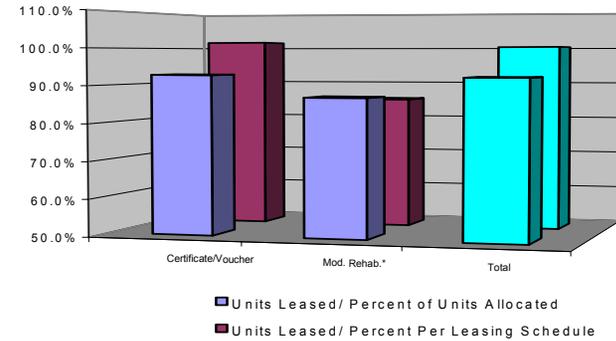
September 2000

Contract Goal: Maintain a lease-up rate for Certificates and Vouchers of no less than 95%. Conduct lease-up activities in accordance with the approved leasing schedules.

### A. Leasing Rates

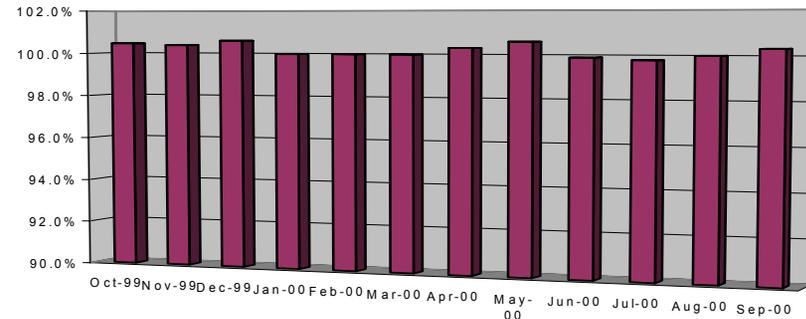
Program	Units Allocated	Goals Per Leasing Schedule	Units Leased	Units Leased/ Percent of Units Allocated	Units Leased/ Percent Per Leasing Schedule
Certificate/Voucher	27,359	24,993	25,382	92.8%	101.6%
Mod. Rehab.*	2,069	2,102	1,799	87.0%	85.6%
Total	29,428	27,095	27,181	92.4%	100.3%

\*For Mod. Rehab., units allocated reflects units under HAP only.



### B. Leasing Rates - Year-at-a-Glance

Leasing Rates - Year-at-a-Glance (Percent per Leasing Schedule)			
Month	Certificates & Vouchers	Mod. Rehab.	Total
Oct-99	100.5%	99.4%	100.5%
Nov-99	100.5%	99.3%	100.4%
Dec-99	100.7%	99.4%	100.6%
Jan-00	101.3%	98.5%	100.0%
Feb-00	101.5%	97.8%	100.0%
Mar-00	101.7%	97.8%	100.0%
Apr-00	100.4%	98.8%	100.3%
May-00	100.7%	99.0%	100.6%
Jun-00	100.0%	97.9%	99.9%
Jul-00	100.3%	94.0%	99.8%
Aug-00	101.1%	87.3%	100.0%
Sep-00	101.6%	85.6%	100.3%



Total Leasing Rates - Year-at-a-Glance

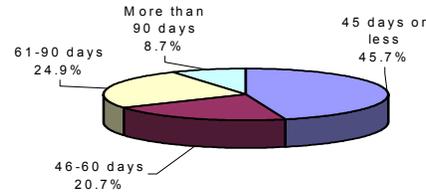
**B. Processing Time Frames - Leased Units (C/V) for Period 3/1/00 to 9/30/00**

Number of days between key processing steps for families who leased units and were entered on the HAP register during the reporting period.

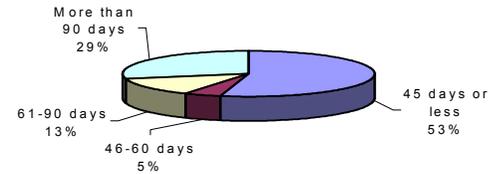
**B1. Interview to Issuance**

	Regular Waiting List	Latinos United	Relocation	Total
45 days or less	275	283	103	661
46-60 days	152	138	9	299
61-90 days	98	238	25	361
More than 90 days	8	63	55	126

**All Households by Percent**



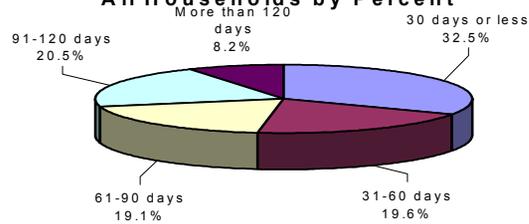
**Relocation**



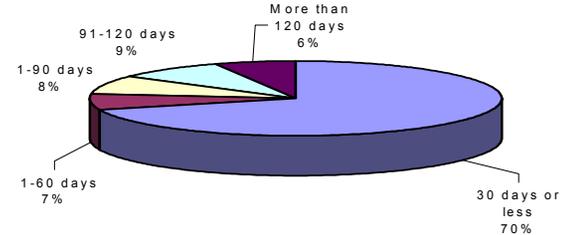
**B2. Issuance to RFLA**

	Regular Waiting List	Latinos United	Relocation	Total
30 days or less	168	226	154	548
31-60 days	145	171	15	331
61-90 days	136	168	18	322
91-120 days	111	215	19	345
More than 120 days	25	100	14	139

**All Households by Percent**



**Relocation**



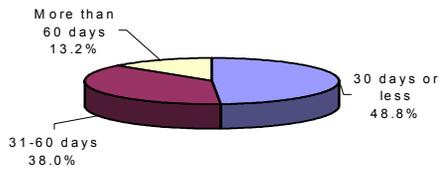
**B. Processing Time Frames - Leased Units (C/V) for Period 3/1/00 to 9/30/00**

Number of days between key processing steps for families who leased units and were entered on the HAP register during the reporting period.

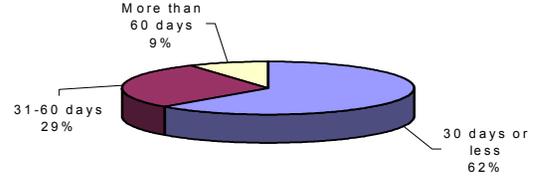
**B3. RFLA to Lease Effective Date**

	Regular Waiting List	Latinos United	Relocation	Total
30 days or less	253	291	120	664
31-60 days	217	245	55	517
More than 60 days	58	105	17	180

**All Households by Percent**



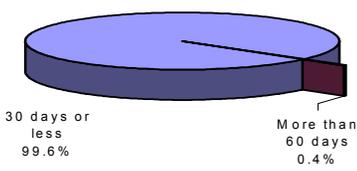
**Relocation**



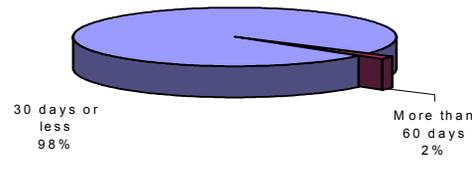
**B4. Contract Execution Date to Entry into HAP Register**

	Regular Waiting List	Latinos United	Relocation	Total
30 days or less	513	620	186	1,319
More than 60 days	0	2	3	5

**All Households by Percent**



**Relocation**



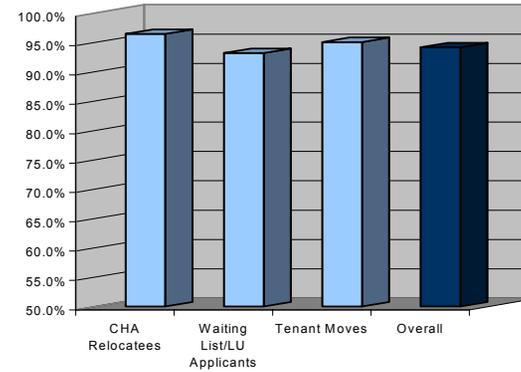
**C. Success Rates - Percent of Applicants Issued from 3/1/00 to 9/30/00 who Successfully Leased a Unit**

Note: Success Rates are calculated by dividing the number leased during the specified period by the number leased plus the number expired. The number issued as shown below includes a certificates and vouchers issued during the period, regardless of whether of not leasing occurred.

**C1. Success Rates by Type of Move**

Type of Move	Number Issued	Number Leased	Expired	Success Rate
CHA Relocatees	284	161	6	96.4%
Waiting List/LU Applicants	3,640	1,478	109	93.1%
Tenant Moves	4,080	1,278	67	95.0%
Overall	8,004	2,917	182	94.1%

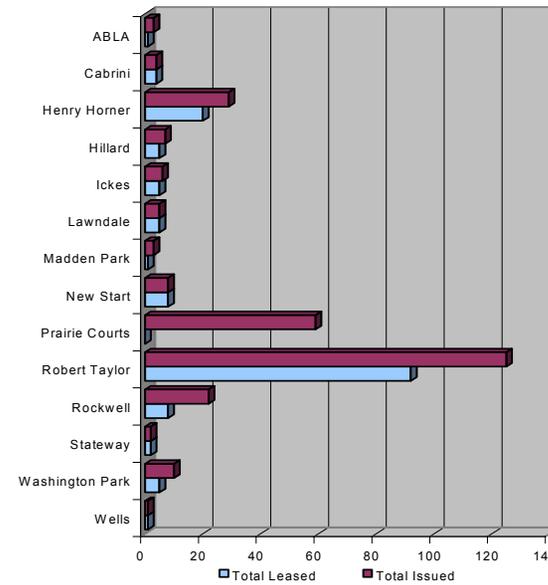
**C1. Success Rates by Type of Move**



**C2. Relocation Activity By Development**

Development	Total Issued	Total Units Leased
ABLA	3	1
Cabrini	4	4
Henry Horner	29	20
Hillard	7	5
Ickes	6	5
Lawndale	5	5
Madden Park	3	1
New Start	8	8
Prairie Courts	59	0
Robert Taylor	125	92
Rockwell	22	8
Stateway	2	2
Washington Park	10	5
Wells	1	1
<b>Total</b>	<b>284</b>	<b>157</b>

**C2. Total Issued and Total Units Leased**



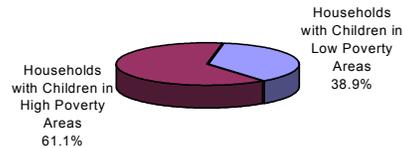
**A. Number of Households with Children in Low Poverty Areas**

	Quarter Ending			
	3/31/00	6/30/00	9/30/00	#####
All Households with Children				
Total Households with Children	15,070	16,126	16,108	
Total Households with Children in Low Poverty Areas	5,719	5,928	6,263	
Percentage	37.9%	36.8%	38.9%	

**B. Mobility Counseling Program: Goals vs. Actual**

Activity	Monthly Goals	Monthly Actual	Cumulative Goals (YTD)	Cumulative Actual (YTD)	Cumulative Percentage
Briefed	380	465	3,420	3,107	90.8%
Enrolled	156	153	1,404	1,622	115.5%
Leased	91	112	819	751	91.7%
Leased in Low Poverty Areas	50	74	450	540	120.0%
Moves from High Poverty Areas	33	36	297	274	92.3%

**All Households**  
Number of Households with Children Living in Low Poverty Areas



**C. Monthly Leasing Detail**

Total Septem	112
Cumulative T	751

Moves to Low Poverty Areas	# of Households	Monthly Percentage	Cumulative Total (YTD)	Cumulative Percentage
From Low Pov	38	33.9%	266	35.4%
From High Po	36	32.1%	274	36.5%
Totals	74	66.1%	540	71.9%

Moves to High Poverty Areas	# of Households	Monthly Percentage	Cumulative Total (YTD)	Cumulative Percentage
From Low Pov	8	7.1%	57	7.6%
From High Po	30	26.8%	154	20.5%
Totals	38	33.9%	211	28.1%

## **APPENDIX X: Public Housing Drug Elimination Program (PHDEP) Plan**

In September of 2000, the Agency submitted its 2001 PHDEP application in the amount of \$8,893,000. With the MTW Annual Plan submission, the Agency is reprogramming all the prior year funds and its 2001 funds, a total of \$12,993,000, to protective services. Many of the activities that were planned in the original submissions are still being continued, but are paid for by funds from the operating budget.

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**APPENDIX XI:  
Amended Admissions & Occupancy Policy**

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**APPENDIX XII:  
Procurement Policy**

## APPENDIX XIII:

**CHICAGO HOUSING AUTHORITY  
ALL FUNDS BUDGET  
FY2001**

<b>SOURCES</b>	<b>FY2000 Revised Budget</b>	<b>FY2001 Proposed Budget</b>
Rental Income/Public Housing	\$39,000,000	\$35,500,000
Rental Income/City State	1,257,000	1,250,000
Non-dwelling Rentals/Public Housing	227,000	29,000
Non-dwelling Rentals/City State	4,000	12,000
Other Income	145,000	410,000
Reserves	10,599,000	0
Investment Income	947,000	1,072,000
<b>Total Receipts</b>	<b>52,179,000</b>	<b>38,273,000</b>
Drug Elimination FY1998	2,355,000	0
Drug Elimination FY1999	8,444,000	4,100,000
Drug Elimination FY2000	0	8,924,000
City-State Subsidies	6,886,000	6,666,000
City-State Grant- DCCA	7,500,000	8,000,000
Other Grants- non-capital	14,333,000	9,174,000
Other Grants- capital	0	23,000,000
Federal Operating Subsidies	178,637,000	170,136,000
Hope VI Carryover	14,300,000	64,267,000
Capital Grant Carryover	10,675,000	91,227,000
Capital Grant Fund	146,241,000	139,000,000
<b>Sub-total Grants and Subsidies</b>	<b>389,371,000</b>	<b>524,494,000</b>
Section 8 Grant	211,973,000	232,166,000
<b>Total Sources</b>	<b>\$653,523,000</b>	<b>\$794,933,000</b>

**CHICAGO HOUSING AUTHORITY  
ALL FUNDS BUDGET  
FY2001**

**USES**

Overhead	\$50,404,000	\$35,197,000
Utilities	42,599,000	41,117,000
Operations/Private Management	125,600,000	134,038,000
Resident Programs	42,695,000	40,502,000
Protective Services	<u>15,011,000</u>	<u>12,252,000</u>
<b>Total Operating Expenses</b>	<b>276,309,000</b>	<b>263,106,000</b>
Contract Management Fees	16,771,000	18,333,000
Contract Monitoring	2,017,000	1,618,000
Relocation & Mobility Counseling	2,500,000	8,684,000
Housing Assistance Payments	<u>191,313,000</u>	<u>203,531,000</u>
<b>Total Section 8 Housing</b>	<b>212,601,000</b>	<b>232,166,000</b>
Technical Staff	9,805,000	7,481,000
Architectural & Engineering Fees	16,513,000	11,835,000
Building Improvements	128,745,000	266,424,000
Contingency	<u>7,845,000</u>	<u>8,040,000</u>
<b>Total Capital</b>	<b>162,908,000</b>	<b>293,780,000</b>
<b>Total Uses</b>	<b>\$651,818,000</b>	<b>\$789,052,000</b>
<b>Surplus/-Deficit</b>	<b>\$1,705,000</b>	<b>\$5,881,000</b>
<b>Beginning Operating Reserve</b>	<b>\$35,192,000</b>	<b>\$26,298,000</b>
<b>Ending Operating Reserve</b>	<b>\$26,298,000</b>	<b>\$32,179,000</b>

APPENDIX XIV  
 CHICAGO HOUSING AUTHORITY  
 FY2001 CAPITAL PROGRAM  
 ESTIMATED CAPITAL EXPENDITURES FOR FY2001 (By Agency Plan Category & Development)

	HOPE VI Revitalization	Capital Fund	Other Agency (see notes)	City - State Fund	HOPE VI Demolition	TOTALS	
<b>CATEGORY 1</b>	Horner Phase II	1,125,000			1,170,000	2,295,000	
	Cabrini (on and off-site)	1,125,000		6,000,000	2,620,000	9,745,000	
	ABLA	4,500,000			3,653,000	8,153,000	
	Madden Park/Wells	15,000,000		8,000,000	3,235,000	26,235,000	
	Washington Park (low-rise)		1,400,000		1,725,000	3,125,000	
	Taylor B	3,200,000				3,200,000	
	Hilliard		19,000,000			19,000,000	
	Lakefront on-site			9,000,000		9,000,000	
<b>Sub-Totals</b>	<b>24,950,000</b>	<b>20,400,000</b>	<b>23,000,000</b>	<b>-</b>	<b>12,403,000</b>	<b>80,753,000</b>	
<b>CATEGORY 2</b>	<b>SENIOR PROPERTIES</b>	<b>-</b>	<b>143,660,000</b>	<b>-</b>	<b>-</b>	<b>143,660,000</b>	
<b>CATEGORY 3</b>	<b>SCATTERED SITES</b>	<b>-</b>	<b>8,640,000</b>	<b>-</b>	<b>-</b>	<b>8,640,000</b>	
<b>CATEGORY 4</b>	Lawndale Complex		500,000		935,000	1,435,000	
	Lathrop Homes		250,000			250,000	
	LeClaire Courts		250,000			250,000	
	Cabrini Ext. Lincoln						
	Lake Parc Place						
	Wash. Park Lowrise						
	Lawndale Gardens						
	Bridgeport Homes		3,721,600			3,721,600	
Wentworth Homes		3,721,700			3,721,700		
Lowden Homes		3,721,700			3,721,700		
<b>Sub-Totals</b>	<b>-</b>	<b>12,165,000</b>	<b>-</b>	<b>-</b>	<b>935,000</b>	<b>13,100,000</b>	
<b>CATEGORY 5</b>	Trumbull		2,250,000			2,250,000	
	Rockwell		1,615,000		3,149,000	4,764,000	
	Robert Taylor A/B		1,615,000		3,575,000	5,190,000	
	Stateway		1,615,000		3,450,000	5,065,000	
	Washington Park (High-Rise)				2,078,000	2,078,000	
<b>Sub-Totals</b>	<b>-</b>	<b>7,095,000</b>	<b>-</b>	<b>-</b>	<b>12,252,000</b>	<b>19,347,000</b>	
<b>TOTALS: CAT 1 - 5</b>		<b>24,950,000</b>	<b>191,960,000</b>	<b>23,000,000</b>	<b>-</b>	<b>25,590,000</b>	<b>265,500,000</b>
<b>CITY - STATE PROPERTIES</b>	Lathrop Elderly			850,498		850,498	
	Harrison Courts			2,561,244		2,561,244	
	Loomis Courts			2,933,480		2,933,480	
	City-State Wide			1,654,778		1,654,778	
<b>Sub-Totals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,000,000</b>	<b>-</b>	<b>8,000,000</b>	
<b>CHA WIDE</b>		<b>-</b>	<b>12,800,000</b>	<b>-</b>	<b>-</b>	<b>12,800,000</b>	
<b>ADMINISTRATION</b>		<b>-</b>	<b>7,480,000</b>	<b>-</b>	<b>-</b>	<b>7,480,000</b>	
<b>GRAND TOTALS</b>		<b>24,950,000</b>	<b>212,240,000</b>	<b>23,000,000</b>	<b>8,000,000</b>	<b>25,590,000</b>	<b>293,780,000</b>

Notes: Non-MTW Fund Grants

## APPENDIX XV: MTW Funding Submission Forms

The grid below lists the required funding forms that participating block grant agencies must submit with their annual plans. These forms are attached, unless otherwise noted.

Form	Included	Comment
<b>Operating Subsidies</b>		
1. MTW PFS Worksheet (HUD-52723, modified)	Yes	
2. Calculation of Allowable Utilities Expense Level (HUD-52722A)	No	CHA's MTW agreement "freezes" utility costs. No form needed.
3. Direct Disbursement Payment Schedule Data (HUD-52721)	Yes	
<b>Capital Fund</b>		
1. Annual Statement (HUD-52837)	Yes	
<b>Section 8</b>		
1. Estimate of Total Required Annual Contributions (HUD-52673)	No	HUD has not provided the CHA with a list of the "eligible" MTW Section 8 units necessary to complete this form. Consequently, the amounts shown in Table 13 (Sources and Uses – FY 2001) are based on current allocations plus the award of 4,553 replacement housing vouchers.
2. Requisition for Partial Payment of Annual Contributions (HUD-52663)	No	Ditto.

## FY2001 MTW OPERATING SUBSIDY SCHEDULE

**2001**

**FY2001 Operating Subsidy Calculation**

2000 MTW AEL \$450.43 x 363,484		\$ 163,724,098
FY2000 new units in CHA Inventory (50 units x 463.54 x 12)		278,124.00
Increase 2000 MTW AEL by simplified delta ( 1/2 percent )		<u>818,620</u>
		164,820,843
Increase by local Inflation Factor ( 1.024 ) estimated		<u>1.024</u>
<b>2001 MTW AEL</b>		<b>168,776,543</b>
Calculated PUM for deprogrammed units (\$18,810,392 - \$12,482,687 - \$2,377,063 = \$3,950,642) / 363,484 = \$10.87		<u>3,950,642</u>
Sum of 2001 MTW AEL Plus costs attributed to deprogrammed units		<b>172,727,185</b>
Subtract unfunded portion due to congressional appropriation estimated at 1.5%		<u>(2,590,908)</u>
<b>FY2001 Operating Subsidy for fiscal year</b>		<b>\$ 170,136,277</b>

**Adjustments for demolition:**

x deprogrammed funding for FY2000 228.47

**FY2001**

units scheduled through 06/30/01 Wells Homes, Abbott Homes, Washington Park	831	4,986	
units scheduled thru 8/31/01 - Horner Homes	231	924	
units scheduled thru 9/30/01 - Taylor, Madden Park, Brooks Homes	1,170	3,510	
units scheduled thru 11/30/01 - Stateway Gardens	<u>690</u>	<u>690</u>	
<b>Total units scheduled for FY2001</b>	<b>2,922</b>	<b>10,110</b>	

x deprogrammed funding for FY2001 235.12

**FY2001 Projected loss in subsidy due to demolition** 2,377,063

**2,377,063**

Beginning Balance: Deprogrammed Units	6,861	18,810,392	
Less: FY2000 Units scheduled for demolition \$228.47	<u>(4,553)</u>	<u>(12,482,687)</u>	
<b>subtotal FY2000</b>	<b>2,308</b>	<b>6,327,705</b>	
Less: FY2001 Units scheduled for demolition	<u>(2,922)</u>	<u>(2,377,063)</u>	
<b>Subtotal: Deprogrammed Units FY2001</b>	<b>0</b>	<b>3,950,642</b>	
<b>Ending Balance: Deprogrammed Units FY2001</b>	<b>0</b>	<b>0</b>	

## FY2001 MTW OPERATING SUBSIDY SCHEDULE

	<b>2001</b>
<b>FY2001 Operating Subsidy Calculation</b>	
2000 MTW AEL \$450.43 x 363,484	\$ 163,724,098
FY2000 new units in CHA Inventory	<u>818,620</u>
Increase 2000 MTW AEL by simplified delta ( 1/2 percent )	164,542,719
Increase by local Inflation Factor ( 1.024 ) estimated	<u>1,024</u>
<b>2001 MTW AEL</b>	<b>168,491,744</b>
Calculated PUM for deprogrammed units (\$17,633,543 - \$3,881,156 = \$13,752,387 / 363,484 = \$37.83)	<u>13,752,387</u>
Sum of 2001 MTW AEL Plus costs attributed to deprogrammed units	<b>182,244,131</b>
Subtract unfunded portion due to congressional appropriation estimated at 4%	<u>(7,289,765)</u>
<b>FY2001 Operating Subsidy for fiscal year</b>	<b>\$ 174,954,366</b>

**Adjustments for demolition:**

**Adjustment of Actual units demolished vs. Budgeted FY2000**

Additional units scheduled for demolition thru 11/30/00	2,329	2,329	
x deprogrammed funding for FY2000		228.47	<b>532,107</b>

**EY2001**

units scheduled thru 6/30/01 - Brooks, Lawndale, Horner, Wash Pk, St	1,077	6,462	
units scheduled thru 8/31/01 - Horner	234	936	
units scheduled thru 9/30/01 - Carbrini, Madden Pk. , Rockwell, Taylor	1,560	4,680	
units scheduled thru 11/30/01 - Stateway	690	690	
Additional units scheduled through 06/30/01	<u>246</u>	<u>1,476</u>	
<b>Total units scheduled for FY2001</b>	<b>3,807</b>	<b>14,244</b>	

x deprogrammed funding for FY2001		235.12	
<b>FY2001 Projected loss in subsidy due to demolition</b>			<u><b>3,349,049</b></u>
			<b>3,881,156</b>

Beginning Balance: Deprogrammed Units	6,861	18,810,392	
Less: FY2000 Units scheduled for demolition	<u>(805)</u>	<u>(1,176,849)</u>	
<b>subtotal FY2000</b>	<b>6,056</b>	<b>17,633,543</b>	
	(2,249)		
Less: FY2001 Units scheduled for demolition	<u>(3,807)</u>	<u>(3,881,156)</u>	
<b>Subtotal: Deprogrammed Units FY2001</b>	<b>0</b>	<b>13,752,387</b>	
<b>Ending Balance: Deprogrammed Units FY2001</b>	<b>0</b>	<b>0</b>	

Comprehensive Grant Program (CGP) **Part I: Summary**

HA Name: <b>CHICAGO HOUSING AUTHORITY</b>	Comprehensive Grant Number:	FFY of Grant Approval: <b>2001</b>
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Original Annual Statement   
  Reserve for Disasters/Emergencies   
  Revised Annual Statement/Revision Number \_\_\_\_\_  
 Performance and Evaluation Report for Program Year Ending December 31, 2001   
  Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost (2)	
		Original	Revised (1)	Obligated	Expended
1	Total Non-CGP Funds				
2	1406 Operations ( May not exceed 10% of line 19)				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration	139,000,000			
17	1495.1 Relocation costs				
18	1498 Mod Used for Development				
19	1502 Contingency (may not exceed 8% of line 20)				
20	<b>Amount of Annual Grant (Sum of lines 2 - 19)</b>	139,000,000			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security				
24	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director <b>X</b>	Date	Signature of Public Housing Director <b>X</b>	Date
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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement. Previous edition is obsolete form HUD-52837 (9/98)  
 (2) To be completed for the Performance and Evaluation Report. ref Handbook 7485.3

**See: Direct Disbursement Payment Schedule Plan  
HUD Form 52721**