

MOVING TO WORK  
FY2007 ANNUAL REPORT



CHICAGO HOUSING AUTHORITY

## MESSAGE FROM THE CHAIRPERSON OF THE BOARD OF COMMISSIONERS



I am proud to present the FY2007 Annual Report, which details the accomplishments of the Chicago Housing Authority during the year. This document is an important tool used to measure the progress of the Plan for Transformation in its eighth year. Although the figures indicate the accomplishments of the CHA, I must emphasize that we did not achieve this alone. Rather our success under the Plan for Transformation is the direct result of contributions from many varied partners, each of whom are vital to the process.

Our sister public agencies such as the Chicago Department of Planning and Development coordinate community support and ensure that the rezoning and development processes are as smooth and quick as possible. The Chicago Department of Transportation helps to rebuild alleys, streets and sidewalks at the super-block sites where they have never existed. New streets have to be maintained and water lines have to be created too, and the Chicago Departments of Streets and Sanitation and Water Management make this infrastructure possible.

The Chicago Departments of Health, Human Services and Aging provide valuable services to residents living in CHA units. They are joined with great support and dedication from non-profit organizations, social service agencies and charitable foundations that have contributed extensively to the Plan. Under Opportunity Chicago, these important partners are key to ensuring that public housing residents and Housing Choice Voucher Program participants receive both the support and services they need to become integrated into the social, economic and cultural fabric of Chicago. Philanthropic collaborations create unique initiatives that ensure residents continue pathways to personal and economic growth.

The CHA also has a number of partners in Chicago's business community. Some invest in neighborhoods undergoing revitalization – stimulating economic development in overlooked communities and providing jobs and services to residents. Others hire public housing residents and HCV Program participants, and others contribute by sponsoring essential summer and after school programs that offer a wealth of extracurricular options to neighborhood youths.

Thanks to collaborators listed above, with the guidance of Mayor Richard M. Daley, the CHA continues to make great advancements toward the successful completion of the Plan for Transformation. We accomplished much in FY2007, and I am confident we will continue in the upcoming year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martin Nesbitt', written over a horizontal line.

Martin Nesbitt, Chairperson  
Chicago Housing Authority Board of Commissioners

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Strong partnerships, the ongoing development of strategic relationships, and a high degree of dedication has positioned the CHA to effectively move forward with the Plan for Transformation. As the newly approved CEO, I am pleased to report out on some of our most recent accomplishments. While I am very excited over these milestones, I am equally as excited about our future.

In FY2007, 880 public housing units were revitalized, increasing the plan-to-date unit delivery total to 16,172 units – 64.7% of the 25,000 unit delivery total. As a result of this progress, dilapidated public housing units are becoming increasingly scarce, and the growing number of mixed-income/mixed-finance developments are further integrating public housing residents into the fabric of our city. As important as these advancements have been, the amount of mortar poured and bricks stacked will not be the determining factor in the Plan's ultimate success. Although the Plan is visibly altering the physical landscape of our city's public housing, some of the most important accomplishments will be evident by the lives transformed.

As families are moved out of old public housing units, the ability to relocate residents is imperative. In FY2007, the CHA relocated 788 families to their permanent homes. When relocating residents, it is critical to ensure that the steps the CHA take as an organization are aligned with the needs of all residents. During the relocation process, communication is fundamental to ensuring that residents make informed decisions when choosing their temporary and permanent homes. With the ongoing relocation of residents to revitalized units, public housing throughout Chicago is becoming less of an island plagued by social isolation.

By investing in residents, in FY2007 the CHA continued its efforts to eradicate past stigma and break the cycle of poverty public housing residents find themselves in far too often. As evidenced by the 1,707 job placements to part- or full-time jobs, more than ever the CHA is stressing the importance of residents acquiring and building on the skills needed to attain and maintain self-sufficiency. In addition, collaborations with the City of Chicago and other external stakeholders have provided public housing residents with access to programs such as Opportunity Chicago and After School Matters. An age-old proverb suggests, "It takes a village to raise a child." By investing in youth programs and instilling the vision of self-sufficiency through education and job training, future generations will possess the skills necessary to navigate and overcome life's obstacles at an early age. By maintaining a viable social and supportive service network, opportunities for residents will be created. Given an opportunity, anything is possible and self-sufficiency becomes more a reality than ever before.

Building strong and diverse communities in which public housing is seamlessly integrated, is only feasible when residents better understand and are committed to strive for goals which before, seemed too distant. To make this possible, the CHA will focus on reaffirming faith in people, and providing the opportunities needed for success. With the necessary tools in place, transformation starts at

home and on a grass roots level. Successful implementation of the Plan will in no way happen by accident and, like anything worthwhile, it will take hard work and unwavering support from our many community partners. Through the steadfast leadership and vision of Mayor Richard M. Daley, CHA is contributing to the social and economic strength of our city like never before. In addition, the continued support from HUD, the City of Chicago Departments, external stakeholders, and most importantly our residents, has helped to make FY2007 a resounding success. As we transition into FY2008, there is still work to be done and lives to be transformed. By building upon the momentum established in FY2007, the CHA is closer than ever to fulfilling the ideals once envisioned by the Plan. I look forward to the ongoing partnering that will result in a better quality of life for the citizens of this great city.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Jordan', with a long horizontal flourish extending to the right.

Lewis A. Jordan, Chief Executive Officer  
Chicago Housing Authority

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## **COLLABORATIONS**

## INTRODUCTION

The CHA continues to reconstruct and transform the face of public housing in Chicago through implementation of the Plan for Transformation (Plan). The Moving to Work Demonstration Agreement and its Amendments (MTW Agreement), entered into by the CHA and the U.S. Department of Housing and Urban Development (HUD), work in conjunction with the Plan to provide low-income families with decent housing in a cost-effective manner. By the end of the Plan, the CHA will have delivered 25,000 public housing units. Since the beginning of the Plan, the CHA has delivered 16,172 public housing units, which is 64.7% percent of the target number. In order to achieve this end, the CHA managed the budget in a way that projected funding deficiencies to see how to develop and increase funding resources. Despite working with a limited budget, the CHA added to its public housing stock, which resulted in more units being leased in FY2007.

Each year, the CHA creates an Annual Plan, which outlines the CHA's goals and objectives for the upcoming fiscal year. The CHA submits an Annual Report to HUD, which examines and reviews the progress the CHA has made toward reaching the goals highlighted in the Annual Plan for the reporting year. In FY2007, the CHA set ambitious goals for building closures and demolition, site and community infrastructure improvements, and increases in public housing stock, in order to better the lives of public housing residents. The Annual Report summarizes which goals were met by stating the actual advancements made throughout the fiscal year and highlights which goals still need to be accomplished. Below is a list of the CHA's key accomplishments achieved during FY2007.

## HIGHLIGHTS OF THE FY2007 ANNUAL REPORT

### ***Chapter 1: Renewal of Chicago's Public Housing***

- Completed 880 revitalized public housing units for a Plan-to-date total of 16,172 units, 64.7% of the 25,000 unit goal.
- In addition to redeveloping or rehabilitating public housing units, 1,587 new units were under construction.
- Closed six real estate transactions for a Plan-to-date total of 52 closings.
- Delivered 212 redeveloped/rehabilitated as mixed-income/mixed-finance units.
- Rehabilitated 100 senior designated housing units and 568 family housing units.

## **Chapter 2: Enhancing Affordable Housing Opportunities**

- Provided 34,594 households with Housing Choice Vouchers (HCV) for use in the private market.
- 42 families purchased a home through the Choose to Own Home Ownership Program, of which 12 were relocating public housing families, bringing the grand total of homes purchased to 237 since the start of the Program.
- Ninety-two (92) individuals graduated from the HCV Family Self-Sufficiency Program.
- Launched a new feature on the HCV Program website in order to assist persons with disabilities locate accessible housing.

## **Chapter 3: Supporting Residents through Relocation**

- Hosted Relocation Fairs for public housing developments and new mixed-income/mixed-finance communities.
- Conducted home visits at 1,227 CHA households to determine the needs of the relocated residents and how to best address those needs.
- Closed 77 public housing buildings.
- Assisted 788 families with their moves to permanent homes.

## **Chapter 4: Achieving Economic and Social Self-Sufficiency**

- Coordinated in-home case management service for over 1,000 CHA senior residents across 15 senior designated housing properties.
- Collaborated with the Opportunity Chicago Program to provide cost-free education and job training to individuals interested in workforce preparedness.
- Assisted with 1,707 job placements for residents.
- Two-thousand four-hundred and ninety-three (2,493) CHA youth participated in the Chicago Park District's summer day camp program.
- Approximately 750,000 meals were served to public housing residents at 186 sites across Chicago through the Summer Food Program.

### **Chapter 5: Promoting Economic Opportunities**

- Attended Businesses Owned by People with Disabilities event, the American Construction Contractors Association annual award event, and the Women's Business Development Center conference to learn about partnerships with minorities, women, and disadvantaged business enterprises.
- Reached out to Section 3 employers to inform them of the benefits of hiring a CHA resident, who is a Section 3 applicant.
- Completed 150 job placements for CHA residents through the Section 3 Program.

### **Chapter 6: Operation of Chicago's Public Housing**

- Again in FY2007, the CHA partnered with third-party property management companies and resident management corporations to guarantee CHA assets were being managed efficiently.
- Continued quality control inspection of CHA properties to make sure they were properly being maintained.
- Communicated with public housing residents and the community at-large through avenues including, but not limited to: press releases, housing fairs, quarterly e-newsletters, and an enhanced CHA website.
- Continued implementation of the Senior Designated Housing Plan.
- Completed the FY2007 Admission and Continued Occupancy Policy, Lease, and Pet Policy.

### **Chapter 7: Advancing the Vision for Change**

- Leveraged \$1.73 million in external funding from governmental agencies, not-for-profit organizations, and private corporations for a Plan-to-date total of \$84.83 million.
- Moved from an implementation effort to monitoring the Enterprise Resource and Planning system (ERP), which merged department databases in to one all-encompassing database.
- Prepared for implementation of the new Project-Based Budgeting and Accounting (PBBA) reporting structure.
- The CHA collaborated with over 160 partners to provide residents and the CHA community as a whole with educational and employment opportunities, as well as a variety of beneficial social services.

## **CHAPTER 1: RENEWAL OF CHICAGO'S PUBLIC HOUSING**

During the eighth year of the Plan for Transformation (Plan), the Chicago Housing Authority (CHA) delivered 880 redeveloped or rehabilitated public housing units, which represented 96.78% of the FY2007 unit delivery goal. By December 31, 2007, the CHA delivered a cumulative total of 16,172 units, which is 64.7% of the 25,000 public housing units to be revitalized during the Plan. By year end, the CHA had successfully:

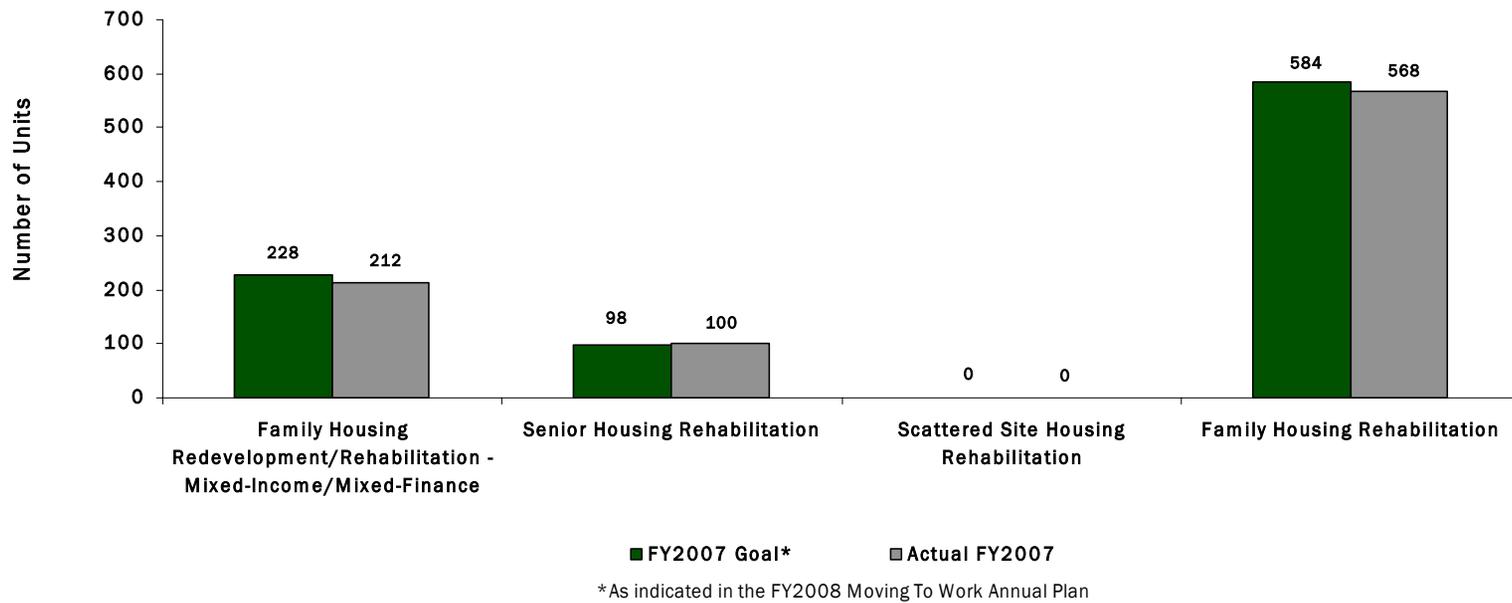
- Delivered 212 public housing units at nine mixed-income/mixed-finance communities;
- Broke ground at five mixed-income/mixed-finance communities: Lake Park Crescent Phase IA For-Sale, Legends South Phase C-2 Rental, Oakwood Shores Phase 2A Rental, Parkside of Old Town Phase IB Rental, and Roosevelt Square Phase II Rental;
- Closed six real estate transactions;
- Rehabilitated 568 units at traditional family public housing developments: Altgeld Gardens and Phillip Murray Homes, Bridgeport Homes, Dearborn Homes, Lawndale Gardens, Washington Park Low-Rises, and Wentworth Gardens; and
- Rehabilitated 100 public housing units at Flannery Apartments, a senior designated housing property.

The CHA's continued commitment to change the face of public housing in Chicago has had a tremendous impact on surrounding communities. This impact is demonstrated by the increase in neighborhood improvements, the support provided by community organizations in assisting residents on their path to self-sufficiency, and through the growth of private property developments within these burgeoning communities.

Throughout the year, circumstances affected the projected unit delivery schedule, including, but not limited to: increased ability to deliver additional units at a particular site; delays in real estate transaction closings; delays in delivery of materials; and site conditions. As a result, the CHA compared its FY2007 unit delivery progress to the most up-to-date FY2007 unit delivery goals, which were published in the FY2008 Moving to Work Annual Plan.

The chart below reflects the CHA’s progress toward accomplishing its FY2007 unit delivery goals. More details on unit delivery and construction activity are found on the subsequent pages in this chapter.

**FY2007 Unit Completion**



The CHA completed 96.7% of the units projected to be delivered in FY2007. \*Corresponding IL Numbers by Development are located in Appendix E: IL Number Translation Table.

Unit Completion Plan to Date											
Category	Development Name	Actual Units Delivered FY2000 & Before	Actual Units Delivered FY2001	Actual Units Delivered FY2002	Actual Units Delivered FY2003	Actual Units Delivered FY2004	Actual Units Delivered FY2005	Actual Units Delivered FY2006	FY2007 Unit Delivery Goal*	Actual Units Delivered FY2007	Actual Total Units Delivered through FY2007
<b>Family Housing Redevelopment/Rehabilitation - Mixed-Income/Mixed-Finance</b>											
<b>Family Housing Redevelopment - Mixed-Income/Mixed-Finance</b>											
1	ABLA Homes	329	-	-	-	-	117	8	-	-	454
1	Frances Cabrini Extension North	44	32	53	57	20	70	-	22	22	298
5B	Wm. Green Homes/1230 N. Burling	-	-	-	-	-	-	-	-	-	-
1	Frances Cabrini Extension South	-	-	-	-	-	-	-	22	-	-
1	Governor Henry Horner Homes	553	-	-	8	79	-	34	12	12	-
1	Lakefront Replacement Housing	90	16	-	15	62	16	15	2	2	216
4	Lathrop Homes	-	-	-	-	-	-	-	-	-	-
4	Lawdale Complex	-	-	-	-	-	-	-	-	-	-
4	LeClaire Courts Extension	-	-	-	-	-	-	-	-	-	-
5B	Rockwell Gardens	-	-	-	-	16	4	32	25	25	77
5B	Stateway Gardens	-	-	-	-	-	27	-	24	22	49
1 & 5B	Robert Taylor Homes	29	27	-	-	-	54	-	83	83	193
1	Madden Park/Ida B. Wells Homes and Extension/Clarence Darrow Homes	-	-	-	-	11	52	63	-	-	126
<b>Family Housing Rehabilitation - Mixed-Income/Mixed-Finance</b>											
1	Hilliard Towers Apartments	-	-	-	94	59	-	152	-	-	305
1 & 5B	Washington Park Homes	-	-	-	-	-	6	-	46	46	52
-	Fountainview	-	-	-	-	-	-	-	14	-	-
<b>TOTAL: Family Housing Redevelopment/Rehabilitation - Mixed-Income/Mixed-Finance</b>		<b>1,045</b>	<b>75</b>	<b>53</b>	<b>174</b>	<b>247</b>	<b>346</b>	<b>304</b>	<b>228</b>	<b>212</b>	<b>2,456</b>
<b>Senior Housing Rehabilitation</b>											
2	Phases I - IV	-	1,026	3,489	2,911	1,166	206	-	-	-	8,798
2	Phase V: Larrabee	-	-	-	-	-	-	-	-	-	-
2	Phase VI: Flannery	-	-	-	-	-	-	-	98	100	100
2	Phase VI: Britton Budd	-	-	-	-	-	-	-	-	-	-
2	Phase VII: Pomeroy, Kenmore	-	-	-	-	-	-	-	-	-	-
<b>TOTAL: Senior Housing Rehabilitation</b>		<b>0</b>	<b>1,026</b>	<b>3,489</b>	<b>2,911</b>	<b>1,166</b>	<b>206</b>	<b>0</b>	<b>98</b>	<b>100</b>	<b>8,898</b>
<b>Scattered Site Housing Rehabilitation</b>											
3	Scattered Sites North Central, Northeast, Southeast, Southwest, and West	-	688	1,063	654	77	36	7	-	-	2,525
4	Cabrini-Lincoln	-	18	-	-	-	-	-	-	-	18
<b>TOTAL: Scattered Site Housing Rehabilitation</b>		<b>0</b>	<b>706</b>	<b>1,063</b>	<b>654</b>	<b>77</b>	<b>36</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>2,543</b>
<b>Family Housing Rehabilitation</b>											
5A	Altgeld Gardens/Phillip Murray Homes	-	-	-	-	-	101	286	314	314	701
4	Bridgeport Homes	-	-	-	15	10	-	35	32	32	92
5A	Dearborn Homes	-	-	-	-	-	-	-	78	78	78
4	Frances Cabrini Rowhouses	-	-	-	-	-	-	-	-	-	-
5A	Harold Ickes Homes	-	-	-	-	-	-	-	-	-	-
4	Lake Parc Place	-	-	-	21	279	-	-	-	-	300
4	Lawdale Gardens	-	-	-	-	-	-	-	62	47	47
4	Lowden Homes	-	-	-	5	49	39	34	-	-	127
5A	Trumbull Park Homes	-	-	-	-	27	162	245	-	-	434
4	Washington Park Low-Rises	-	-	-	-	45	32	65	11	11	153
4	Wentworth Gardens	-	-	-	-	-	130	127	87	86	343
<b>TOTAL: Family Housing Rehabilitation</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>410</b>	<b>464</b>	<b>792</b>	<b>584</b>	<b>568</b>	<b>2,275</b>
<b>GRAND TOTALS</b>											
<b>TOTAL NUMBER OF PUBLIC HOUSING UNITS</b>		<b>1,045</b>	<b>1,807</b>	<b>4,605</b>	<b>3,780</b>	<b>1,900</b>	<b>1,052</b>	<b>1,103</b>	<b>910</b>	<b>880</b>	<b>16,172</b>
<b>CUMULATIVE TOTAL NUMBER OF PUBLIC HOUSING UNITS</b>		<b>1,045</b>	<b>2,852</b>	<b>7,457</b>	<b>11,237</b>	<b>19,137</b>	<b>14,189</b>	<b>15,292</b>	<b>16,202</b>	<b>16,172</b>	<b>16,172</b>
<b>PERCENTAGE OF 25,000</b>		<b>4.2%</b>	<b>11.4%</b>	<b>29.8%</b>	<b>44.9%</b>	<b>52.5%</b>	<b>56.8%</b>	<b>61.2%</b>	<b>64.8%</b>	<b>64.7%</b>	<b>64.7%</b>

\*As indicated in the FY2008 Moving To Work Annual Plan.

In FY2007, the CHA had 1,587 units under construction, which represented 109% of the unit goal projected to be under construction. Corresponding IL Numbers by Development are located in Appendix E: IL Number Translation Table.

FY2007 Public Housing Unit Construction Schedule			
Category	Development Name	FY2007 Units Under Construction Goal*	Actual Units Under Construction FY2007**
<b>Family Housing Redevelopment/Rehabilitation - Mixed-Income/Mixed-Finance</b>			
<b>Family Housing Rehabilitation - Mixed-Income/Mixed-Finance</b>			
1	ABLA Homes	128	120
1	Frances Cabrini Extension North	119	121
5B	Wm. Green Homes/1230 N. Burling	-	-
	Frances Cabrini Extension South	-	-
1	Governor Henry Horner Homes	70	70
1	Lakefront Replacement Housing	15	15
4	Lathrop Homes	-	-
4	Lawndale Complex	-	-
4	LeClaire Courts Extension	-	-
5B	Rockwell Gardens	25	25
5B	Stateway Gardens	100	100
1 & 5B	Robert Taylor Homes	135	135
1	Madden Park/Ida B. Wells Homes and Extension/Ciarence Darrow Homes	81	81
<b>Family Housing Rehabilitation - Mixed-Income/Mixed-Finance</b>			
1	Hilliard Towers Apartments	-	-
1 & 5B	Washington Park Homes	46	46
-	Fountainview	14	14
<b>TOTAL: Family Housing Redevelopment/Rehabilitation - Mixed-Income/Mixed-Finance</b>		<b>733</b>	<b>727</b>
<b>Senior Housing Rehabilitation</b>			
2	Phases I - IV	-	-
2	Phase V: Larrabee	-	86
2	Phase VI: Flannery	125	125
2	Phase VI: Britton Budd	-	-
2	Phase VII: Pomeroy, Kenmore	-	-
<b>TOTAL: Senior Housing Rehabilitation</b>		<b>125</b>	<b>211</b>
<b>Scattered Site Housing Rehabilitation</b>			
3	Scattered Sites North Central, Northeast, Southeast, Southwest, and West	-	-
4	Cabrini-Lincoln	-	-
<b>TOTAL: Scattered Site Housing Rehabilitation</b>		-	-
<b>Family Housing Rehabilitation</b>			
5A	Altgeld Gardens/Phillip Murray Homes	314	314
4	Bridgeport Homes	32	32
5A	Dearborn Homes	78	78
4	Frances Cabrini Rowhouses	-	-
5A	Harold Ickes Homes	-	-
4	Lake Parc Place	-	-
4	Lawndale Gardens	62	62
4	Lowden Homes	-	-
5A	Trumbull Park Homes	-	-
4	Washington Park Low-Rises	23	77
4	Wentworth Gardens	87	86
<b>TOTAL: Family Housing Rehabilitation</b>		<b>596</b>	<b>649</b>
<b>GRAND TOTALS</b>			
<b>TOTAL NUMBER OF PUBLIC HOUSING UNITS</b>		<b>1,454</b>	<b>1,587</b>

\*As indicated in the FY2008 Moving To Work Annual Plan.

\*\*Actual units under construction included all units where construction activity occurred during FY2007 and where unit delivery either occurred in FY2007 or thereafter.

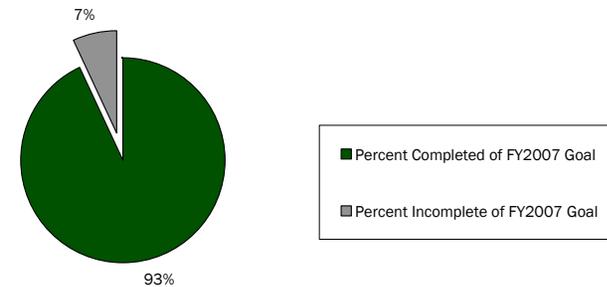
## **FAMILY HOUSING REDEVELOPMENT/REHABILITATION AS MIXED-INCOME/MIXED-FINANCE COMMUNITIES**

One of the main goals of the Plan is to deconcentrate poverty by creating mixed-income/mixed-finance communities through redevelopment and rehabilitation efforts. The creation of mixed-income/mixed-finance communities blends public housing rental units, market-rate homes, and affordable rental units and homes. In FY2007, the CHA made steady progress towards its unit delivery goal by completing the construction of 212 units in nine mixed-income/mixed-finance communities. As a result, the CHA reached 93% of the planned mixed-income/mixed-finance unit goal for FY2007, which is indicated in the FY2008 Moving to Work Annual Plan.

During FY2007, the CHA also closed six real estate transactions. These closings occurred at Lake Park Crescent Phase IA For-Sale, Legends South Phase C-2 Rental, Oakwood Shores Phase 2A Rental, Parkside of Old Town Phase IB Rental, River Village Pointe Condominiums, and Roosevelt Square Phase II Rental. A closing is a significant milestone, because once the real estate transaction is closed, the CHA may begin construction on the new mixed-income/mixed-finance community, or acquire units already constructed.

Each community that is a part of the Plan requires narrowly tailored redevelopment plans and timelines, which incorporate the specific needs of the community and its residents. Below is a general description of the interdependent steps that make up the redevelopment process. Each step described below may vary upon implementation depending on the specific condition of the development site.

FY2007 Family Housing Redevelopment/Rehabilitation as Mixed-Income/Mixed-Finance



### **Create a Working Group**

The purpose of the working group is to combine and implement both the ideas and goals of several stakeholders into the revitalization of Chicago's public housing. The working group is made up of public housing resident leaders, the developer, CHA staff, community partners, The Habitat Company, the City of Chicago, and the Gautreaux Plaintiff's Counsel.

### **Identify and Select a Master Developer and Create a Master Developer Agreement**

One of the main functions of the working group is to work with the CHA in procuring a master developer. Together, the working group and the CHA solicit master developers throughout the nation by advertising Requests for Proposals (RFP). After considering the competitive bids and selecting the master developer, the CHA enters into a Master Developer Agreement (MDA). The MDA describes the project, the responsibilities of the master developer, the responsibilities of the CHA, and the timeline for both unit construction and delivery. In order to finalize and enact the MDA, the CHA Board of Commissioners (Board), The Habitat Company, and HUD must approve the terms of each MDA.

### **Create the Redevelopment Plans for the Mixed-Income/Mixed-Finance Communities**

To create the redevelopment plan for any mixed-income/mixed-finance community, the master developer must contract with a master architect and/or an urban planner. The working group reviews their proposals and gives constructive input as to what aspects of the redevelopment plans will be feasible and what areas need improvement. The final redevelopment plans for the mixed-income/mixed-finance community: explain the proposed building and land use; include the number of units that will be categorized as public housing, affordable, and market-rate; identify which buildings will be designated for residential or commercial use; and layout where the common areas, parking lots, and landscaping will be located.

### **Submit the Rental Term Sheet and Mixed-Finance Proposal**

The CHA must submit to HUD for approval a Rental Term Sheet and Mixed-Finance Proposal for each phase of redevelopment. These documents detail: building types, funding sources, names of major partners, non-residential and/or mixed-uses, overall unit count, and any other significant features for each phase (i.e. a land exchange, commercial facilities, scattered site acquisition and/or development).

### **Secure Supplemental Financing**

In order to implement the redevelopment plans for the mixed-income/mixed-finance community, the CHA works with the master developer to secure additional financing in addition to the funds provided by HUD. This financing comes from a variety of public and private resources, which includes, but is not limited to: private mortgages, Tax Increment Financing (TIF), federal and state Low-Income Housing Tax Credits (LIHTC), tax-exempt bonds, and HOPE VI grants.

The CHA and the master developer employ numerous strategies to secure additional financing, such as seeking funding on a phase-by-phase basis, during each stage of redevelopment. The use of this strategy promotes expanded funding options, because the funding resources are able to see the progress being made and can visualize the potential profits of their investments.

### **Draft a Tenant Selection Plan and Lease**

The master developer and working group are in charge of creating the criteria for admissions, as well as the continued occupancy policies for the future residents of the mixed-income/mixed-finance community. The Tenant Selection Plan (TSP) and the Lease, both incorporate the site-specific occupancy policies and are established through the joint efforts of the master developer and the working group. In FY2007, the master developer and the working group continued to use the Minimum Tenant Selection Plan for Mixed-Income/Mixed-Finance Communities (MTSP) developed by the CHA as a guide for creating each site-specific TSP.

When the draft version of each TSP and Lease is finalized, the CHA hosts a public comment hearing and conducts a 30-day public comment period, wherein the public has the opportunity to express their thoughts and concerns about the draft policies. Subsequently, these policies

are submitted to the CHA Board for approval prior to implementation. The table below lists the mixed-income/mixed-finance communities for which the CHA completed the aforementioned public consultation process during FY2007.

FY2007 Tenant Selection Plans and Leases for Mixed-Income/Mixed-Finance Sites	
Mixed-Income/Mixed-Finance Community	Original CHA Site
825 N. Hudson	Frances Cabrini Extension North
Oakwood Shores Phase 2A	Madden Park Homes/Ida B. Wells Homes and Extension/Clarence Darrow Homes
Legends South Phase C-2	Robert Taylor Homes

### **Close and Demolish Building**

In order to begin the redevelopment process at a former CHA public housing development, all buildings on the site must be vacated and demolished. When a building is scheduled for closure, the CHA works with residents to both educate and inform them about their options for temporary and permanent housing. Throughout the Plan one of the main goals for the CHA is to create a comfortable and smooth transition for its residents, as they move from their current unit into temporary housing and then finally into a permanent home. CHA public housing buildings are neither closed nor demolished until all residents are notified of the building’s impending closure and then relocated by the CHA.<sup>1</sup> (Refer to Chapter 3: Supporting Residents through Relocation for a detailed explanation of the relocation process, as well as building closure and relocation activity conducted in FY2007.)

### **Improve Infrastructure**

One aspect of the mixed-income/mixed-finance community redevelopment plan is the need to update infrastructure for the site. These updates include, but are not limited to: updated utilities, revised street grids, new alleys, new or upgraded public facilities, landscaping, green space, upgrades to sewer and water lines, as well as new public facilities, such as parks, schools, and police and fire stations.

<sup>1</sup> Residents may choose to relocate to another public housing unit, the private market using a Housing Choice Voucher, or to unsubsidized housing, pursuant to the Relocation Rights Contract (RRC).

Throughout FY2007, the CHA and master developer worked cohesively with various City of Chicago Departments, sister agencies, and utility companies to accomplish the infrastructure improvement goals for each site under construction.

**Close the Real Estate Transaction**

Since the beginning of the Plan, the CHA has completed a grand total of 52 real estate transaction closings, six of which were completed in FY2007. Additionally, the CHA continued to prepare the necessary documents for the anticipated real estate transaction closings in FY2008. The real estate transaction closing is an important achievement toward the progress of the Plan, because it demonstrates to the public the following:

- HUD has approved the required legal documents, the TSP, and the Lease;
- The financial papers and planning documents have been fully executed; and
- There is adequate funding available for the applicable phase of redevelopment.

The table below shows the mixed-income/mixed-finance real estate transaction closings that occurred in FY2007. Corresponding IL Numbers by Development are located in Appendix E: IL Number Translation Table.

FY2007 Mixed-Income/Mixed-Finance Community Real Estate Transaction Closings		
Mixed-Income/Mixed-Finance Community	Original CHA Site	Month Real Estate Transaction Closed
Lake Park Crescent Phase IA For-Sale	Lakefront Replacement Housing	April
Legends South Phase C-2 Rental	Robert Taylor Homes	December
Oakwood Shores Phase 2A Rental	Madden Park Homes/Ida B. Wells Homes and Extension/Clarence Darrow Homes	December
Parkside of Old Town Phase IB Rental	Frances Cabrini Extension North	August
River Village Pointe Condominiums	Frances Cabrini Extension North	December
Roosevelt Square Phase II Rental	Grace Abbott Homes/Robert H. Brooks Homes and Extension/Loomis Courts/Jane Addams Homes	July

### **Commence Construction**

Construction may begin when the real estate transaction closing is finalized. Typically, construction on a phase within a new mixed-income/mixed-finance community takes approximately 18 to 24 months from the date of the real estate transaction closing up through the date of unit delivery. In FY2007, the CHA broke ground on five mixed-income/mixed-finance redevelopment phases, including: Lake Park Crescent Phase IA For-Sale, Legends South Phase C-2 Rental, Oakwood Shores Phase 2A Rental, Parkside of Old Town Phase IB Rental, and Roosevelt Square Phase II Rental. Throughout FY2007, 727 units were under construction at 14 mixed-income/mixed-finance communities.

### **Prepare for Leasing**

Part of the relocation process requires that prior to leasing, the CHA must inform its residents about both their relocation options and the process of relocating to a new unit. Upon unit completion, the CHA receives a Certificate of Occupancy, which allows residents to begin living within the new development. The CHA also conducts its own physical inspection and review of the unit(s) before the CHA deems the units delivered. (Refer to Chapter 6: Operation of Chicago's Public Housing for a detailed explanation of leasing activity that occurred in FY2007.)

FY2007 redevelopment and unit delivery activity for the properties listed below is contained on the following pages:

**Grace Abbott Homes/Robert H. Brooks Homes and Extension/Loomis Courts/Jane Addams Homes (ABLA)**

**Frances Cabrini Extension North**

**Governor Henry Horner Homes**

**Hilliard Towers Apartments**

**Lakefront Replacement Housing**

**Madden Park Homes/Ida B. Wells Homes and Extension/Clarence Darrow Homes**

**Robert Taylor Homes**

**Rockwell Gardens**

**Stateway Gardens**

**Washington Park Homes**

**Fountainview**

## **GRACE ABBOTT HOMES/ROBERT H. BROOKS HOMES AND EXTENSION/LOOMIS COURTS/JANE ADDAMS HOMES (ABLA)**

Street Boundaries: Cabrini/Blue Island/16<sup>th</sup>/Ashland

IL Numbers: IL002226, IL002216, IL002003, IL002017, IL002023



Roosevelt Square is just one of the mixed-income/mixed-finance communities replacing ABLA, and currently has six phases of new construction planned. Focused on creating an aesthetically pleasing community, the final touches on Phase I were completed in FY2006. The already completed Phase I, includes Phase I Rental housing, which encompasses three- and six-flats, courtyard style buildings, town houses, and mixed-use retail residential buildings. The Phase I For-Sale housing types vary slightly, and offer three- and six-flats, five-story condominium buildings, town houses, and mixed-use residential buildings.

The CHA is not alone in believing Roosevelt Square is a leading-edge development. In FY2007 the CHA was honored for Roosevelt Square with the Outstanding For-

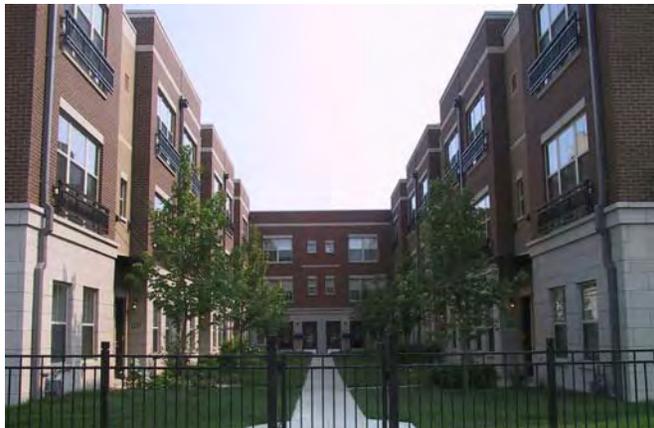
Profit Neighborhood Real Estate Project Award at the Chicago Neighborhood Development Award Ceremony. The award presented by the Local Initiatives Support Corporation, was in recognition of the CHA's ability to integrate Roosevelt Square into its surrounding community and converting once isolated properties, into a vibrant new neighborhood.

### **Roosevelt Square Phase II Rental and For-Sale**

In FY2007, significant progress was made at Roosevelt Square Phase II Rental, which included: securing financing, closing a real estate transaction, and starting construction. Roosevelt Square Phase II Rental consists of 185 rental units, comprised of 128 public housing units, 55 affordable units, and two market-rate units. Housing types include: six-flats, courtyard style buildings, town house two-flats, and a mixed-use commercial and residential building. In FY2007, there was a 5,000 square foot ground-floor retail space under construction. In

addition to the HOPE VI financing for this phase, the developer was awarded a \$1.5 million annual allocation of Low-Income Housing Tax Credits (LIHTC) from the Illinois Housing Development Authority (IHDA), as well as a \$1.5 million LIHTC allocation from the Chicago Department of Housing for Roosevelt Square Phase II Rental.

In FY2007, the CHA Board approved Phase II Rental development plans, loan agreement, and ground leases. All of the necessary legal documents were submitted to HUD for the approval needed for closings and construction to begin. As of December 31, 2007, the CHA had completed the real estate transaction closing for Roosevelt Square Phase II Rental. The CHA had also started demolition on the last high-rise building in Grace Abbott Homes, the heating plant on Taylor Street, as well as the remaining residential building in Jane Addams Homes.



Roosevelt Square continues to receive accolades for its successful integration into the surrounding community.

Also as part of Roosevelt Square Phase II, the City and private utility companies began construction of the new streets, alleys, water, sewer, gas, and electric infrastructure needed for the site. In addition, the developer began marketing and taking sales reservations on units in Roosevelt Square Phase II For-Sale, which is expected to start construction in FY2008. The Phase II For-Sale housing types include: six-flats, five-story condominium buildings, and town houses. The plans also include a 600 square foot ground-floor retail space.

## **FRANCES CABRINI EXTENSION NORTH**

Street Boundaries: Sedgewick/Larrabee/Division/Oak

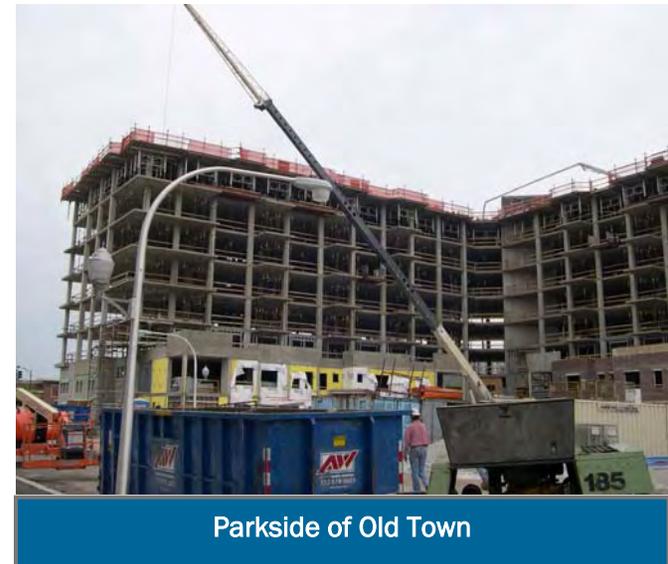
IL Numbers: IL002002, IL002230, IL002232, IL002219, IL002192, IL002221, IL002222, IL002215, IL002182, IL002238, IL00236

The redevelopment of Frances Cabrini Extension North will create 700 public housing units, which are to be located at both on and off-site locations. Since the inception of the Plan, the CHA has redeveloped 298 public housing units to replace Frances Cabrini Extension North. In FY2007 the CHA received 22 public housing units at Frances Cabrini Extension North, which includes new construction of ten public housing units at Parkside of Old Town and the acquisition of 12 public housing units at River Village Pointe.

### **Parkside of Old Town**

Two phases were under construction in FY2007. Parkside of Old Town Phase IA Condo is being constructed to include 280 units comprised of 72 public housing units, 14 affordable home ownership units, and 194 market-rate home ownership units. The real estate transaction closed in FY2006. The second phase, Parkside of Old Town Phase 1B Rental, currently under construction closed in August 2007 and will deliver 35 public housing units, 48 affordable units, and 28 market-rate units. Parkside of Old Town is one of the mixed-income/mixed-finance communities replacing Frances Cabrini Extension North.

In FY2007, construction for Parkside of Old Town Phase I Condo commenced with 72 units under construction throughout the year. The first ten (10) public housing units were delivered, during the year in addition to the utility infrastructure being put in place. The CHA also completed demolition at 1121 N. Larrabee in FY2007.



To increase the amount of affordable housing in the neighborhood, in FY2007, a Single-Room Occupancy (SRO) building, called Margot and Harold Schiff Residences (previously named Near North SRO), opened just north of Parkside of Old Town, which houses 96 single adults.

Forty-eight (48) of the 96 units are reserved for people with limited income, who have previously lived in public, subsidized, or temporary housing.



A rendering of River Village Pointe.

### **River Village Pointe**

There was a significant amount of activity at River Village Pointe during FY2007. The CHA purchased 12 of the 102 units at River Village Pointe to house Frances Cabrini Extension North families. Of the 90 home ownership units at River Village Pointe, 11 are affordable and 79 are for market-rate buyers.

### **825 North Hudson**

In FY2007, the CHA drafted the purchase agreement, TSP, and the Lease for 825 North Hudson, which is a single four-story mid-rise building. The developer also focused on construction of the 19 units at this development site in FY2007 in order

to have the units ready for delivery in FY2008. The CHA will purchase two of these units for Frances Cabrini Extension North families in FY2008. The purchase agreement for the two public housing units was under negotiation between the CHA and the developer in FY2007. In addition to the two public housing units, there will be one affordable unit, and 16 market-rate home ownership units.

## **GOVERNOR HENRY HORNER HOMES**

Street Boundaries: Lake/Washington/Hermitage/Oakley

IL Numbers: IL002019, IL002035, IL002027, IL002228, IL002220, IL002213, IL002197, IL002198, IL002199, IL002200, IL002201, IL002202, IL002203, IL002204, IL002195, IL002191, IL002188, IL002229

The former Governor Henry Horner Homes is in the process of being redeveloped and is now named Westhaven Park. The redevelopment at Westhaven Park has been broken down into two major phases, Phase I and Phase II. Governor Henry Horner Homes Phase II has several sub-phases and each sub-phase contains both rental and for-sale components. In FY2007, the CHA concentrated its redevelopment efforts on Westhaven Park Phase IIB, while initial planning began on Phase IIC. The CHA delivered 12 public housing units from Phase IIB Rental. This brings the total number of units delivered at Governor Henry Horner Homes replacement housing to 686, which represents 83.2% of the units committed to under the Plan.



### **Westhaven Park Phase IIB**

Westhaven Park Phase IIB is the third sub-phase of Phase II of the redevelopment of the former Governor Henry Horner Homes. Westhaven Park Phase IIB is subdivided into two components, which include for-sale and rental units. All of the units are located in three and four-story buildings, which range from five to nine units each. Westhaven Park Phase IIB For-Sale includes 16 affordable units and 68 market-rate units. Westhaven Park Phase IIB Rental had 70 units under construction in FY2007 and delivered the first 12 public housing units in late FY2007. Westhaven Park Phase IIB Rental will include 70 public housing units, 27 affordable units, and 30 market-rate units.

Residents in the last remaining mid-rise building from the old Governor Henry Horner Homes will occupy approximately 50% of the newly redeveloped units in this phase. In addition to unit construction, the Chicago Department of Transportation (CDOT) installed two new alleys and a new street for the entire Westhaven Phase IIB site.



In FY2007, the developer worked on finalizing the financing of Westhaven Park Phase IIB For-Sale. This effort was punctuated by the developer receiving \$5.1 million in TIF funding. Moreover, the City of Chicago continued its support of Westhaven Park redevelopment throughout FY2007. One example of this occurred when the Honorable Richard M. Daley, Mayor of Chicago, held a press conference at the Phase IIB site in FY2007. Mayor Daley discussed the City's Capital Improvement Plan for this site and the City's commitment to both redevelopment of the CHA's housing stock and to increasing affordable housing throughout Chicago.

### **Westhaven Park Phase IIC**

Westhaven Park Phase IIC includes both a Rental and For-Sale component. Phase IIC Rental consists of 50 public housing units, 28 affordable units, and 14 market-rate units. The developer submitted an application to IDHA in FY2007 for a \$1.5 million LIHTC allocation for Phase IIC Rental. Phase IIC For-Sale includes 21 public housing units, seven affordable units, and 83 market-rate units. The units are dispensed among a mid-rise building, three- and four-story buildings, and town houses.

In FY2007, the CHA participated in negotiations with the City to acquire one city-owned parcel of land as part of the redevelopment effort for Westhaven Park Phase IIC. The developer also began discussions with the Chicago Park District regarding new designs for the proposed 1.75 acre park, which will be incorporated into Phase IIC.

## HILLIARD TOWERS APARTMENTS

Street Boundaries: Cullerton/Cermak/State/Clark  
IL Numbers: IL002046A, IL002046B

The CHA completed Phase 2, the final phase of redevelopment at the Hilliard Towers Apartments in FY2006. This was a significant milestone, because it is the first mixed-income/mixed-finance community completed through the Plan. Designed by the renowned architect Bertrand Goldberg, the beauty of the original Hilliard Towers Apartments' historic architectural design has been restored.

The redevelopment of Hilliard Towers Apartments included both senior designated and family housing. There was extensive financing and construction necessary to complete the rehabilitation of a grand total of 305 units on schedule. The Hilliard Towers Apartments were listed on the National Register of Historic Places, which allowed the developer to utilize historic preservation tax credits as part of the financing plan. The collaboration of the CHA, the developer, the City of Chicago, HUD, and other private lenders and equity investors contributed greatly to the success of Hilliard Towers Apartments redevelopment.

In FY2007, lease up activity occurred at the Hilliard Towers Phase 2 Family Building. The Phase 2 Senior Building was leased up in 2006. There are 188 public housing units and 164 affordable rental units in the two 16-story senior designated housing buildings. The mixed-income/mixed-finance family housing is located in two 22-story buildings and contain 117 public housing units and 185 affordable rental units.

In October 2007, Hilliard Towers Apartments was awarded the prestigious National Trust/HUD Secretary's Award for Excellence in Historic Preservation for the \$98 million renovation. This award is in recognition of the CHA's ability and success in advancing the goals of historic



preservation, all the while providing affordable housing and economic opportunities for low-income families. The Plan for Transformation is indeed a progressive public housing endeavor; however, the CHA still finds the importance in preserving its historically significant developments.

## LAKEFRONT REPLACEMENT HOUSING

Street Boundaries: Various

IL Numbers: IL002180, IL002193, IL002194, IL002208, IL002211, IL002235



The CHA committed to deliver 441 public housing units as part of Lakefront Replacement Housing by the end of the Plan. In FY2007, the CHA completed two public housing units, bringing the total number of units delivered at Lakefront Replacement Housing to 216. The redevelopment at Lakefront Replacement Housing also includes updating green space within the community. In FY2007, the Chicago Park District continued construction of Park 532, which is scheduled for completion in FY2008. The park's amenities include: a playground, game tables, bike racks, seating areas, paved walking paths, lighting, and newly landscaped green space.

The Lake Park Crescent Collaborative, comprised of the CHA, the Field Museum's Center for Cultural Understanding and Change, the Abraham Lincoln Centre, and the developer for Lake Park Crescent continued to organize forums for residents of Lake Park Crescent, as well as the community at large, to participate in programs for the promotion of culture, safety, and personal advancement, and to meet members of the new community. The CHA transferred post-occupancy services to a different service provider in FY2007. The post-occupancy services for public housing residents includes: job placement and retention, employment referrals, and an introductory course on building a nest egg, with the ultimate goal of assisting individuals in maintaining their housing. The new service provider assisted the CHA with pre-occupancy screening and qualification services for families interested in moving into newly redeveloped Lakefront Replacement Housing.

### **Jazz on the Boulevard**

Construction completed at Jazz on the Boulevard in FY2007. Jazz on the Boulevard is comprised of 20 condominiums, 26 town houses, four two-flats, six six-flats, and seven single family homes. The development contains 30 public housing and nine affordable rental units. In addition, there are 27 affordable and 71 market-rate home ownership units. Public housing families moved into all of the 30 public housing units and the CHA's initial lease up efforts were complete by year's end.

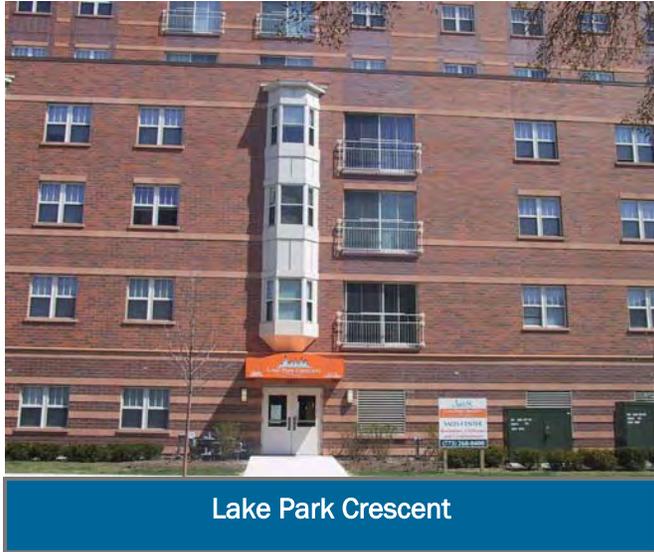
### **Lake Park Crescent**

There are a total of four phases of Lake Park Crescent: Phase I Rental, Phase IA For-Sale, Phase IIA, and Phase IIB. In FY2007, the developer continued to present plans to the working group, community leaders, and city officials regarding the upcoming rental phases of Lake Park Crescent. Phase I Rental, which was completed in FY2004, includes 60 public housing units, 52 affordable units, and 36 market-rate rental units contained in one mid-rise building and 12 six-flats.

In FY2007, the redevelopment of Lake Park Crescent Phase IA For-Sale progressed according to the schedule developed by the CHA and the developer. Lake Park Crescent Phase IA For-Sale purchase agreement negotiations completed in early FY2007, allowing the real estate transaction closing to occur and construction to begin. Lake Park Crescent Phase IA For-Sale includes 20 affordable units and 35 market-rate home ownership units. Thirteen (13) public housing rental units will also be available once they are acquired by the CHA. Phase IA For-Sale is made up of 23 two-flats, two six-flats, and ten single-family homes.

Phase II of Lake Park Crescent Rental is divided into two phases, IIA and IIB, and each phase has a rental and for-sale component. Phase IIA Rental will include 31 public housing units, 12 affordable units, and 11 market-rate rental units. Phase IIA For-Sale plans include 26 affordable and 102 market-rate home ownership units and Phase IIB plans include ten affordable and 50 market-rate home ownership





units. The rental and for-sale units in Phase IIA will be located in one mid-rise building, ten three-flats, eight six-flats, and 23 rowhouses. Phase IIB Rental plans include 16 public housing units, seven affordable units, and four market-rate rental units. Phase IIB For-Sale will include ten affordable units and 50 market-rate home ownership units. All of the rental and for-sale units in Phase IIB will be located in a condominium tower.

## **MADDEN PARK HOMES/IDA B. WELLS HOMES AND EXTENSION/CLARENCE DARROW HOMES**

Street Boundaries: 35<sup>th</sup>/Pershing/Martin Luther King Drive/Ellis  
IL Numbers: IL002018, IL002001, IL002033, IL002163, IL002036, IL002224, IL002231

The former Madden Park Homes, Ida B. Wells Homes and Extension, and Clarence Darrow Homes will be replaced under the Plan by Oakwood Shores. In addition to constructing a new mixed-income/mixed-finance community, the CHA worked with the alderman's office, Quad Community Development Corporation, city agencies, development teams, and community leadership in planning an arts and recreation center at Ellis Park, located near Oakwood Shores in FY2010. The recreation center will serve as a venue for the community to use for both social and educational activities.



### **Oakwood Shores Phase 2A Rental**

Oakwood Shores Phase 2A Rental real estate transaction closing occurred in late FY2007. This phase of redevelopment will provide 199 units, of which there are 81 public housing units, 61 affordable units, and 57 market-rate units. The units will be located in a variety of town houses, six-unit walk-up style apartment buildings, and one six-story mid-rise building.

### **Oakwood Shores Home Ownership**

In FY2007, the CHA worked with the developer, as the developer constructed and delivered units at The Arches of Oakwood Shores, which is the first home ownership

phase of the Oakwood Shores redevelopment. The Arches of Oakwood Shores will provide 124 home ownership units, comprised of 12 public housing units, 15 affordable units, and 97 market-rate units. Phase 2A of Oakwood Shores Home Ownership will contain approximately 159 units, which will have eight public housing units, 16 affordable units, eight public housing Choose to Own units, and 127 market-rate units. Public housing Choose to Own units are available for-sale to qualified Housing Choice Voucher (HCV) Program participants who enroll in the Choose to Own Home Ownership Program. Participants apply their Housing Assistance Payment (HAP) along with their contribution for rent towards the mortgage of their home. Oakwood Shores Phase 2A housing types include: single family homes, town houses, rowhouses, six-flat condominium buildings, and a mid-rise building.

Phase 2A of Oakwood Shores Home Ownership was approved by the Community Development Commission in FY2007 for the developer designation. In Phase 2A, the development team planned for two mixed-use buildings, one located on Cottage Grove the other on Pershing Road. These plans are in the initial stages and have not been finalized.

## **ROBERT TAYLOR HOMES**

Street Boundaries: 39<sup>th</sup>/54<sup>th</sup>/State/Federal

IL Numbers: IL002037A, IL002037B, IL002225, IL002234, IL002212, IL002214

In FY2007, the CHA completed redevelopment of 83 public housing units at Legends South, the master redevelopment site of Robert Taylor Homes. This brings the total number of units completed to 193 units. The master development plan calls for 2,400 total public housing, affordable, and market-rate units for the mixed-income/mixed-finance community. One thousand and eight hundred (1,800) units are scheduled to be built at the Robert Taylor Homes site and will occur in six phases. The remaining 600 units will be built just east of the original Robert Taylor Homes and will occur in four phases.



The CHA closed the last building of the former Robert Taylor Homes in FY2006 and demolition of the last high-rise at 5130 S. Federal Street was completed in FY2007. In addition, in FY2007, Chicago Department of Transportation (CDOT) continued to work on street improvements within and surrounding the Robert Taylor Homes redevelopment site.

### **Hansberry Square Homes For-Sale Phase A-1**

In FY2007, the CHA obtained approval by the CHA Board to enter into a contract with a third-party for environmental remediation work at the Hansberry Square Homes For-Sale Phase A-1 sites. The CHA also obtained Board approval to submit an amended disposition application to HUD, enter into one or more 99-Year Ground Lease(s), and transfer ownership of lots in order to proceed with construction on Robert Taylor For-Sale Phase A-1. During FY2007, both the Draft Ground Lease and the Draft Excavation and Haul Agreement were finalized; however, the closing on the transfer of land and initiation of remediation work will not proceed until the pre-sale requirements for this phase are met.



Marketing of the Hansberry Square For-Sale Phase A-1 properties continued throughout FY2007. Street construction was completed by the CDOT, Chicago Department of Water Management, Bureau of Electricity on Dearborn Street and Federal Street including the construction of curbs, gutters, sewers, street surfaces, and street lights.

### **Hansberry Square Homes Rental Phase A-1**

There are a total of 181 units at Hansberry Square Homes Rental Phase A-1, which is comprised of 83 public housing units, 68 affordable units, 30 market-rate units, and a management building. The 83 public housing units are located within two-, three-, and six-flat style homes, as well as town houses. Initial leasing and occupancy began in FY2007 and was completed by year end. In addition, the final street improvements were completed by CDOT in late FY2007.

### **Legends South Phase C-2**

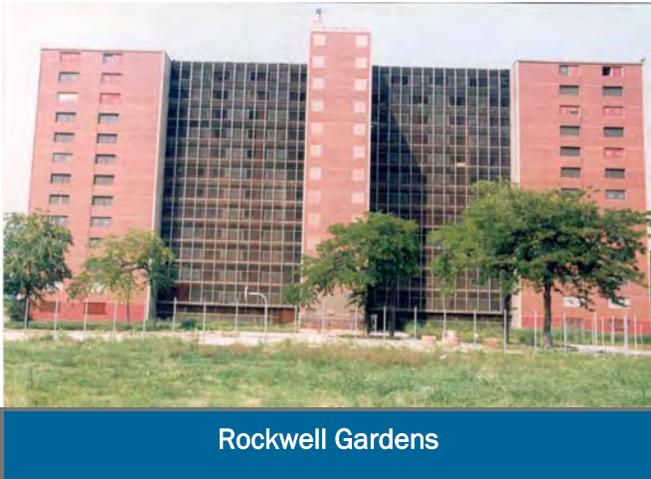
The real estate transaction closing for Legend South Phase C-2 Rental occurred in FY2007. The Legends South Phase C-2 Site Plan was also finalized in FY2007. Phase C-2 Rental will have a total of 118 units, which consists of 52 public housing units, 42 affordable units, and 23 market-rate units. Redevelopment of this phase includes the construction of three-flats, five-flats, six-flats, a 12-flat, a 15-flat, and town houses. The CHA obtained Board approval for both the TSP and Lease for Legends South Phase C-2 and for authorization to submit a Mixed-Finance Proposal and disposition application to HUD. In addition, the CHA signed an agreement with the developer granting authorization for environmental reviews to occur on site.



## ROCKWELL GARDENS

Street Boundaries: Madison/Van Buren/Western/Rockwell

IL Numbers: IL002021, IL002006, IL002038, IL002217, IL002227, IL002190



The on-site redevelopment of the former Rockwell Gardens will result in a new community named West End. The master redevelopment plan calls for three major phases of development. Upon its completion, West End will be comprised of eight-, six-, two- and three-flat buildings, as well as several single family homes. In FY2007, the CHA delivered 25 public housing units at Rockwell Gardens, which represents 100% of the unit delivery goal. The CHA has delivered a cumulative total of 77 public housing units thus far through the Plan and continues to work toward delivering an additional 187 public housing units at the Rockwell Gardens redevelopment site.

The CHA has worked diligently to revitalize the area surrounding the West End community in FY2007. For example, the planning of an approximately two acre park is underway. The Chicago Park District has completed the conceptual designs for this amenity. The CHA, in concert with the City and the Park District, began working on the land exchange agreement for the new park.

### **Jackson Square at West End**

In the beginning of FY2007, the CHA completed construction on the Jackson Square at West End Rental Phase 1B and delivered 25 public housing units. The developer also sold seven home ownership units at Jackson Square at West End. The Jackson Square at West End development includes a mixture of eight-, six-, and four-unit, three- and two-flat buildings, as well as several single family homes.

The CHA also collaborated with different organizations to further facilitate revitalization of the community surrounding the Jackson Square redevelopment. For example, the Illinois Facilities Fund investigated the potential development of a community center in the area. In

addition, just east of the Jackson Square at West End, on Madison Street and Western Avenue, the Chicago Department of Planning and Development (DPD) assembled land to attract a grocery store to the neighborhood.



## STATEWAY GARDENS

Street Boundaries: 35<sup>th</sup>/39<sup>th</sup>/State/Federal  
IL Numbers: IL002022, IL002233



Stateway Gardens

Stateway's redevelopment will create over 439 quality public housing opportunities on the former Stateway Gardens site (on-site) and off-site on acquired land. These units will be blended into the overall 1,300 unit mixed-income/mixed-finance community of the master plan. The diverse housing types will create choices for families and individuals of different lifestyles, income levels, and cultural backgrounds, all living together in a new community known as the Park Boulevard. This award winning plan will be implemented in multiple phases over the several years.

In FY2007, the CHA also worked with numerous City of Chicago departments and external partners to redevelop areas within the community. The design and engineering for the City's State Street Improvement Project is near completion. It will provide new street construction, landscaping, and lighting on the adjacent State Street from 35<sup>th</sup> Street through 47<sup>th</sup> Street. In addition, the City sewer construction work along Federal Street was completed. Renovation of Illinois Institute of Technology (IIT) Technology Park continues across the street.

Other accomplishments in FY2007 included the CHA's submission to HUD of the Stateway Phase II 2007 HOPE VI Revitalization Grant Application which sought \$20 million in funding for the Phase II project. Also completed in 2007 by Stateway Community Partners (a not-for-profit entity established to leverage resources and ensure resident services) was the procurement and contracting of their new service provider who had successfully engaged 300 families to include 65 employment placements.

## **Park Boulevard Phase 1B**

Park Boulevard Phase 1B represents the first on-site phase of Stateway Garden's redevelopment and is being built in three continuous sub-phases: 1B1, 1B2, and 1B3. Phase 1B will have 100 public housing rental units, 72 affordable home ownership units, and 139 market-rate home ownership units. These units will be located within mid-rise buildings, six-, five-, and three-flats, town houses, and single family homes. In FY2007, 22 units were delivered at Phase 1B and the remaining units are expected to be delivered in the beginning of FY2008. The construction of city streets, alleys, and lighting were completed for 1B1, and they are scheduled for 1B2 in FY2008. Retail space in 1B1 had a grand opening for a new coffee shop and bank. In addition, a sandwich franchise and copying center have leased retail space at Park Boulevard. In FY2007, the first public housing families moved into the newly constructed Park Boulevard replacement units.



In alignment with the CHA's continued effort to conserve energy through alternative or renewable energy sources, the demolished concrete material from the buildings was recycled for re-use in the Phase 1B new construction. In FY2007, Park Boulevard received the 2007 Community Vision Award, which is jointly sponsored by Urban Land Institute Chicago, Metropolitan Planning Commission, Home Builders Association of Greater Chicago, and the Metropolitan Mayors Caucus. This award acknowledges that Park Boulevard demonstrated excellence in five key areas: (1) location; (2) density, design, and diversity of uses; (3) transportations/mobility and accessibility; (4) environment; and (5) community assets. Attainment of this award demonstrates both the CHA's continued commitment to provide excellence in redevelopment and the appreciation of the CHA's work by the community at large.

## **WASHINGTON PARK HOMES**

Street Boundaries: Various

IL Numbers: IL002034, IL002218, IL002207, IL002054

The CHA remains committed to redevelop 192 public housing units to replace Washington Park Homes. In this regard, in FY2007, the CHA continued construction at both St. Edmund's Meadows and Keystone Place. Over the course of the year, the CHA completed redevelopment of 46 public housing units at both of these Washington Park Homes replacement housing sites. The total number of public housing units delivered for Washington Park in mixed-income/mixed-finance communities since the beginning of the Plan through FY2007 is 52 units. The CHA also continued to meet with public officials, resident leadership, and the Chicago DPD to discuss the locations and redevelopment plans for the new mixed-income/mixed-finance communities.

### **St. Edmund's Meadows**

Street Boundaries: 57<sup>th</sup>/62<sup>nd</sup>/Michigan/Wabash

IL Number: IL002218

All units were constructed and completed in FY2007, which is significant because there were multiple construction and development issues that hindered the progress towards completion. St. Edmund's Meadows is made up of three and four bedroom rental units and provides a total of 14 rehabilitated public housing units, of which the final eight were delivered in FY2007.





### Keystone Place

Street Boundaries: 63<sup>rd</sup>/66<sup>th</sup>/Ingleside/Greenwood  
IL Number: IL002207

Keystone Place is another mixed-income/mixed-finance community that is replacing Washington Park Homes. Construction at Keystone Place began in FY2006 and was completed in FY2007. All 38 public housing units were delivered and leased to public housing residents during FY2007. Residents at Keystone Place live in three-, five-, and six-flat style homes.

### **FOUNTAINVIEW**

Street Boundaries: Douglas/Independence/13<sup>th</sup>/Ridgeway  
IL Number: IL002074A

Substantial construction was underway at Fountainview throughout FY2007, in anticipation of unit delivery completion in FY2008. There are 45 rental units at Fountainview, which include 14 public housing units, five market-rate units, and 26 affordable units. In FY2007, a local technology center provided the entire building with free Wi-Fi for residents, which will allow residents to access a wireless internet connection at no cost. In addition, the City of Chicago provided two vacant lots for Fountainview to use as off-street parking.

## **ADDITIONAL PROPERTIES TO BE REDEVELOPED**

In FY2007, the CHA continued development planning for the following properties: Frances Cabrini Extension South, Lathrop Homes, Lawndale Complex, LeClaire Courts Extension, and William Green Homes/1230 North Burling.

### **FRANCES CABRINI EXTENSION SOUTH**

Street Boundaries: Hudson/Chicago/Sedgwick/Wendell  
IL Number: IL002020

In FY2007, the CHA worked with the Cabrini Green Local Advisory Council (LAC) and the Working Group to plan the redevelopment of Frances Cabrini Extension South. The plans include the demolition of 862 N. Sedgwick, 911-923 N. Sedgwick, 911 N. Hudson, and 929-939 N. Hudson in FY2008. The CHA consulted with resident leadership in FY2007 before the demolition plans were finalized. The demolition and redevelopment plans for Frances Cabrini Extension South were supported by the analysis of the vacancy rates, physical conditions of the buildings, the necessary funding available for demolition and revitalization, as well as construction schedules. When complete, Frances Cabrini Extension South is anticipated to have a total of 200 public housing units.

### **LATHROP HOMES**

Street Boundaries: Clybourn/Damen/River North  
IL Number: IL002024

The planned redevelopment of Lathrop Homes will provide a total of 1,200 units by the end of the Plan. Four hundred (400) of these units are for public housing residents. In FY2007, the CHA continued to work with The Habitat Company and its third-party consultant to develop a cost analysis of the revitalization options that exist for Lathrop Homes. The results of the analysis will affect the master redevelopment plan, which has construction scheduled to begin in FY2011.

## **LAWNDALE COMPLEX**

Street Boundaries: Roosevelt/Ogden/Talman/Fairfield  
IL Number: IL002005

In FY2007, the CHA continued exploring redevelopment options for the Lawndale Complex. Lawndale Complex will contain 100 units for public housing residents. The Chicago DPD and the Chicago Department of Housing set aside 47 city-owned vacant lots for use in the Lawndale Complex redevelopment.

## **LECLAIRE COURTS EXTENSION**

Street Boundaries: 42<sup>nd</sup>/Laramie/44<sup>th</sup>/Cicero

In FY2006, the CHA announced plans to provide 300 public housing units to replace LeClaire Courts Extension. In FY2007, Chicago DPD worked with a TIF consultant to develop a TIF plan for the LeClaire Courts Extension redevelopment area, to be approved by the CHA. The CHA worked with the Chicago DPD and The Habitat Company on the Draft Request for Qualifications/Proposal (RFQ/P) to procure a developer for LeClaire Courts Extension; however, the final version has yet to be released.

## **WILLIAM GREEN HOMES/1230 NORTH BURLING**

Street Boundaries: Larrabee/Halsted/Clybourn/Division  
IL Number: IL002030

In FY2007, the Near North Working Group worked on the Draft RFQ for the redevelopment of William Green Homes/1230 North Burling. The CHA engaged in discussion with the Cabrini Green LAC regarding the timing for the relocation of families, as well as the closure and demolition of the remaining buildings, which are located at 1230 N. Larrabee Street, 1230 N. Burling Street, and 660 W. Division.

Activity occurred in FY2007 throughout the community-area where the redevelopment of William Green Homes/1230 N. Burling will take place. For example, the Chicago Public Schools (CPS) held classes at Sojourner Truth Elementary School, which was previously closed. CPS

is utilizing Sojourner Truth Elementary School as a floater school, while other CPS school facilities are being renovated. In addition, there is private mixed-use development at the southeast corner of Clybourn and Larrabee under construction, which will add more residential and commercial retail space to this community.

Although unit construction has not begun on William Green Homes, In FY2007, the CHA provided the Parkside of Old Town Developer a right of entry onto the William Green Homes property in order to begin infrastructure improvements. The infrastructure was necessary to supply the Fire Station with electrical services, because the power source is located on the Parkside of Old Town Phase I Rental site.

## **SENIOR, SCATTERED SITE, AND FAMILY HOUSING REHABILITATION**

The CHA continued to improve and expand housing options for residents through its rehabilitation efforts at senior designated housing properties, scattered sites, and traditional family public housing developments. In FY2007, the CHA rehabilitated 100 senior designated housing units and 568 family housing units, which represents 97.9% of the FY2007 units under construction goal. The CHA was unable to meet the planned unit delivery goal, because of construction material delivery delays and slow construction performance. The CHA has completed rehabilitation at 100% of the scattered site unit goal that was promised in the Plan.

### **Working Group**

Similar to mixed-income/mixed-finance communities, most family housing rehabilitation sites have working groups to assist with the rehabilitation process. The working group for each site encompasses parties interested in the rehabilitation, which include public housing residents, CHA staff, architects, urban planners, and members of the community.

### **Financial Structuring**

The primary sources of funding for rehabilitation are CHA capital funds and bond refund proceeds. The CHA determines where rehabilitation funds will be allocated each year through the capital budget and must approve each financial transaction for rehabilitation before the payments may be made. As a result of the considerable amount of rehabilitation being conducted, there are multiple financial transactions required for each rehabilitation site. These transactions ensure that the appropriate financial resources are in place and allow each site's rehabilitation to be comprehensive.

### **Rehabilitation Plan**

At each family housing rehabilitation site, the working group creates a rehabilitation plan that takes into consideration both the condition of the building and the future needs of the buildings at the site. The CHA collaborates with the working group to guarantee that the final site design is distinctive and fulfills the site's requirements.

## **Construction**

Through the Plan, the CHA has the unique opportunity to substantially rehabilitate a portion of its housing stock that has endured decades of wear and tear. The substantial rehabilitation activity requires quality craftsmanship to complete extensive system improvements and exterior work, such as tuck-pointing, façade restoration, roofing, plumbing, and window replacement. The CHA must also ensure that the revitalization complies with federal, state, and local laws and regulations for accessibility and adaptability of units for people with disabilities. Therefore, the CHA must sometimes combine two or more units during rehabilitation in order to construct the requisite number of accessible or adaptable units. As a result, the total number of units at a site may be less than initially projected when the rehabilitation is finalized.

## **Relocation and Leasing**

In an effort to minimize the need for off-site relocation at the rehabilitation properties, the CHA concentrates construction activity in pockets of vacant units. Whenever possible, the CHA moves residents directly to their newly rehabilitated units after construction is complete, therefore, eliminating the need for the CHA to move residents into temporary housing. Rehabilitated units are occupied in accordance to the priorities and categories outlined in the RRC and the FY2007 Admissions and Continued Occupancy Policy.

## SENIOR HOUSING REHABILITATION



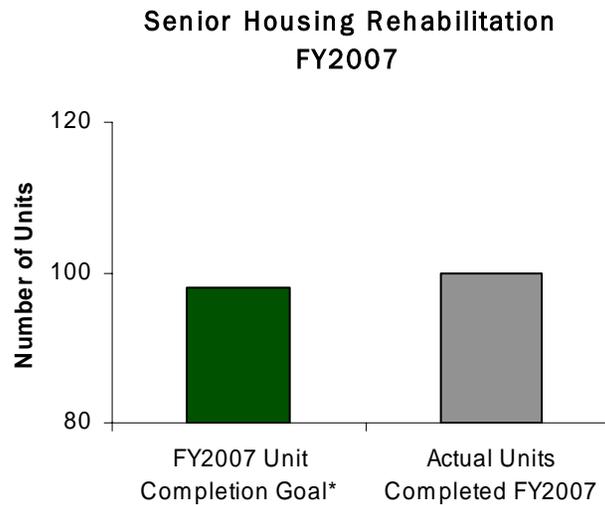
Senior residents are able to enjoy rehabilitated units in a senior friendly environment.

The CHA has completed the rehabilitation of 94% of the senior designated housing units since the beginning of the Plan, with a total of 8,896 units rehabilitated to date. In FY2007, the CHA changed the unit commitment number at senior designated housing properties from 9,438 to 9,435. The reason for the slight modification is that additional units were consolidated and converted into accessible units for people with disabilities.

The first 100 senior designated housing units at Flannery Apartments were completed in FY2007 and therefore the CHA went beyond 100% of its FY2007 senior designated housing rehabilitation unit delivery goal. The rehabilitated units were leased first to current senior residents and then to eligible applicants from the senior site-based wait list for this senior designated housing property. When complete, Flannery Apartments will have a total of 125 senior designated housing units, all of which were under construction in FY2007. In addition, Larrabee Apartments also had a total of 86 senior designated housing units under construction, which began in late FY2007.

The rehabilitated senior designated housing units have received both new paint and upgrades that include, but are not limited to: new doors, individually-controlled air conditioning, window treatments, cabinets, bathroom sinks, toilets, showers, and new kitchen appliances. The exteriors of the buildings have also been substantially renovated and include new roofs, façade repair, and new windows. Furthermore, the CHA worked to revitalize the exteriors of the senior designated housing properties and accomplished these efforts through upgrading the common areas, entry ways, security guard areas, and laundry rooms as well as refreshing the landscaping.

The goal of senior designated housing rehabilitation is to afford seniors the ability to live independently in communities that strive to promote social activities and offer programs that are designed to meet the unique needs of senior residents. In FY2007, the CHA continued its focus on providing seniors with supportive services worked with agencies to expand the scope of services provided to senior residents. (Refer to Chapter 4: Achieving Economic and Social Self-Sufficiency for a detailed description of the social services available to seniors.)



\*As indicated in the FY2008 Moving To Work Annual Plan.

## SCATTERED SITE HOUSING REHABILITATION



Scattered site units comprise a sizeable portion of the CHA's portfolio, and allow residents to seek housing in every corner of the city.

The CHA completed the rehabilitation of a total of 2,543 scattered site units in FY2006. This number represents 100% of scattered site units committed to under the Plan for Transformation. The CHA scattered site housing portfolio is divided into five regional areas throughout the city: North Central, Northeast, Southeast, Southwest, and West. The units within the scattered site properties range from rowhouses to three-flats.

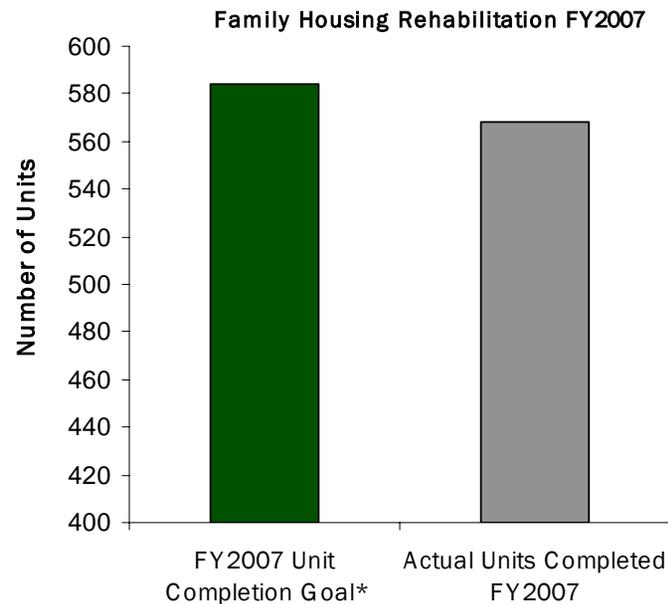
The CHA is committed to complying with all ADA standards. In FY2007, the CHA made additional modifications to scattered site units in order to comply with the ADA requirements. In addition, common areas associated with each accessible unit were both modified and certified to meet applicable accessibility standards.

During the planning stages for rehabilitation at scattered sites, the CHA conducted a physical assessment of the units and made the determination that because of the variance of the wear and tear on the units, the CHA would need to create site-specific rehabilitation plans that were customized based on the age and physical conditions of the units. The scattered site renovations included improvements to structural, mechanical, and building systems, as well as new paint, flooring, kitchen cabinets, bathroom sinks and fixtures, lighting, and closets. The CHA also conducted exterior and infrastructure improvements, which included tuck-pointing, plumbing, restoration of building façades, upgraded electrical systems, revitalized common areas, and landscaping improvements.

The CDOT also completed street improvements, which were comprised of new sidewalks and street lights. Finally, CHA staff continued to meet with private and City agencies to coordinate both planned activities and services that met the needs of residents at scattered site units during FY2007.

## FAMILY HOUSING REHABILITATION

In FY2007, the CHA rehabilitated 568 units at traditional family public housing developments, which represents 97% of the FY2007 goal for unit completion at family properties. The CHA was unable to meet 100% of its goal based on the occurrence of construction delays due to material delivery, delays which affected contractor performance. The rehabilitation work included renovations to individual units, building exteriors, and common areas. The CHA achieved an important milestone by completing the rehabilitation of units at Wentworth Gardens in FY2007. Rehabilitation activity also occurred at Altgeld Gardens and Phillip Murray Homes, Bridgeport Homes, Dearborn Homes, Lawndale Gardens, and Washington Park Low-Rises throughout the year. At the closure of FY2007, the CHA has completed a total of 2,275 traditional family public housing units, which is approximately 43% of the unit goal the CHA committed to complete by the end of the Plan. CHA staff continued to meet with private and City agencies to coordinate planned activities and services that meet the needs of public housing residents at rehabilitated family housing developments.



\*As indicated in the FY2008 Moving To Work Annual Plan.

The following pages contain information on revitalization activity that occurred in FY2007 at the following properties:

**Altgeld Gardens and Phillip Murray Homes**

**Bridgeport Homes**

**Dearborn Homes**

**Harold Ickes Homes**

**Lawndale Gardens**

**Lowden Homes**

**Trumbull Park Homes**

**Washington Park Low-Rises**

**Wentworth Gardens**

## **ALTGELD GARDENS AND PHILLIP MURRAY HOMES**

Street Boundaries: St. Lawrence/130<sup>th</sup>/Doty/133<sup>rd</sup>

IL Numbers: IL002007, IL002011



Altgeld Gardens

In FY2007, the CHA completed the revitalization of 314 units at Altgeld Gardens and Phillip Murray Homes. Therefore, the CHA has revitalized a grand total of 710 of the 1,998 units committed to by the CHA since the beginning of the Plan. Renovated units received: new central air conditioning and heating systems, new ranges and refrigerators, new range hoods, new solid wood interior doors, and new kitchen cabinets and counter tops. The CHA also constructed two new on-site laundry facilities at this site.

General renovation and redevelopment of Phillip Murray Homes Phase 2/Block 17 development included: building exteriors, building interiors, site utilities, site improvements, and ADA accessible units. Building renovation included: new windows and exterior doors, new mechanical and electrical systems, and building façade restoration, such as tuck pointing. Site improvements were also made during FY2007 and included: parking lots, exterior lighting, landscaping, recreation area, sidewalks, a new roof, and implementation of the Smart Home Initiative, which provides computerized monitoring of utility systems and energy requirements for each unit.

The CHA worked hard throughout FY2007 to keep residents informed about the activity conducted at Altgeld Gardens and Phillip Murray Homes. Weekly construction meetings continued with the contractor, LAC, CHA Asset Management Department, and the property management company to address issues concerning construction, security, and Section 3 hires.

## **BRIDGEPORT HOMES**

Street Boundaries: Lituanica/31<sup>st</sup>/Halsted/32<sup>nd</sup>

IL Numbers: IL002004, IL002042C

The CHA revitalized 32 public housing units at Bridgeport Homes in FY2007. As of FY2007, the CHA has completed 92 out of the 111 units committed under the Plan, nearly 83% of the goal. In FY2007, the CHA increased the unit commitment amount at Bridgeport Homes from 107 units to 111 units, because upon approaching the completion of unit delivery, the CHA was able to rehabilitate four additional units that were added to the total unit count of Bridgeport Homes. Revitalized units received: upgraded kitchen cabinets and new appliances, bathroom fixtures, interior doors, closet doors, and air conditioning. Construction also included site utilities, interior framing, electrical, plumbing, drywall, flooring, painting, and cabinetry.



The CHA also completed demolition for several buildings in Phase 3 during FY2007. The demolition was performed at Bridgeport Homes in order to reduce the concentration of units and provide more space for residents. Weekly construction meetings are ongoing with the contractor, the Resident Management Corporation, CHA Asset Management Department, and the property management company. The CHA also continued the landscaping beautification work at Bridgeport Homes in FY2007 and remained on target to meet the FY2008 completion goal. The landscaping includes a new park area with picnic tables, paved walkways, and new fencing.

## **DEARBORN HOMES**

Street Boundaries: 30<sup>th</sup>/Federal/27<sup>th</sup>/State

IL Number: IL002009

Dearborn Homes is scheduled to be rehabilitated as a traditional family public housing development. In FY2007, the CHA revitalized the first 78 public housing units at Dearborn Homes. The CHA changed the total unit commitment number at Dearborn Homes from 400 units

to 660 units in FY2007. Two hundred and sixty (260) units were added due to the latest rehabilitation/redevelopment strategy at the State Street Corridor and Dearborn Homes.



Throughout the year, the CHA conducted relocation fairs to help inform Dearborn Homes residents of their housing options. In addition, the CHA collaborated with the LAC, the City's State Street Corridor Master Planner, the Chicago DPD, CDOT, and the Chicago Police Department in order to keep all the groups informed of scheduled activity and to resolve any issues that may have arisen.

There are two buildings at Dearborn Homes that are currently under substantial interior and exterior rehabilitation, including exterior tuck-pointing, architectural upgrades, landscaping, and new playground construction. A town hall forum was conducted prior to initiation of construction to inform residents of planned upgrades. In addition, there are ongoing weekly construction progress meetings attended by stakeholders.

## **HAROLD ICKES HOMES**

Street Boundaries: Cermak/State/25<sup>th</sup>/Federal  
IL Number: IL002016

The CHA has committed to revitalizing 402 traditional public housing units at Harold Ickes Homes by the end of the Plan. In FY2007, the CHA changed the unit commitment at Harold Ickes Homes from 402 units to 312 units. The decrease in number of units committed at this site was the result of updating the plans to take into consideration the needs of the residents, the site, and the community as well as funding availability. The CHA continued meeting with the LAC, the developer, and various City departments to discuss alternative methods for revitalization. In FY2007, the CHA conducted relocation fairs to help inform Harold Ickes Homes residents of their housing options.

## **FRANCES CABRINI ROWHOUSES**

Street Boundaries: Chicago/Hudson/Oak/Larrabee  
IL Number: IL0020202

In FY2007, the CHA began construction and on-site infrastructure work at the Frances Cabrini Rowhouses. The beginning of the construction is significant, as it demonstrates the CHA's progress toward meeting its goal of revitalizing 586 public housing units by the end of the Plan. The CHA chose a general contractor as well as issued an RFP for a master developer for Frances Cabrini Rowhouses in FY2007. The building renovation plans include interior and exterior rehabilitation of 100 units. In addition, as part of the revitalization process, working group meetings were held once a month to discuss both the schedule and scope of the work that will be performed.

## **LAWNDALE GARDENS**

Street Boundaries: California/26<sup>th</sup>/Washtenaw/25<sup>th</sup>  
IL Number: IL002005

The total number of public housing units scheduled to be rehabilitated at Lawndale Gardens is 123. The CHA completed the rehabilitation of the first of two phases of rehabilitation at Lawndale Gardens Phase I. The first 62 public housing units were delivered during Phase I and rehabilitation work included: interior abatement and demolition, exterior demolition, framing, and electrical work. The rehabilitation also included: drywall installation, flooring, painting, carpentry, plumbing, and exterior site-work. The CHA has made noteworthy strides towards completing the Lawndale Gardens revitalization and will continue its efforts to meet the public housing unit goal as scheduled. The CHA conducted weekly construction meetings with the contractor, LAC, CHA Asset Management Department, and the property management company throughout FY2007.



Lawndale Gardens

## LOWDEN HOMES

Street Boundaries: Eggleston/95<sup>th</sup>/Wentworth/95<sup>th</sup> Pl.  
IL Number: IL002013

The CHA completed the rehabilitation of Lowden Homes in FY2006 and delivered a total of 127 public housing units. The rehabilitation work included: renovations to building exteriors and interiors, as well as new site utilities and improvements. Each unit received upgrades that included: new kitchens, bathrooms, flooring, interior and exterior doors, as well as new windows. The CHA also revitalized the exteriors by providing new sidewalks, parking lots, and improved recreation areas. Furthermore, the landscaping at Lowden Homes was revitalized and included new sod, trees, shrubberies, as well as new play lots and trash enclosures.



Trumbull Park Homes

## TRUMBULL PARK HOMES

Street Boundaries: Oglesby/106<sup>th</sup>/Bensley/104<sup>th</sup>  
IL Number: IL002025

Another significant achievement for the CHA in FY2006 was the completion of public housing units at Trumbull Park Homes. The CHA revitalized 434 units for public housing families at Trumbull Park Homes. The rehabilitated units received: new kitchens, bathroom sinks and cabinets, interior lighting, doors, and windows. The infrastructure improvements included: new mechanical and electrical systems, building façade restoration, which included tuck-pointing, as well as new windows and exterior doors. Improvements to the site also included new parking lots, landscaping, a recreation area, and sidewalks. The CHA is currently working to complete final exterior work, including stairs and telephone infrastructure for the remaining 205 units.

## **WASHINGTON PARK LOW-RISES**

Street Boundaries: Various

IL Number: N/A

The CHA delivered 11 rehabilitated units at Washington Park Low-Rises in FY2007, bringing the total number of revitalized units from the beginning of the Plan to date to 153. Rehabilitated units received new doors, kitchens, bathrooms, interior lighting, and closets. In FY2007, there were also improvements made at adjacent parks and schools within the vicinity of Washington Park Low-Rises. The CHA continued to conduct meetings with the LAC, the project team, and the property management company in order to keep participants informed of scheduled activities.

## **WENTWORTH GARDENS**

Street Boundaries: Pershing/Princeton/37<sup>th</sup>/Wentworth

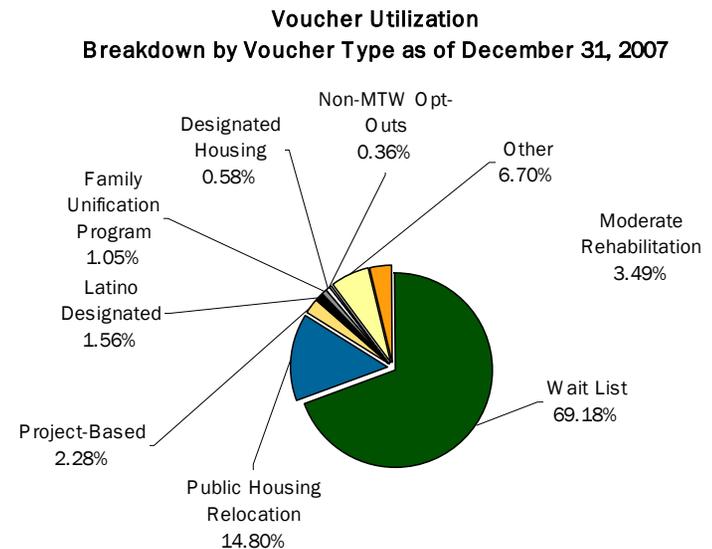
IL Number: IL002008

In FY2007, the CHA achieved a milestone through the completion of rehabilitation activity for the remaining 86 public housing units at Wentworth Gardens. Therefore, the revitalization of the 344 public housing units at Wentworth Gardens is now 100% complete. The revitalized units received new walls, floors, windows, doors, appliances, fixtures, and paint. Site clearing and grading continued at Wentworth Gardens. Heating and electrical connections to the buildings is ongoing. Final exterior work, such as light poles, sidewalk layout, and installation is underway. Weekly meetings are ongoing with the contractor, the Resident Management Corporation, CHA Asset Management Department, the property management company, and the project manager to keep all parties informed on the status of ancillary work being completed. The CHA also began conducting landscaping and fencing work at Wentworth Gardens in FY2007. In addition, the Community Building was completed in FY2007 and provides residents with a venue to engage in social, physical, and educational activities.

## CHAPTER 2: ENHANCING AFFORDABLE HOUSING OPPORTUNITIES

The CHA Housing Choice Voucher (HCV) Program continued to be an important tool for low-income Chicagoans to access safe, decent housing, as well as self-sufficiency opportunities. It has become a national model of success and FY2007 was no different. Over 34,594 low-income families and individuals utilized a HCV in FY2007 in order to afford housing in the private market that otherwise would have been out of their economic reach. HCV Program participants paid between 30% and 40% of their annual adjusted gross income for rent, with the remaining amount of rent subsidized by a Housing Assistance Payment (HAP) made by the CHA HCV Program directly to the property owner.

The CHA HCV Program's success can be attributed to the continued achievement of performance benchmarks, as well as the implementation of sound management initiatives. In addition, HCV Program participants are provided with economic and self-sufficiency assistance in the form of consistent communication, supportive counseling, specialized programs, and links to educational and employment opportunities. Furthermore, the CHA HCV Program continued to improve participants' housing experience by communicating with landlords and property owners, giving them access to training sessions and workshops geared to enhance their property management skills, and recruiting more landlords and units in low-poverty neighborhoods.



The CHA offered both tenant-based and project-based vouchers in FY2007. Tenant-based vouchers are issued to HCV Program participants to rent units in the private market and are portable. In contrast, project-based vouchers remain with the unit and are issued directly to the property owner. In other words, project-based vouchers cannot be transferred with tenants when they move to a different building as with tenant-based vouchers. The pie chart demonstrates how CHA HCVs were utilized as of December 31, 2007.

## HCV PROGRAM FY2007 MANAGEMENT BENCHMARKS AND PERFORMANCE

Each year, the CHA sets the HCV Program Management Benchmarks for the upcoming fiscal year in its Annual Plan. The FY2007 HCV Program Management Benchmarks were created based on HUD’s Section Eight Management Assessment Program (SEMAP) benchmarks and published in the FY2007 Moving to Work Annual Plan. Throughout FY2007, the CHA held the HCV Program accountable for achieving each benchmark as demonstrated by the performance stated in the table below. As a result, FY2007 was again a successful year for the HCV Program as illustrated by the CHA’s high-performer rating based upon SEMAP standards for the ninth consecutive year.

HCV Program Management Benchmarks		
Category	FY2007 Benchmark	FY2007 Performance
<b>Lease Up</b>	98% of all HCV and Moderate Rehabilitation vouchers that are allocated for more than one year will be leased in accordance with the approved leasing schedule.	At year end, 94% of the units that were allocated for more than one year were leased in accordance with the approved leasing schedule. The CHA experienced leasing issues including delays in starting up the leasing process for applicants off the wait list, problems with the asset management software system, less leasing than projected, and absorption of tenant-based vouchers by other local housing authorities. To bring the lease up rate to 98% in FY2008, the CHA invited applicants off the wait list to be screened for program eligibility during the remaining quarters in FY2007.
<b>Selection from the Wait List</b>	The HCV Program Administrator will continue to focus on supporting existing program participants and relocating families, as well as conducting emergency moves. Should any applicants be selected from the wait list in FY2007, at least 98% will be selected in accordance with the prescribed policies.	100% of the families selected from the wait list in FY2007 were selected in accordance with the prescribed policies.
<b>Payment Standards</b>	Payment standards are used to confirm that rents paid by HCV Program participants are equivalent to the rents for non-subsidized units in Chicago. HUD publishes the Fair Market Rent (FMR), which is the average monthly rent for a unit type based on location and size (number of bedrooms). HUD also requires payment standards to be set between 90% and 110% of the FMR. The CHA will continue to abide by these regulations in FY2007.	The HCV Program maintained payment standards that were between 90% and 110% of the FMR in FY2007.
<b>Rent Reasonableness</b>	95% of program participants’ rent will be based on current rent for comparable unsubsidized units. A rent reasonableness review will be conducted on 100% of new units, as well as on units for which an owner requests a rent increase. Quality control reviews will be conducted monthly by an independent consultant, with a goal to maintain an error rate of five percent or less.	100% of HCV Program participants’ rents were based on current rents for comparable unsubsidized units, and 100% of both new units and units with requests for rent increases received rent reasonableness reviews during FY2007. Quality control reviews were conducted monthly by an independent consultant, and the error rate for FY2007 was 2.5%.

<b>HCV Program Management Benchmarks (continued)</b>		
<b>Category</b>	<b>FY2007 Benchmark</b>	<b>FY2007 Performance</b>
<b>Determination of Adjusted Income</b>	Before calculating their contribution to rent, all families receiving vouchers will have their income adjusted to allow for deductions such as dependents, child care costs, and disability assistance. At least 90% of income verifications sampled by quality control reviewers will be completed properly at the time of admission and annual re-examination.	90% of the income verifications were properly completed in FY2007.
<b>Correct Tenant Rent Calculations</b>	Out of the files reviewed in FY2007, at least 98% of participants will have their rent contribution calculated accurately in accordance with their income.	100% of participants' files reviewed had their rent contribution calculated accurately in accordance with their income.
<b>Utility Allowance Schedule</b>	Utility rate data is reviewed annually to determine if an adjustment is needed for program participants' utility allowances. If, as a result of the review, there is a change of ten percent or more in the utility rate, the utility allowance will be adjusted.	The CHA reviewed the utility rate data in the fourth quarter of FY2007 and found that there was a change of ten percent or more in the utility rate. The utility allowance was adjusted accordingly.
<b>Annual Re-Examinations</b>	Re-examinations are conducted biennially with all voucher holders to review their eligibility for continued program participation. At least 95% of participant re-examinations due in FY2007 will be completed.	100% of participant re-examinations due in FY2007 were completed on time.
<b>Pre-Contract Housing Quality Standards (HQS) Inspections</b>	The CHA inspects private market rental units in the HCV Program using HQS established by HUD. At least 98% of newly leased units will pass a HQS inspection on or before the beginning of a lease or HAP contract date.	100% of newly leased units passed a HQS inspection on or before the beginning of a lease or HAP contract date in FY2007.
<b>Annual HQS Inspections</b>	At least 95% of all units under HAP contracts will be inspected annually.	93% of the units under contract were inspected on time. The benchmark for annual HQS inspections was not met, because the reports from the asset management software system did not show the entire universe of units due for an annual HQS inspection each month in FY2007. This issue resulted in HQS inspections not being completed on time. To remedy the problem, the CHA decided to manually track annual HQS inspections due each month, as well as work with the appropriate staff to revise the current report that contains the error. The CHA anticipates that the new and correct report in the asset management software system will be ready to use in FY2008.
<b>HQS Enforcement</b>	100% of units cited for HQS life-threatening deficiencies will be corrected within 24 hours, have the HAP stopped within 24 hours, or the owner will be notified of intent to terminate the HAP contract no later than the first of the following month. HUD's high-performance benchmark requires the CHA to respond to HQS life-threatening deficiencies within 24 hours.	The CHA responded to 100% of all HQS life-threatening deficiencies within 24 hours. These deficiencies were either corrected within 24 hours, the HAP was abated within 24 hours, or notice of intent to terminate the HAP contract was sent.
	At least 96% of units cited for non-life threatening HQS deficiencies will be corrected within 30 days. Those cited for HQS deficiencies, but not corrected within the timeframe, will have HAP discontinued or notifications of intent to terminate the HAP contract will be sent no later than the first day of the following month.	98% of units cited for non-life threatening HQS deficiencies were corrected within 30 days. For those not corrected within 30 days, the HAP was discontinued or notifications of intent to terminate the HAP contract were sent no later than the first of the following month.

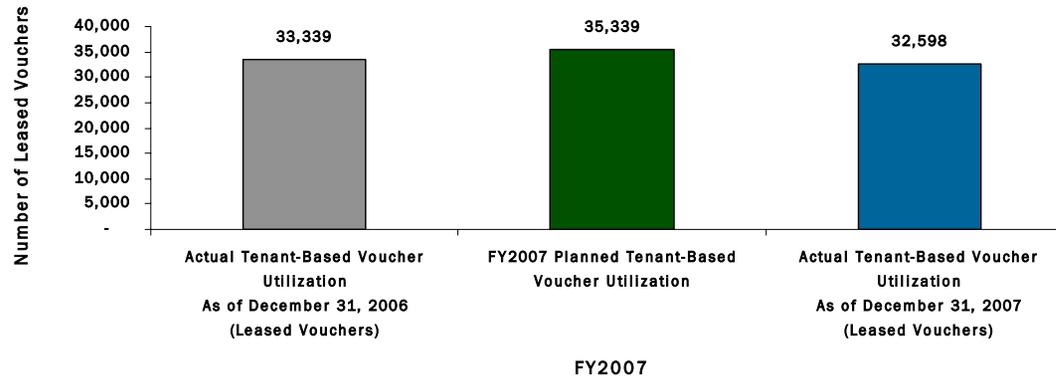
**HCV Program Management Benchmarks (continued)**

Category	FY2007 Benchmark	FY2007 Performance
HQS Quality Control Inspections	Per quarter, at least ten quality control inspections of participant units will be conducted per HQS Quality Control Inspector. The pass rate for HQS quality control inspections is at least 85%.	In FY2007, 1,107 quality control inspections were conducted, which is more than ten inspections per HQS Quality Control Inspector per quarter. The pass rate in FY2007 was 93%.

## TENANT-BASED VOUCHER PROGRAM

On December 31, 2007 the total number of leased tenant-based vouchers was 32,598, whereas on December 31, 2006 the number was 33,339. Given the ongoing relocation of families from public housing to the HCV Program, the CHA HCV Program had limited the number of tenant-based vouchers leased to new families from the HCV Wait List. In FY2007, the CHA began inviting families from the HCV Wait List to be screened for eligibility. The CHA anticipates that all vouchers allocated by HUD during the Plan to assist with relocation activities will be leased to individuals on the HCV Wait List after the Plan has been completed.

**Tenant-Based Voucher Utilization  
FY2006 to FY2007 Comparison**





The HCV Program affords residents the opportunity to search for housing in every one of Chicago's 77 neighborhoods.

### **Voucher Leasing Activity**

Families and individuals who joined the CHA HCV Program for the first time in FY2007 were either selected from the HCV Wait List, Latinos United Wait List, or were families relocating from public housing under the Plan. To determine if a family or individual is eligible for the HCV Program, HCV Program staff interview each to make a determination. Families and individuals deemed eligible are issued a voucher and can proceed to search for a single-family home, an apartment, or a condominium available for rent throughout Chicago. Once the family finds a rental unit of interest, they then work directly with the landlord or property owner, who screens the rental applicant according to their own criteria, which must be in accordance with fair housing laws, including Title VIII of the Civil Rights Act of 1968 (Fair Housing Act), Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, as well as numerous Executive Orders, state anti-discrimination laws, and City of Chicago anti-discrimination ordinances. Once the family passes the site-specific screening criteria, they must wait for the unit to pass an initial HQS inspection before the family can move into their new home. Initial HQS inspections are designed to ensure that the unit meets HUD's minimum health and safety performance standards.

The next step in the leasing process is for HCV Program staff to review the rent requested by the landlord to determine whether the rent is reasonable in order to ensure that the HCV Program participant will not pay an excessively high rent. HCV Program staff compares the requested rent to a sample of market rents for other units in the neighborhood that are comparable in size, amenities, age, quality, and other measurable factors. The comparison sample of rents is updated periodically. To better ensure rent reasonableness, on a monthly basis, quality control reviews of reasonableness determinations were performed in FY2007, and, when needed, the HCV Program staff

corrected errors. After the rent has been deemed reasonable, the family or individual signs a lease for the unit and may move into their new home. The CHA HCV Program enters into a HAP contract with the landlord or property owner, which commits the CHA to make monthly HAP payments on behalf of the family or individual participant.

The HCV Wait List has been closed to new applicants since FY1999 and remained closed in FY2007 due to the number of applicants on the wait list. (Refer to Appendix D: Housing Choice Voucher (HCV) Program Demographic Information for more information about the HCV Wait List.) Leasing activity conducted during FY2007 is presented in the following table.

<b>FY2007 Voucher Leasing Activity</b>	
Applicants invited from the HCV Wait List	6,234
Applicants invited from other programs <sup>1</sup>	1,845
Initial interviews scheduled <i>(includes initial and rescheduled interviews)</i>	8,864
Initial interviews conducted	4,338
Number of applicants determined eligible <i>(includes applicants who were interviewed in FY2006)</i>	3,742
Vouchers issued <i>(includes vouchers re-issued to participants who did not find a unit in FY2006)</i>	11,409
Requests for inspections received	11,007
New HAP contracts executed	7,112

<sup>1</sup>This includes applicants from the public housing relocation program, special admissions, and moderate conversion.

At the end of FY2006, there were 9,648 names on the HCV Wait List. Given a steady decline in the leasing of tenant-based vouchers, the CHA began to invite applicants off the wait list. Although numerous efforts were made in FY2007 to increase the leasing of tenant-based vouchers, the CHA ended FY2007 with a lease up rate of 94%, which is below the 98% target lease up rate. The main causes of the below target lease up rate included: (1) a delay in the invitation process for applicants from the wait list in order to test the computerized process, since this was the first time applicants were pulled from the wait list since conversion to the asset management software system in FY2005; (2) less leasing than projected when the leasing schedule was developed; (3) a delay in actual impact of leasing efforts being

visible, because the entire lease up process takes 60 to 160 days; (4) absorption of numerous CHA tenant-based vouchers by other local housing authorities thereby increasing their number of leased vouchers at the expense of CHA's leasing numbers; and (5) a delay in beginning the leasing process due to time needed to train staff to do leasing from the HCV Wait List, as well as the time needed to locate appropriate space to conduct large numbers of eligibility screening interviews. In order to increase the lease up rate in FY2008, the CHA invited over 8,000 applicants off the wait list to be screened for program eligibility in FY2007, and prepared to open the HCV Wait List in FY2008.

## **MANAGEMENT INITIATIVES**

In FY2007, the CHA HCV Program did not revise its Housing Choice Voucher, Project-Based Voucher, and Moderate Rehabilitation Programs Administrative Plan. Instead, the CHA worked to implement the Board of Commissioners (Board) approved policies from FY2006, such as the Site and Neighborhood Policy and the Marginal Unit Policy, as well as inform HCV Program participants, landlords, and staff about the CHA's requirements under the federal Violence Against Women Act (VAWA) and the Illinois Safe Homes Act (SHA). These acts require the CHA to implement policies oriented to protect victims of domestic violence, sexual violence, stalking, dating violence, and sexual abuse. Throughout the year, the CHA also focused on its ongoing collaboration with the Chicago Police Department and community members, as well as instituted greater landlord and tenant accountability. The CHA used these management initiatives to ensure that HCV Program participants had access to decent, safe, and quality housing.

### **Collaboration with the Chicago Police Department and Community Members**

The CHA HCV Program began discussions in FY2006 with the Chicago Police Department (CPD), community stakeholders (i.e. community organizations, block clubs, and Aldermen), and the City of Chicago about collaborations to identify problem properties and improve the lives of HCV Program participants and the communities in which they live. In FY2007, the CHA met monthly with Alderman in specific wards to receive and follow up on complaints received from community residents that relate to HCV Program participants, and developed working relationships with various community stakeholders. The CHA consistently followed-up on complaints by: notifying landlords and property

owners by both telephone and written correspondence, detailing the nature of the complaints, scheduling complaint inspections if necessary, and conducting inspections to evaluate the site and neighborhood conditions. Complaints received in FY2007 included issues such as building violations and the pending foreclosure of properties. The CHA HCV Program took action upon notification of these problems by advising program participants of the need to move, as well as notifying the owner of pending action against them.

### **Landlord Accountability**

The CHA HCV Program partnered with local elected officials, the CPD, the Chicago Departments of Buildings, Revenue, Housing, and Streets and Sanitation to take a proactive approach to encourage property owners and landlords to end illegal activities at problem properties. Several initiatives, such as the South Side Receiving Communities Initiative, Landlord Forums, 3rd District Problem Building Committee, and the Drug/Gang House Enforcement Initiative were implemented over the course of FY2007 to reduce illegal activity in neighborhoods where HCV Program participants live. These entities and agencies shared information about buildings, landlords, and tenants so that problems could be identified and resolved quickly and effectively as a team. By sharing information, the CHA HCV Program was able to determine owner compliance with local tax obligations. The CHA sanctioned owners, who had not paid their taxes, by withholding or denying HAP payments until tax payments were made current.

In FY2007, the CHA HCV Program used the Inquiry Management System (IMS) to respond to, track, and report problem cases, which are situations causing an emergency health or safety issue for participant families, other situations requiring police involvement (i.e. violent criminal activity, serious building code violations, etc.), and serious fraud involving large amounts of money and/or landlord-tenant collusion. The IMS was established to ensure consistent practices to expedite resolution of high profile cases, to clarify tasks and persons responsible for doing them, and to establish accountability in assignments. During FY2007, 179 new problem cases were opened in the IMS.

### **Tenant Accountability**

The CHA endeavored to hold HCV Program participants accountable for their actions in FY2007. Families with other program compliance issues, including criminal or drug activity, were referred to Family Obligations Workshops to get a refresher on how to be compliant with the HCV Program and remain eligible for voucher assistance. In the case of complaints of fraud, they are referred to the appropriate HCV Program staff to determine the necessary course of action. The HCV Program participant is notified in writing of the fraud allegations and given 14 days to respond either in writing or orally. Lack of response by the HCV Program participant may result in termination.

## **RESOURCES FOR HCV PROGRAM PARTICIPANTS**

The CHA continued to offer various resources to HCV Program participants in FY2007. Resources such as neighborhood Satellite Offices, the HCV Program website, and a quarterly newspaper allowed HCV Program participants to receive important information about the Program. Additionally, specialized workshops and a forum regarding HCV Program participants' rights and obligations helped them stay informed.

### **Satellite and Latino Site Offices**

The HCV Satellite Offices offer participants convenient program support at three neighborhood locations on the west, southwest, and southeast sides of Chicago. The activities and services offered at the Satellite Offices grew in FY2007 in order to permit HCV Program participants the opportunity to receive information or seek assistance closer to their homes instead of having to travel to the main office. Each Satellite Office offered different levels of service in FY2007, which depended on the space, staff time, and equipment available.

In FY2007, neighborhood bus tours resumed and were offered at all three satellite offices. Four new zip codes were also added to the interview schedule at the southwest site. The increased services available at the Satellite Offices included an increase in annual re-examination interviews and Family Obligation Workshops for HCV Program participants, as well as more locations for workshops and

opportunities for paperwork drop off for landlords. Additionally, potential participants from the HCV Wait List had their eligibility screening interviews at the Satellite Offices and were able to attend one of the Housing Search Assistance Workshops offered to families new to the HCV Program. To improve the offerings, the CHA set up a resource room at each Satellite Office where HCV Program participants can access information and other resources to more fully utilize the Program. Some resources that continued to be available included Choose to Own Home Ownership Program Orientation Sessions, job recruitment and Job Club workshops, one-on-one sessions with HCV Program participants, assistance with moving decisions, and information on program compliance to continue to qualify to receive voucher assistance. Lastly, HCV Program participants could also seek assistance at one of the three Latino Site Offices funded by the CHA and operated by a not-for-profit organization.

### **HCV Program Website**

The HCV Program website, [www.chacinc.com](http://www.chacinc.com), includes a wealth of information about special programs and counseling for participants, changes in program-related policies, as well as workshops and training sessions. Therefore, in FY2007, the website served as a major resource for HCV Program participants, applicants, landlords, and property owners. As in years past, the CHA updated the website regularly to provide participants and owners with current information and the ability to download brochures, forms, policies, and publications throughout the year. A popular website function for both landlords and participants was the property listing feature. Landlords could quickly upload the data for their vacant unit and participants were able to use the “Find a Place to Live” link to locate available rental units where HCVs were accepted. One important enhancement was made to the property listing feature in an effort to help participants with disabilities find a housing unit that is accessible. (Refer to the Housing Opportunities for HCV Program Participants with Disabilities section within this chapter for more information on the property listing feature.)

### **“Going Places”**

Launched in FY2006, “Going Places” is a newspaper for HCV Program participants. Each quarter during FY2007, HCV Program participants received a copy of the newspaper containing articles focused on increasing participants’ knowledge of the HCV Program and provided useful information on a number of topics related to how to get started in a new career, financial and money matters, and services available

to HCV Program participants from third-parties (i.e. personal assistance and homemaker services for people with disabilities offered through the Mayor's Office for People with Disabilities). Additionally, the newspaper continued to provide an inspiring profile of one successful HCV Program participant each quarter. Throughout FY2007, "Going Places" listed the upcoming Housing Opportunity Program and Family Self-Sufficiency Program informational sessions, as well as the Explore Chicago Tour schedule.

### **Family Obligation Workshops**

There are 16 Family Obligations and each one explains to HCV Program participants their responsibilities for a successful experience in the HCV Program. Key obligations include: notifying the CHA HCV Program in writing within 30 days of the birth, adoption or court awarded custody of a child; requesting the CHA HCV Program and the owner's prior written approval to add any other family member as an occupant to the unit; and within 30 days, notifying the CHA HCV Program when any unemployed adult household member becomes employed. To learn more about these obligations, the CHA strongly encourages HCV Program participants to attend Family Obligation Workshops, which were first implemented in FY2006. The goal of the Workshops is to provide participants with an in depth review of the obligations they must meet to remain compliant with the rules and responsibilities of the HCV Program. Topics covered at the Family Obligation Workshops included: being a good neighbor, housekeeping, landlord and tenant responsibilities, fraud, community involvement, security deposits, pest control, and HQS. The CHA hosted Family Obligation Workshops at the Satellite Offices in FY2007.

### **Bridging the Gap Forum**

The Bridging the Gap Forum was created to foster constructive relationships that will be economically beneficial between communities, property owners, and HCV Program participants. These award-winning forums highlight neighborhood programs, issues, and resources available to both building owners and HCV Program participants in the communities. The Bridging the Gap Forum conducted in FY2007 was "So Your Unit Is Going Condo." This topic was an important one to cover, because of the significant number of apartment buildings being converted to condominiums in Chicago. The 50 forum attendees learned about the legal requirements of condominium conversions and options for tenants.

## HCV PROGRAMS AND COUNSELING FOR PARTICIPANTS

In FY2007, HCV Program participants had access to specialized programs that were created to provide means to achieve economic self-sufficiency and individualized goals. Three programs, the Housing Opportunity Program, the HCV Family Self-Sufficiency Program, and the



Before choosing a home in an Opportunity Area, Housing Opportunity Program participants tour units in order to make the best decision to meet their particular needs.

Choose to Own Home Ownership Program, continued to operate successfully throughout the year. In addition to these established programs, the CHA continued to offer increased housing opportunities for HCV Program participants with disabilities.

### Housing Opportunity Program

The Housing Opportunity Program helped families living in a high-poverty neighborhood explore housing options and move to Opportunity Areas in Chicago. Moving to an Opportunity Area is a goal for many families, because these neighborhoods are safer, have better services, including educationally enriching schools, and offer more of an opportunity to escape poverty. Previously, an Opportunity Area was a census tract where less than 23.49% of the families lived below the poverty level. In FY2007, the CHA made an important change to the Housing Opportunity Program by changing the definition of an “Opportunity Area.”

All 77 community-areas in Chicago are ranked one through 77, based on a variety of characteristics including: poverty rate, employment, education levels, presence of lead-based paint, incidence of crime, and commercial development. “Opportunity Areas” are community-areas ranked in the top 40. Interested HCV

Housing Opportunity Program Activity FY2007		
Category	FY2007 Goal	FY2007 Actual
Number of families briefed on the Housing Opportunity Program	2,000	11,536
Number of families enrolled in the Housing Opportunity Program	1,200	645
Percentage of families who moved to an Opportunity Area.	33%	17%

Program participants attended Housing Opportunity Program information sessions throughout FY2007, where they were briefed about the benefits of the program and the resources available to them if they decided to participate. Once a part of the Housing Opportunity Program, participants worked with a counselor who facilitated the moving process by providing supportive services before, during, and after the move, which included but was not limited to: free credit checks, credit repair counseling, security deposit assistance, and escorted visits and transportation to view units. However, as a result of different factors specific to each family. All enrolled families did not move to an Opportunity Area in FY2007. A common reason that families did not move was that many Opportunity Areas are in neighborhoods that are far away from a family's current home. As a consequence, families do not want to leave familiar neighborhoods and support systems.



Explore Chicago Tours provide tour attendees important neighborhood information regarding schools, housing, and even grocery store locations.

### *Explore Chicago Tours*

Explore Chicago Tours focus on visiting several Opportunity Areas over the course of a few hours. Thirty-nine (39) Explore Chicago Tours were conducted in FY2007. The tours are hosted by current HCV Program participants who provide tour attendees with detailed information on each community's housing, schools, and services. These tours allow attendees who are looking for a place to live to view different neighborhoods, get a better appreciation for the diverse neighborhoods in Chicago, and narrow their housing search.

### *Enhanced Housing Opportunity Program*

The Enhanced Housing Opportunity Program (EHOP) was established as a short-term subset of the Housing Opportunity Program in June 2005 to support public housing residents who relocated from public housing to the private market using a HCV. EHOP encouraged families who have relocated from public housing to move to economically and racially diverse neighborhoods. The EHOP ended in June 2007. Follow-up support will be provided by Housing Opportunity Program counselors through June 2008 to families that moved to Opportunity Areas under the EHOP. The follow-up support entails referrals to social services, community resources, recreational programs for children, and church youth programs.

## HCV Family Self-Sufficiency Program

FY2007 marked the tenth anniversary of the CHA HCV Family Self-Sufficiency (FSS) Program. Over the course of the past ten years, HCV Program participants, whose goal was to become more financially independent, have had the opportunity to take part in the HCV FSS Program. Through the HCV FSS Program, participants worked to address family issues, learn skills, obtain better jobs, and build assets. Participants created and worked toward completing their five-year action plans, which outlined the activities and services that each HCV FSS Program participant needed to accomplish within their educational, career, or financial goals. Throughout the five year program, counselors provided case management, coached and advised HCV FSS Program participants, referred participants to educational and training opportunities, and monitored their progress towards attaining their goals.

Successful participants, who were enrolled in the HCV FSS Program, continued to experience an increase in their income, which in turn caused their monthly rent contributions to increase. As an incentive for HCV FSS Program participants to continue to complete their goals and seek increased income, the CHA continued to deposit an amount equivalent to the rent increase into an interest-bearing escrow account throughout FY2007. When the HCV FSS Program participant completes and graduates from the HCV FSS Program, the participant receives the money including interest from the escrow account. Since the Program's inception, graduates have accumulated more than \$4 million in escrow funds. As of December 31, 2007, there were 1,510 HCV FSS Program participants, 47% of whom had an escrow balance, 57% of whom had an earned income, and 25% of whom were relocating public housing families.



**For ten years, the Family Self-Sufficiency Program has assisted HCV Program participants in achieving personal goals focused on financial self-sufficiency.**

FY2007 Family Self-Sufficiency Activity (1,510 total participants as of December 31, 2007)		
Activities	FY2007 Planned Percentage of Total Participants	FY2007 Actual Percentage of Total Participants
Participants with an earned income	50%	57%
Participants with an escrow balance	N/A	47%

Since 1995, more than 400 families have completed their ambitious action plans and graduated from the HCV FSS Program. In FY2007, 92 HCV FSS Program participants graduated from the program. Participants who graduated in FY2007 had numerous accomplishments such as: completing GED certifications, computer training, medical training and certification, and English as a Second Language (ESL) classes; obtaining college degrees, job promotions, and U.S. Citizenship; and becoming home owners for the first time.



Through job fairs, residents are provided support in finding employment opportunities, and uncovering their full potential in the city's workforce.

### *Employment Support*

The CHA HCV Program acknowledges that employment is the foundation of self-sufficiency, which is the reason that the HCV FSS Program continued to provide employment specific support to its participants. In furtherance, the CHA HCV Program held Job Club workshops and a FSS Career Fair. Twenty-six (26) Job Club workshops were conducted by HCV Program staff in FY2007. The topics covered at these workshops included: resume basics, telephone etiquette, interview prep, job references, career fair prep and follow up, networking, and drafting thank you letters. A FSS Career Fair was also held in FY2007. There were 92 participants in attendance as well as 18 employers in the fields of education, city government and services, general office work, medicine, retail, delivery, and finance. Also in attendance were 11 training and education program representatives, offering

information to attendees who were looking to enroll in programs to improve their employable skills. After the FSS Career Fair, FSS Program counselors followed up with fair attendees to encourage them to contact potential employers from the FSS Career Fair.

Meanwhile, throughout the year, the CHA offered other employment support. FSS Program participants received monthly employment-oriented newsletters and e-mails with information on job leads and job fairs, had the opportunity to attend one of the 21 job recruitment sessions, and had access to one-on-one sessions with an employment specialist who assessed the participant's employment needs. In addition, in FY2007, employment support increased for FSS Program participants through instruction on how to use e-mail for job searching, availability of a Career Coach, and numerous referrals to training and job placement organizations.

### **Choose to Own Home Ownership Program**

Since FY2002, the CHA's Choose to Own Home Ownership Program has grown to be the most successful voucher home ownership program in the nation. Since its inception, 237 qualified families have become home owners through the Choose to Own Home Ownership Program by paying their mortgages with the money previously used for both the rent and the HAP. Of the 237 families, 59% of these new home owners moved from a high-poverty neighborhood to a low-poverty neighborhood.

In FY2007, 42 families purchased a new single-family home, town house, condominium, or cooperative, of which 12 were relocating public housing families. To qualify for the Choose to Own Home Ownership Program, these families had to be in compliance with the rules of the HCV Program, be a first-time homebuyer or not have owned a residence in the last three years, and be earning at least \$10,300 annually from employment or a business. In addition, participating families had to have the financial resources to contribute a down payment of three percent of the purchase price of the desired home. An important component of the Choose to Own Home Ownership Program is the pre-purchase counseling, which provided families with training to familiarize them with the home buying process and home ownership responsibilities, as well as with the services available to them. During FY2007, the City of Chicago and HUD again provided funds to assist with down payments and closing costs, while the Association of Community Organizations for Reform Now (ACORN) provided credit repair assistance.

Once a family identified a potential home, the home had to pass a HQS inspection and a traditional home inspection before the family obtained mortgage financing and closed on the property. After the closing, families were required to attend post-purchase counseling on topics such as property taxes, estate planning, foreclosure prevention, and property maintenance. New home owners were also required to establish both emergency repair reserves and maintenance savings accounts.

FY2007 Choose to Own Home Ownership Program Activity		
Category	FY2007 Goal	FY2007 Actual
Number of applicants in the program	600	286
Number of participants completing pre-purchase counseling	100	58
Number of participants pre-qualified by a lender	60	42
Number families closing on a home	40	42

Although all Choose To Own Home Ownership Program participants join the program with the end goal to purchase a home, not all participants close on a home. Many factors contribute to this situation, such as a loss of employment during the process or addition of a payment responsibility which negatively impacts the participant’s credit score. Another factor that has an impact on Choose To Own Home Ownership Program is the lack of affordable home ownership properties; in particular, families are unable to find an affordable and appropriate home in the areas that they choose to live in.

**Housing Opportunities for HCV Program Participants with Disabilities**

The CHA continued to support HCV Program participant families with disabilities in finding accessible units throughout FY2007. Such support included: providing participants with a current list of available accessible units in the HCV Program, recruiting landlords with accessible units, and assisting participants in lease



**Outdoor ramps increase accessibility for residents with disabilities.**

negotiations with the landlord if requested. The CHA also enhanced the property listing feature on the website in order to help participants locate housing that is accessible and appropriate. The new online feature allows landlords to classify units into three categories: (1) modified for mobility disability; (2) modified for sight/hearing mobility; and (3) modified for environmental disability. This feature also details the actual modifications made to the unit for participants.

Furthermore, in FY2007, the CHA continued to offer grants through the Modification Fund (Fund) to HCV Program participants with disabilities in order to modify their unit to add or enhance the accessibility features. Administered by Access Living, in FY2007, 107 people applied for a grant from the Fund and 61 were approved for the grant. Fund grants can be for an amount up to \$5,000, and in FY2007, the average grant was for \$2,600. The grants were used to underwrite the cost of modifications to make dwelling units accessible, which included installation of flashing door bells and/or fire alarms for a person with a hearing disability, widening of doorways, installation of exterior or interior motorized lifts, and building entrance ramps for HCV Program participants with physical disabilities. In FY2007, 58 modifications were completed and paid for through the Fund. Access Living is an advocacy group that promotes the independence and inclusion of people with disabilities that, in FY2007, provided information and services to HCV Program participants with disabilities, helping them become more independent, in addition to administering the Fund.

## **PROPERTY MANAGER AND OWNER OUTREACH**

The CHA maintained communication with both landlords and property owners of HCV units in FY2007 to allow important information to flow between the two in a manner that was clear and timely. Through the monthly online newsletter, landlords and property owners were kept informed about training opportunities and the activities of the Owner Resource Council. Meanwhile, Landlord Outreach Specialists worked to recruit more landlords and units to the CHA HCV Program.



Classroom trainings allow landlords and owners to participate in learning opportunities focused on improving overall property management practices.

### **“Owner News”**

“Owner News” is the online newsletter for property owners and landlords in the HCV Program. Each month during FY2007, landlords and owners were provided information via the newsletter on upcoming trainings and workshops, tax savings opportunities, and how to enroll in the HAP direct deposit. The CHA also published articles of interest for landlords and property owners in “Owner News,” such as strategies for marketing rental properties, improving security, and new or updated guidelines for carbon monoxide detectors.

### **Landlord and Owner Training**

The CHA offered landlords and property owners access to numerous training workshops and sessions on a monthly basis in FY2007. The purpose of these trainings was to provide landlords and owners with the tools to be better property managers. The CHA held 15 trainings in FY2007, with topics ranging from rent determination to HQS standards and inspections. Additionally, the landlords and owners had access to the Community Investment Corporation’s (CIC) training program, designed to provide owners and managers with a foundation for success in the industry. Topics included: landlord/tenant law, fair housing and protected classes, tenant screening and selection, budgeting, developing and implementing a building maintenance schedule, tax assessments and the appeal process, preparing to apply for a commercial loan, and conflict resolution strategies to help improve communication and cooperation of tenants. Upon completion, attendees received a certificate for their participation.

New landlords were offered the opportunity to attend new owner orientation sessions, which were held monthly throughout FY2007. These two-hour sessions taught new landlords and property owners about the HCV Program, administrative procedures, owner rights and responsibilities, key provisions of the HAP contract, and housing inspections among other topics. In addition to attending new owner orientation and monthly owner workshops, property owners were able to significantly increase their chances of success with the HCV

Program by obtaining a copy of the CHA HCV Program's owner reference manual. The publication covers HCV Program rules, policies, procedures, and other important information, all under one user-friendly cover.

Monthly workshops and informative seminars, as well as their dates and times, were advertised in the "Owner News" newsletter, on the HCV Program's website, and through an owner information hotline. To register to attend one of the workshops or seminars, landlords and owners were able to log onto the HCV Program website or reserve their place over the phone.

### **Owner Resource Council**

The Owner Resource Council serves as a source for candid and continual feedback on HCV procedures and policies, and also challenges CHA's HCV management team to think of new ways to conduct business. The Owner Resource Council, consisting of existing HCV Program landlords, property managers, and owners, met six times throughout FY2007. Topics of discussion in FY2007 included: key inspection issues, ways to increase attendance at Safer Pest Control Workshops, strategies and resources to address drug and gang activity, customer service, and creation of new owner training sessions. In September 2007, six new members joined the Owner Resource Council and received orientation on both their roles in and the mission of the Council.

### **Landlord Outreach Specialists**

In order to increase the housing opportunities for HCV families and individuals, the Landlord Outreach Specialists worked diligently throughout FY2007 to recruit new landlords with units in low-poverty areas to the HCV Program. The Specialists mailed out informational brochures and newsletters, attended realtor/buyer workshops to make new contacts, had one-on-one meetings with potential landlords, as well as worked with local agencies and not-for-profit organizations to establish contacts with landlords and owners. Finally, the Specialists conducted neighborhood surveys to gather possible leads and reviewed both newspaper and online ads for rental units and contacted the landlords listed to invite them to participate in the CHA HCV Program. In FY2007, Landlord Outreach Specialists added 672 new landlords/owners to the HCV Program, which resulted in 761 new units in low-poverty areas to the HCV Program, which represents a significant increase from FY2006.

## **PROJECT-BASED VOUCHER PROGRAM**

The project-based voucher (PBV) program remained an important component of the CHA's HCV Program in FY2007. It differs from the tenant-based voucher program, because unlike a tenant-based voucher, a PBV is attached to a unit. Therefore, a family who moves from the PBV unit does not have a right to continued housing assistance when they move to a different building. In FY2007, the CHA continued to award PBVs to developers and owners looking to either rehabilitate or construct affordable housing units. The CHA entered into HAP contracts with these developers and owners, who then leased the PBV units to eligible families and individuals on the HCV Wait List who also met the development's site specific tenant selection criteria. As of December 31, 2007, 94% of the 2,123 allocated PBVs were leased.

Project-Based Voucher Utilization as of December 31, 2007		
Type	Leased	Allocated
Moderate Rehabilitation	1,208	1,345
Project-Based Vouchers	788	778

Throughout FY2007, the CHA continued to work with its partners on the Chicago Supportive Housing Initiative and the Regional Housing Initiative, as well as with developers and owners directly to subsidize the creation of increased affordable housing options for low-income families in Chicago and the surrounding metropolitan area.

### **Chicago Supportive Housing Initiative**

The Chicago Supportive Housing Initiative (Initiative) is a collaboration between the CHA, the Chicago Department of Housing, the Chicago Department of Human Services, the Chicago Department of Planning and Development, and the Mayor's Office of Workforce Development to provide PBVs to developers of affordable housing. Primarily, the Initiative looks to foster the availability of existing Single Room Occupancy (SRO) units in Chicago and the creation of permanent affordable housing with on-site social services to address lease-compliance issues that can affect low-income or public housing residents. In FY2007, the partners of the Initiative worked together on the planning and execution of the projects listed below:

- Dante-Harper Town Houses, a planned rehabilitation project of 36 units, all of which will be PBV, for grand families in five two-story town house buildings. This project is in the predevelopment stage while the developer assembles construction financing.

- Harriet Tubman Apartments, a project to rehabilitate 28 units in a three-story building, was completed in FY2007; 14 PBVs were awarded to this project.
- Spalding/Trumbull, a substantial rehabilitation project, which upon completion will contain 26 units in two formerly CHA-owned three-story buildings. This project will receive 13 PBVs.
- Washington Park SRO, a SRO completed in FY2007 that contains 63 units, 32 of which are PBV, in a rehabilitated five-story former YMCA building.

Since on-site social services are a vital component to housing created through the Initiative, the CHA established social service plan criteria, an approval process for social service plans, and accountability measures for developers to follow. During the fourth quarter of FY2007, CHA staff met with the developers of these properties to review their social services delivery plans and reporting criteria.

### **Regional Housing Initiative**

Established in FY2002, the Regional Housing Initiative (RHI) is a consortium of five housing authorities (the CHA, Cook County Housing Authority, Lake County Housing Authority, McHenry County Housing Authority, and Joliet Housing Authority, which joined in early FY2007), the Metropolitan Planning Council (MPC), and the Illinois Housing Development Authority (IHDA). RHI was created to address the rental housing shortage and to preserve existing quality, affordable, mixed-income rental housing located near jobs and access to public transportation by providing financial incentives, in the form of PBVs, to developers and owners of rental housing. Upon joining RHI, the CHA committed 219 PBVs to the RHI voucher pool, 30 of which have been issued under HAP contacts. The PBVs, which provide a stream of rental income, is not the only incentive developers and property owners receive as participants in RHI. Developers and owners who have been awarded RHI vouchers get an increased chance of obtaining Low-Income Housing Tax Credits from IHDA, because RHI developers receive extra points in IHDA's scoring process.

Under the rolling Request for Proposals (RFP) process, developers and owners were able to submit proposals for consideration to RHI any time during FY2007. In FY2007, RHI approved the proposal for Casa Morelos that will be awarded nine RHI project-based vouchers. This new development, which is scheduled to break ground in FY2008, will be located in the Pilsen neighborhood and will contain a total of 45 affordable rental units for families in a seven-story mid-rise. CHA staff worked with the developer of Casa Morelos to create an appropriate

financing plan for this new construction. North Avenue Apartments, another RHI development, was approved in FY2006 and was under construction in FY2007. With 24 units for families, North Avenue Apartments received six RHI project-based vouchers and was complete by year end. Although there is a 25% unit limit for the number of units in a building that can be set aside for PBV use, the CHA worked diligently in FY2007 and obtained a waiver to this limit. This waiver allowed the CHA to award ten project-based vouchers to the developer, in addition to the six received from RHI. CHA staff worked with the developer to establish marketing strategies and a tenant referral process. Leasing of North Avenue Apartments will continue into early FY2008.

In addition to reviewing proposals and awarding vouchers, RHI partners worked together with developers and property owners in FY2007 to market and lease units at their developments. The CHA and MPC assisted the developer of East Apartments in Rolling Meadows with creating a marketing brochure, which was distributed to the housing authorities in the RHI consortium to attract applicants interested in being screened for eligibility. Moreover, the CHA HCV Program referred the potential applicants to the Cook County Housing Authority.

### **Other Project-Based Voucher Issuance for Development**

In addition to the Supportive Housing and RHI developments, in FY2007, the CHA, with CHA Board approval, awarded 43 project-based vouchers to developers for the development of new affordable housing. Several rehabilitation and new construction projects were in predevelopment or underway in FY2007. Wilson Yards, with 16 PBVs for families, is a new construction project, which is expected to close in first quarter of FY2008. Rosa Parks Apartments, which is also expected to close in FY2008, will be a new housing development for families, comprised of several building types, containing a total of 94 units, including 20 PBVs. This project was awarded Low-Income Housing Tax Credits from IHDA in FY2007.

Two projects for seniors were also being developed in FY2007. Senior Suites of Auburn Gresham, a new 80,000 square foot facility with 85 affordable rental units, was approved for 17 PBVs in FY2007. The property was ready for lease up in November 2007. The other senior project, Eastgate Village Seniors Residence, will contain 117 units and will receive 35 CHA PBVs. This project is expected to close during the first quarter of FY2008.

## **CHAPTER 3: SUPPORTING RESIDENTS THROUGH RELOCATION**

Residents affected by the Plan for Transformation (Plan) required significant levels of support, advice, and assistance during all stages of the relocation process. Over the course of FY2007, the CHA continued its steadfast efforts to find and place residents in temporary or permanent homes. The CHA's support of its residents through the relocation process was carried out in three ways: (1) the CHA communicated with its residents through both one on one home visits, as well as by conducting relocation fairs and housing offer process/replacement housing information sessions to help residents make informed decisions about their housing choices; (2) the CHA assisted residents in making smooth transitions into their temporary and permanent homes by maintaining numerous housing options suitable for each family's individual needs; and (3) the CHA supported residents in their path to remain lease-compliant in order to maintain their right of return under the Relocation Rights Contract (RRC).

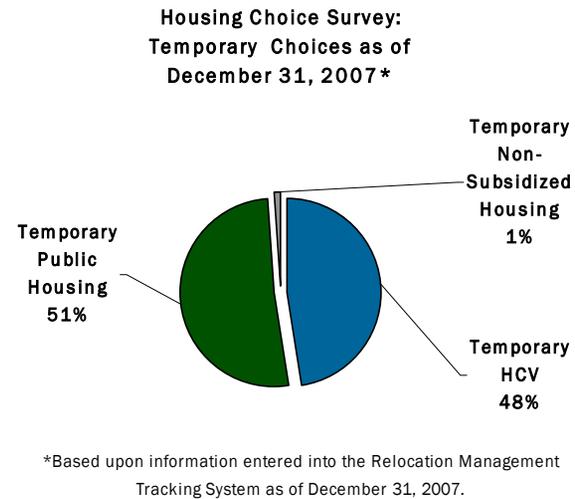
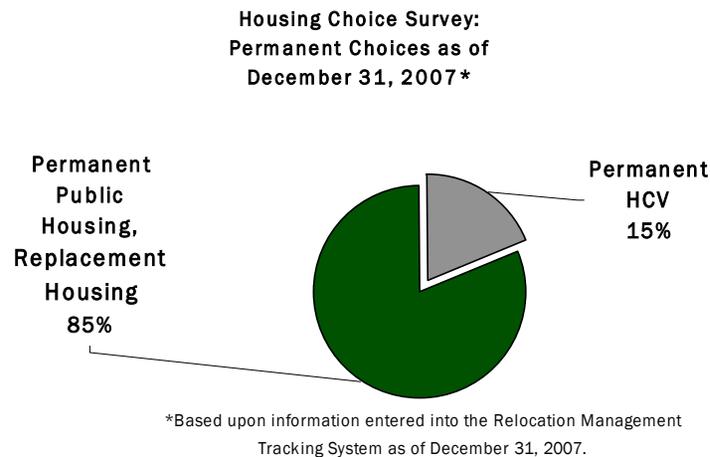
### **MAINTAINING COMMUNICATION DURING THE RELOCATION PROCESS**

The CHA used numerous platforms to conduct resident outreach and communication to ensure its residents gained a familiarity with the relocation process and acquired the knowledge necessary to make informed decisions about their temporary and permanent housing choices. In FY2007, relocating families were afforded the opportunity to participate in Relocations Fairs, Housing Offer Process/Replacement Housing Information Sessions, tour model units in mixed-income/mixed-finance communities, as well as update housing choice surveys and receive home visits. Each of these tools furthered the CHA objective of maintaining communication with its residents throughout the relocation process.

#### **Housing Choice Surveys**

The Housing Choice Surveys are a mechanism by which the CHA empowers public housing residents to participate in the decision-making process regarding where they will be temporarily or permanently relocated through the Plan. Residents have the choice of relocating to another public housing unit or moving into the private market with the use of a Housing Choice Voucher (HCV) for both their temporary or

permanent move. Once residents complete their Housing Choice Survey and return it to the CHA, the data is managed in the CHA's Relocation Management Tracking System (RMTS). Results of residents' choices are depicted below.



### **Housing Offer Process/Replacement Housing Information Sessions**

The Housing Offer Process (HOP) was developed to assist the CHA in moving residents in accordance with the provisions laid out in the RRC. The HOP also identifies when and how residents are notified of their housing eligibility and move status in contemplation of their relocation into permanent replacement housing. The CHA continued to maintain communication with its residents throughout FY2007 in an effort to keep each informed of critical stages in their relocation process from the redevelopment or rehabilitation of public housing until satisfaction of their Right of Return. The CHA hosts and invites residents to attend HOP/Replacement Housing Information Sessions, which further explain how the move process is managed. In FY2007, HOP/Replacement Housing Information Sessions were held at Fountainview, Hilliard Towers Apartments, Hansberry Square, and Lowden Homes. (Refer to page 85 for a step-by-step guide for the HOP.)



In FY2007, relocation fairs played an integral role in assisting residents' transition into new communities.

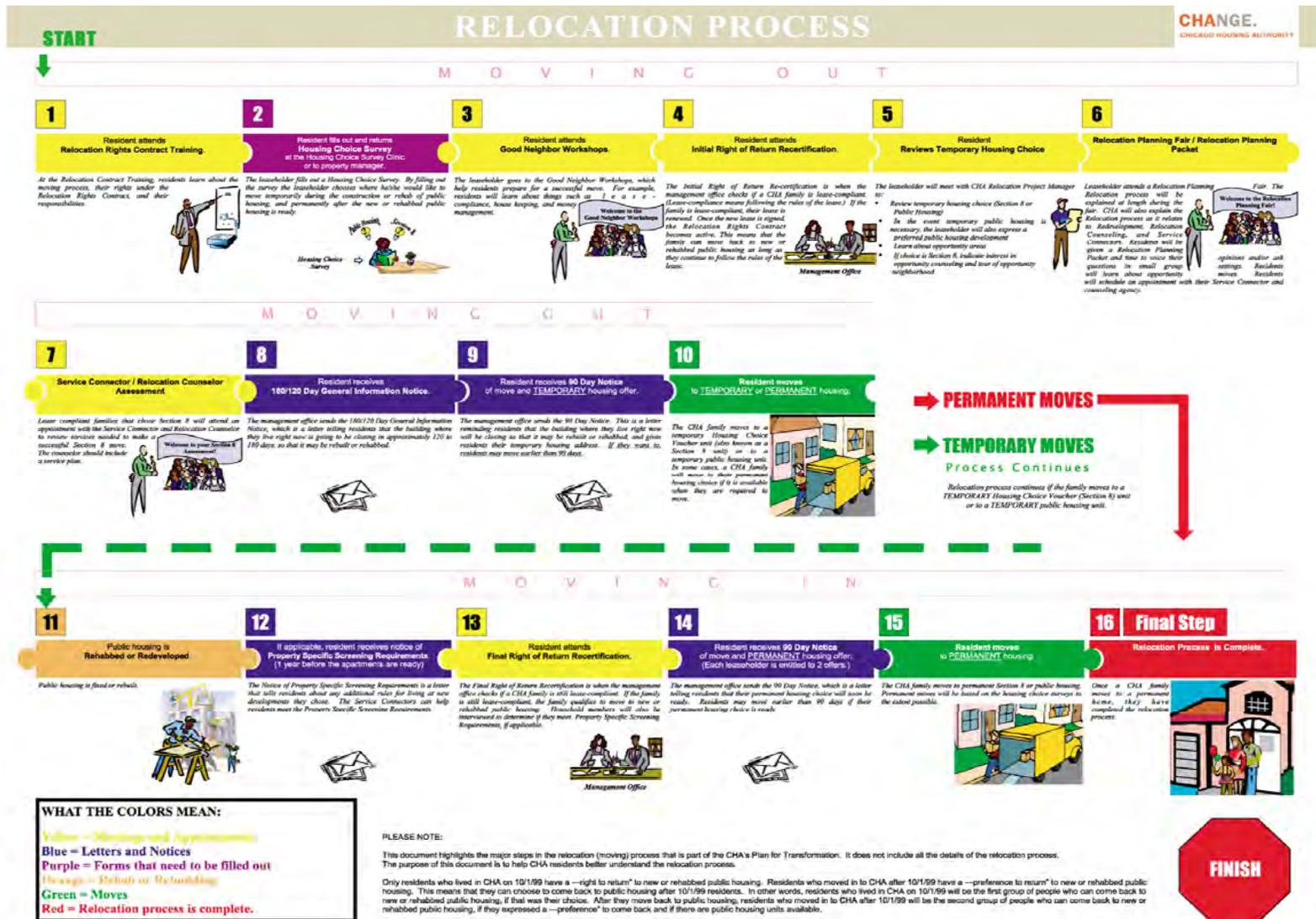
### **Relocation Fairs**

The CHA hosts relocation fairs in order to provide a forum for its residents to learn about their various temporary and permanent housing options, as well as to inform residents on the multitude of programs and services available to assist them in making a smooth transition into their new community. Residents are also able to use the relocation fairs as a medium to have their questions received and their concerns heard regarding their impending moves. During the course of FY2007, the CHA held relocation fairs periodically for both traditional family public housing developments and new mixed-income/mixed-finance communities including Altgeld Gardens and Phillip Murray Homes, Oakwood Shores, St. Edmund's Meadows, and Keystone Place.

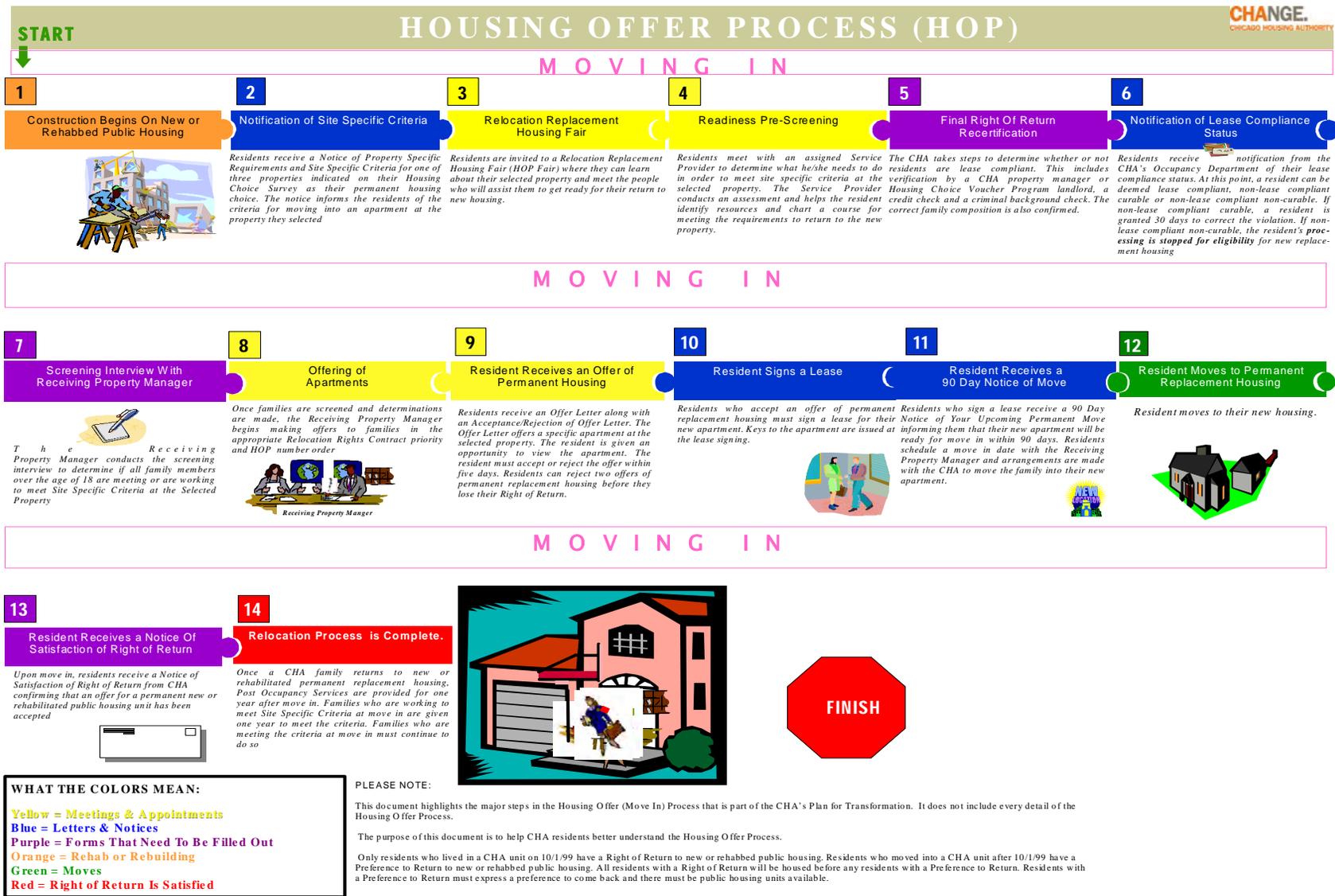
### **Home Visits**

Another method the CHA uses to maintain communication with its residents during the relocation process is through home visits. Home visits are conducted by staff from the CHA Resident Services Division. Staff visits residents who have moved into redeveloped or rehabilitated housing units, and residents who have moved into the private market with a HCV. During home visits residents are provided with informational resources about their new community, as well as encouraged to ask questions and asked if they need assistance to further transition into their new home. In FY2007, the CHA conducted 1,227 home visits.

The chart below illustrates each step in the CHA relocation process under the Plan for Transformation.



The following flow chart describes each step in the Housing Offer Process, for all CHA properties being rehabilitated or redeveloped.



## WORKING WITH RESIDENTS TO REMAIN LEASE COMPLIANT



Supportive service counselors are in place to aid residents in working towards lease compliancy and remaining eligible for permanent housing.

Through the Plan for Transformation, the CHA is committed to returning 25,000 units of public housing back into the CHA's housing stock. Residents seeking to move into a rehabilitated or redeveloped public housing unit must sustain both their lease compliancy and fulfill their obligations set out in the RRC. In FY2007, the CHA continued to provide services and resources to residents in an effort to encourage and support their lease compliance. (Refer to Chapter 4: Achieving Economic and Social Self-Sufficiency, for more information on services and resources available to CHA residents.) Each CHA resident is evaluated annually by the on-site property manager on their adherence to the lease through their annual re-examination process. Of the families found to be non-lease compliant and whose Right of Return had not been satisfied, many of these residents had committed curable lease violations and were provided with and/or referred to supportive service counselors

to help attain lease compliancy. The CHA also works diligently to ensure residents stay abreast of admission criteria for newly redeveloped and rehabilitated public housing and encourage residents to remain eligible for their permanent housing choice.

## ASSISTING RESIDENTS TRANSITION INTO THEIR TEMPORARY OR PERMENANT HOME

The CHA assists residents make smooth transitions into their temporary or permanent home by keeping them up-to-date on building closures and maintaining numerous housing options suitable for each family's individual needs. Residents who occupied CHA housing on October 1, 1999 and have remained lease-compliant continue to be eligible to exercise their Right of Return to a redeveloped or rehabilitated CHA housing unit. During FY2007, the CHA again employed an Independent Monitor who reviewed the CHA's relocation

process and its conformance with the RRC. The Independent Monitor’s findings were documented and recommendations continue to be provided to the CHA. In support of these endeavors, the CHA continued to assist residents along each step in the relocation process throughout FY2007.

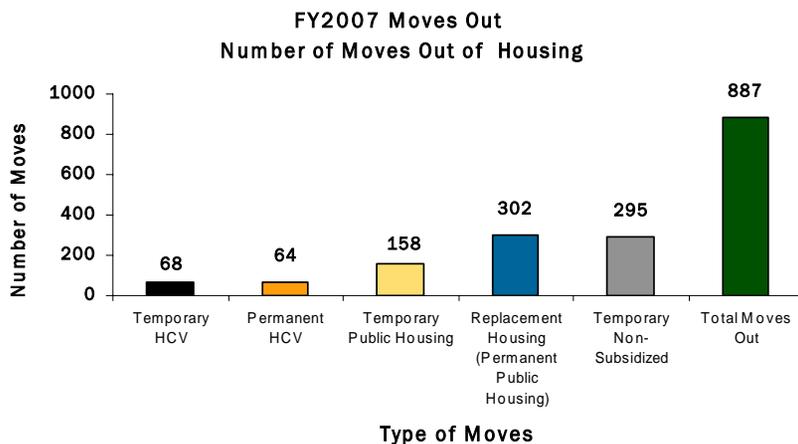
**Building Closure**

In preparation for transitioning families into new housing communities, the CHA conducts building closures at designated sites. The CHA uses its redevelopment and rehabilitation goals outlined in the Plan as a guide in determining where building closures should occur in each fiscal year. Procedurally, the CHA consults with both the Central Advisory Council and the corresponding Local Advisory Council prior to conducting closures at designated buildings. Once a building has been designated for closure, the CHA notifies residents of their impending move and provides them with sufficient time and relocation resources to make their move a successful one. In FY2007, the CHA completed building closures on portions of the following developments: Dearborn Homes, Frances Cabrini Rowhouses, Harold Ickes Homes, Madden Park Homes, and Ida B. Wells Extension.

<b>FY2007 Building Closures</b>	
<b>Redevelopment and Rehabilitation Properties</b>	
<b>Development/Address</b>	<b>Total Number of Units Closed</b>
<b>Dearborn Homes</b>	
2920 S. State Street	48
2931 S. State Street	48
2940 S. State Street	48
<b>Frances Cabrini Rowhouses</b>	
814 N. Cambridge	1
816 N. Cambridge	1
818 N. Cambridge	1
820 N. Cambridge	1
822 N. Cambridge	1
824 N. Cambridge	1
826 N. Cambridge	1
840 N. Cambridge	1
842 N. Cambridge	1
844 N. Cambridge	1
846 N. Cambridge	1
848 N. Cambridge	1
850 N. Cambridge	1

FY2007 Building Closures	
Redevelopment and Rehabilitation Properties	
Development/Address	Total Number of Units Closed
<b>Frances Cabrini Rowhouses (continued)</b>	
852 N. Cambridge	1
854 N. Cambridge	1
870 N. Cambridge	1
872 N. Cambridge	1
874 N. Cambridge	1
876 N. Cambridge	1
878 N. Cambridge	1
880 N. Cambridge	1
882 N. Cambridge	1
884 N. Cambridge	1
900 N. Cambridge	1
902 N. Cambridge	1
904 N. Cambridge	1
906 N. Cambridge	1
908 N. Cambridge	1
910 N. Cambridge	1
912 N. Cambridge	1
914 N. Cambridge	1
930 N. Cambridge	1
932 N. Cambridge	1
934 N. Cambridge	1
936 N. Cambridge	1
938 N. Cambridge	1
940 N. Cambridge	1
942 N. Cambridge	1
944 N. Cambridge	1
956 N. Cambridge	1
958 N. Cambridge	1
960 N. Cambridge	1

<b>FY2007 Building Closures</b>	
<b>Redevelopment and Rehabilitation Properties</b>	
<b>Development/Address</b>	<b>Total Number of Units Closed</b>
<b>Frances Cabrini Rowhouses (continued)</b>	
962 N. Cambridge	1
964 N. Cambridge	1
966 N. Cambridge	1
968 N. Cambridge	1
970 N. Cambridge	1
968 N. Cambridge	1
970 N. Cambridge	1
516-533 W. Chestnut	17
517-533 W. Delaware	17
516-533 W. Iowa	17
515-533 W. Locust	18
516-533 W. Pearson	17
519 W. Walton	1
521 W. Walton	1
523 W. Walton	1
525 W. Walton	1
527 W. Walton	1
529 W. Walton	1
531 W. Walton	1
533 W. Walton	1
<b>Harold Ickes Homes</b>	
2420 S. State Street	69
2430 S. State Street	69
2450 S. State Street	65
<b>Ida B. Wells Extension</b>	
527 E. Browning Avenue	65
559 E. Browning Avenue	65
540 E. 36th Street	65
<b>TOTAL UNITS</b>	<b>719</b>



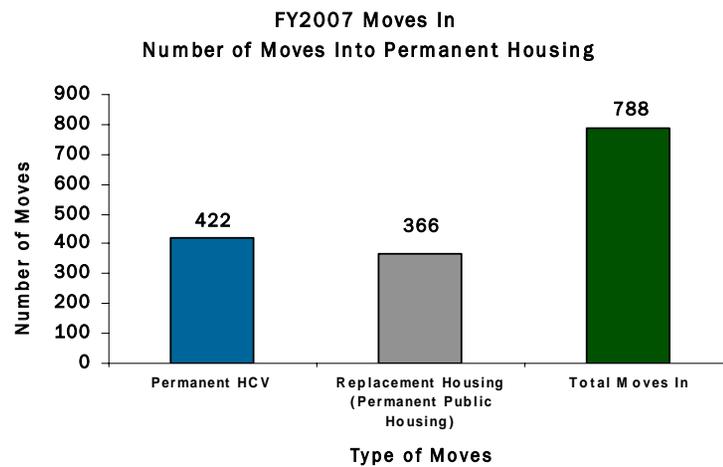
### Moves Out

Part of the CHA’s work to transition families into their newly redeveloped or rehabilitated homes includes moving families out of their non- revitalized public housing units. Once a determination has been made that a CHA building must be closed to further the Plan, residents receive in the mail a General Notice at both 180-days and 120-days from the scheduled building closure date. The General Notice informs residents when their building will close and move out must occur. During FY2007, the CHA closed 77 buildings which corresponded to 887 total moves out of public housing. Residents moving out of traditional public housing through the Plan are afforded

various housing options to meet their relocation needs. These options include: (1) temporary public housing; (2) temporary HCV; (3) temporary non-subsidized housing; (4) permanent HCV; or (5) permanent public housing (replacement housing).

### Moves In

In accordance with the RRC, in FY2007, the CHA continued to issue Final Right of Return Satisfaction Notices to public housing residents who had been relocated permanently. To support residents in their choice to accept a permanent HCV or move into permanent public housing (replacement housing) the CHA provided a host of relocation services to assist in their transition. (Refer to Chapter 4: Achieving Economic and Social Self-Sufficiency for more information on services to assist residents in



transitioning into their new communities.) By the end of FY2007, 788 families had moved in to permanent homes, of which 422 families moved into the private market using a permanent HCV; and 366 families moved into permanent public housing (replacement housing).

### **Housing Offer Process Module**

The Housing Offer Process (HOP) Module of RMTS is another mechanism the CHA used to facilitate the management of resident moves in accordance with the applicable provisions set out in the RRC. This Module is an electronic management arm of the HOP and is employed by the CHA to ensure that residents are screened and housed in both an orderly manner and pursuant to priority numbers assigned through the HOP. The CHA Resident Services Division continued to use the HOP Module in FY2007 to exchange pertinent data regarding relocation resources, in an effort to promote expeditious moves through the CHA relocation process. CHA staff new to the HOP Module were trained on the application and functionality based on their particular need. The HOP Module was enhanced during FY2007 to allow the transfer of data between the HOP Module and the CHA's internal asset management software to be processed more resourcefully.

## CHAPTER 4: ACHIEVING ECONOMIC AND SOCIAL SELF-SUFFICIENCY



Programs such as Science *minors* focus on educating and preparing youth for future employment. The Science *minors* Program allows participants to present exhibit information to visitors at the Museum of Science and Industry, giving participants' valuable workplace experience.

A variety of services and resources are provided to CHA residents in order to promote their economic and social self-sufficiency. In FY2007, the CHA continued to evaluate the type of resources offered to residents and the way in which residents receive services in order to maximize their opportunities to work toward and/or meet their self-sufficiency goals. Throughout the year, residents were able to receive the benefits of intergovernmental agreements created between the CHA and state and local agencies, which allow residents to receive job training, further their education, and gain the tools to become viable workforce participants. Additionally, the CHA continued to strengthen its community ties through increased collaboration with private stakeholders and partner organizations in an effort to offer residents a wealth of opportunities to transform their economic and social position and provide them with the tools to live a self-sufficient lifestyle.

### THE CHA'S SERVICE PROVISION NETWORK

The CHA's intergovernmental agreement with the Chicago Department of Human Services (CDHS), which began in FY2001 to develop and maintain a service provision model, expired in FY2007. As a result, the CHA engaged in a great amount of evaluation of the current Service Connector Program, as well as conducted best practice research on the variety of ways to administer services in the future. Throughout the year, the CHA Resident Services Division in collaboration with the City of Chicago agencies worked to streamline the service provision model in an effort to focus services on removing barriers to retaining permanent housing, as well as connecting residents to stable employment opportunities. By year's end, the CHA had formulated the framework for the new service provision model, which moving forward will be called "FamilyWorks." The main tenets under the old Service Connector Program of assisting residents living in traditional family public

housing and Housing Choice Voucher (HCV) Program participants overcome housing and employment challenges were incorporated under the new FamilyWorks program structure. Meanwhile, additions to the service provision offerings were also made in order to meet tangential issues facing residents, such as child care, substance abuse treatment, and transportation, which play an important part in a resident's ability to maintain stable housing and employment.

### **Service Connector Program**

The Service Connector Program (SCP) played a major role in the progress of the Plan for Transformation (Plan), and as such, was evaluated to ensure its components were being utilized to the fullest extent. Helping residents become self-sufficient via job training and placement strategies is one main objective of the Plan. Agencies participating in the SCP performed aggressive outreach to engage CHA residents and inform them of available services and opportunities throughout Chicago in FY2007. In an effort to broaden the scope of employment services, Service Connector agencies worked in collaboration with the Mayor's Office of Workforce Development to plan job training and placement strategies for CHA residents. In addition, City Colleges of Chicago coordinated with Service Connector agencies to provide bridge programs for residents in need of literacy, education skills, career orientation, and to offer training for jobs in hiring industries. During FY2007, CHA residents who took advantage of programs offered through the SCP were afforded individualized counseling to assist in making sound decisions that would affect their housing choice.



**Gaining employment is an important milestone in obtaining economic self-sufficiency. Programs are in place to assist residents with both job training and job placement.**

### **Resident Service Coordinators**

CHA Resident Service Coordinators (RSC) work in collaboration with local agencies and City of Chicago Departments to assist and promote senior well being. In FY2007, the CHA again collaborated with the CDHS, the Social Security Administration, the Chicago Police Department, the Regional Transit Authority, and the Community Care Program to name a few. Some activities conducted by RSC include:

credit fraud workshops, computer classes, English as a Second Language assistance, and the ComEd electric savings program. RSC continued to field inquiries for information and assistance regarding lease compliancy, conduct well-being checks, facilitate both case management and public benefit referrals, and organize social enrichment activities for CHA senior residents all throughout FY2007.

FY2007 Resident Service Coordinator Program Activity	
Number of inquiries for information and assistance	17,554
Number of times residents were provided direct service	59,110
Number of senior residents referred for public benefits	9,808
Number of social enrichment activities	3,295



Promoting active lifestyles is an important component to CHA senior designated housing. In FY2007, dance programs allowed seniors to stay both physically and socially active.

### Social Activities

The CHA Senior Supportive Services Department provided the tools to its senior residents needed to maintain a viable, independent lifestyle in FY2007. Seniors were provided access to a multitude of programs and services. The programs were geared toward vital and active living through leisure, education, socialization, and volunteer opportunities. Activities included: computer instruction, trips to music concerts, poetry hour, movie days, bake and rummage sales, fish fry, chili cook-off, dances, holiday themed parties, and cultural events.

### Benefits Screenings

Part of the CHA Senior Supportive Services Department’s mission is to ensure CHA residents have the tools to enjoy a self-sufficient life for themselves during their golden years. During FY2007, RSC assisted in connecting CHA senior residents with

the programs and resources to remain active community participants. For example, senior residents were referred to:

- Metro Mobility, which provided transportation assistance for necessary activities, such as trips to the doctor or the grocery store;
- Meals on Wheels, which prepares and delivers meals to homebound residents;
- House cleaning services, such as carpet cleaning providers;
- Legal Aid, which provides legal assistance to low-income Chicagoans; and

- Public benefit programs, in order to be evaluated for food stamps and social security.

By the end of FY2007, the CHA had made 9,808 referrals to public benefit programs for CHA residents living in senior designated housing properties.

### *Health and Wellness*

Health seminars and informational workshops on senior well-being were conducted in FY2007. Program topics included: Alzheimer's awareness, proper nutrition, fitness benefits, HIV prevention, and healthy living. The RSC also made available to senior residents on-site flu shots, exercise classes, healthy cooking seminars, and seasonal walking clubs. In an effort to promote senior health and wellness, the CHA collaborated with the City of Chicago Department on Aging to provide CHA senior residents with access to Meals on Wheels and the Golden Diner Program, as well as individualized case management assessments. (Refer to the next header *Resident Service Coordination Case Management Program* for more information on individualized case management assessments.) In addition to on-site programming, the CHA continued to conduct well-being checks. Well-being checks enabled the CHA to support its senior residents during extreme weather conditions. To compliment this activity, CHA staff distributed weather-related literature, as well as checked heating vents and air conditioners in an effort to provide the most efficient heating and cooling system possible. Finally, the Chicago Fire Department again offered its safety and prevention training to senior residents, demonstrating how to take precautionary measures to prevent fires and what to do in case a fire erupts.

### *Resident Service Coordination Case Management Program*

Through the use of the Resident Service Coordination Case Management System (RSCM), the RSC was able to assess and monitor the in-home services that were being provided to more than 1,000 CHA senior residents living in 15 of the senior designated housing buildings. The RSCM connected CHA seniors with access to goods and services otherwise difficult for them to attain. For example, the Flexible Senior Services Program, a pilot program offered to participants of the RSCM, allowed CHA senior residents to be assessed for goods and services such as dentures, eye glasses, and hearing aids, as well as utility and rental assistance at no cost to the resident participant. RSCM program staffs were recertified by the Illinois Department on Aging in FY2007 and continue to provide and conduct the Determination on Needs Assessments in the approved buildings.

### Move-In Service Providers

Through the Plan, public housing residents are being relocated to vibrant new mixed-income/mixed-finance communities throughout Chicago. In preparation for their impending moves through the relocation process, during FY2007 CHA residents were again provided with access to Move-In Service Providers who worked with individual and families to: (1) review and meet site-specific leasing criteria; (2) navigate through each stage of the relocation process; and (3) become active members of their new community upon move completion.

### Transitional Housing and Supportive Services Counselors

CHA residents, who were faced with unique challenges in their transition out of non-revitalized public housing, were provided with assistance from Transitional Housing and Supportive Services Counselors. Through FY2007, counselors were on hand to address housing, transportation, and education-related issues, which serve as barriers to the success of the residents' moves.

## **EMPLOYMENT AND JOB TRAINING**



In FY2007, 518 residents were referred to adult education programs. One such program was the Hospitality Academy, which these students successfully completed.

The CHA continues to use a multi-faceted approach to meet the employment and job training needs of its residents. Programs have been designed to transform public housing residents into viable workforce participants and to assist residents in maintaining a positive presence in their community. Throughout FY2007, the CHA worked closely with partner agencies that offer comprehensive assessments, referrals, job training, job placements, and provide accessible computer and internet workstations for residents. Furthermore, the CHA sought to increase the financial incentives to work by revising its Admission and Continued Occupancy Policy and to strengthen links between public housing residents and the Chicago community at-large. These following initiatives were all foundations on which the CHA was building to help residents better encourage and support employment in FY2007.

## Opportunity Chicago

Resident employment and job training prospects are greatly increased by participation in Opportunity Chicago programming. The CHA helped initiate the creation of Opportunity Chicago in FY2006. Opportunity Chicago is a partnership between the CHA, City Colleges of Chicago, the CDHS, and the Mayor's Office of Workforce Development in an effort to further opportunities surrounding self-exploration, career preparation, and job training for residents. During FY2007, Opportunity Chicago continued its mission of supporting resident workforce needs by connecting residents to instrumental job preparedness programs and referring residents to sustainable employment opportunities. Examples of programs CHA residents engaged in during FY2007 under the Opportunity Chicago umbrella include, but are not limited to: Hospitality Academy, Employability Plus, Contextualized Literacy, and Bridges to Careers.

Each of these programs offers residents training to sharpen distinct workforce skills. As a result of the efforts of Opportunity Chicago partners:

- 1,723 residents were referred to job training classes;
- 666 residents completed job training programs;
- 1,707 job placements were made for residents;
- 518 residents were referred to adult education programs; and
- 147 families were referred for school enrollment, including child care.

### *Bridges to Careers*

The CHA and City Colleges of Chicago continued its partnership that addresses the skill gap between un- or under-employed CHA residents and the changing demands of the current job market, which requires highly trained workers. Through the partnership, all those who reside in or have recently moved from a CHA development are eligible for cost-free learning in the City Colleges' Bridges to Careers Program. By year's end, 252 residents had enrolled in the Bridges to Careers Program, during FY2007. Program participants who lacked adequate reading, math, or other skills to enter college or gain career track employment, were offered the opportunity to improve basic skills and/or

to begin preparation for jobs that required college level reading or math skills, or specialized training. The trainings available were for jobs in banking, nursing, transportation, cosmetology and hospitality industries, among others. During the course of FY2007, the CHA saw 114 residents graduate successfully from the Bridges to Careers Program.

### **Youth Employment**

CHA employment initiatives were made available to residents of all employable ages throughout FY2007. Teen residents were able to learn the fundamentals of workplace skills by participating in the After School Matters Program, which provided participants with apprenticeship style learning opportunities in subject matters ranging from web design and performing arts to carpentry and sports administration. Each participant was able to acquire marketable skills from industry leaders through informative lectures, innovative field trips, and supervised simulated work experiences. Residents between the ages of 14 and 15 also had the opportunity to participate in the After School Matters Program during the summer of FY2007. One-hundred and ninety (190) CHA youth chose to take part in the Program and had the option to complete an art, communications, sports, or technology learning track. As a result of their dedication to and effort in the Program, all 190 CHA youth who participated received a financial stipend for their work.

### **Work Requirement**

During FY2007, the CHA underwent extensive best practice research in an effort to develop a work requirement, as apart of its FY2007 ACOP. The CHA Work Requirement was created to encourage and support residents on their road to attaining their economic self-sufficiency goals and obligates all non-exempt residents residing in traditional family public housing, between the ages of 18 and 62, to maintain at minimum 15 hours of employment each week for the first year and a half of implementation and 20 hours per week thereafter. Residents who are exempt from the work requirement include, but are not limited to residents who are: age 62 years of age or older, single parents serving as the primary, full-time caretaker for children age one and under, or blind or disabled and certify that they are unable to comply with the work requirement. During the first two years of implementation, residents are able to fulfill half their work requirement by engaging in volunteer and/or community service activities. Both the FY2007 ACOP and the CHA Work Requirement gained CHA Board of Commissioners' approval in December.

In addition, a “Safe Harbor” provision was written into the CHA Work Requirement so as to mitigate the unique challenges of CHA residents in finding and/or retaining permanent employment. For example, residents who are looking or preparing for work, but currently are not engaged in qualified work activity may be eligible for temporary “Safe Harbor.” Qualified work activity includes any combination of the following: accredited school, GED or literacy program, internship, job readiness program, training program, or work experience opportunity.

### **Neighborhood Technology Resource Center**

In FY2007, the Neighborhood Technology Resource Center (NTRC) furthered its mission of positioning computer technology as a tool for individual development by creating and supporting various programs which established and/or contributed to their digital proficiency to make them socially and economically independent. The NTRC provided technology training to CHA residents at the Charles A. Hayes Family Investment Center through a contract with the CHA. NTRC allows CHA residents hands on learning by using 25 computer workstations with high speed internet access. The NTRC classes sought to allow residents to use technology as a catalyst for: academic enrichment among CHA youth and families, career building and advancement in both information technology and telecommunications careers, and provided a resource-rich space for residents to be exposed to new and/or advanced technologies.



Sound computer knowledge is as important as ever for both students and workforce participants. In FY2007, the CHA, through the NTRC, offered residents classes to gain a variety of computer skills.

## **CHA SUPPORTIVE SERVICES**

In addition to its extensive service provision network, the CHA also provides access to a host of services to support the individual needs of its residents. As such, the CHA continued to collaborate with several community organizations to bring about better community living for both CHA residents and Chicagoans at-large throughout FY2007. Although each collaboration played a different role in the well-being of

residents, they all were carried out with the purpose to promote participation in community activities and served as an invaluable springboard to further self-sufficiency goals. The following text exemplifies the collaborative activity the CHA engaged in during FY2007.

### **Chicago Park District**

During FY2007, the CHA continued to maintain its partnership with the Chicago Park District and leverage access to its services for CHA residents. Throughout FY2007, the Chicago Park District impacted the lives of CHA residents by offering neighborhood park programs at nominal fees. The CHA in collaboration with the Chicago Park District is also working to address the rapidly growing need for youth programming during the periods schools are not in session. For example, the CHA entered into an intergovernmental agreement with the Chicago Park District to ensure summer day camp slots would be set aside for CHA youth ages six through 12. During the summer, 2,493 CHA youth participated in the Chicago Park District's summer day camp program. The Chicago Park District programs enrich the mind, body, and spirit of both CHA youth and families.



By allowing children to travel outside Chicago, the overnight summer camps offer children invaluable life experiences.

### **Overnight Summer Camp**

CHA youth between the ages of eight and 15 were afforded the opportunity to participate in overnight summer camping excursions, put on by both the Chicago Youth Centers and Girl Scouts of Chicago. The camps were held in Illinois, Wisconsin, and Michigan and are dedicated to the needs of low-income, at-risk children. Each camp offered a unique program designed to provide youth with opportunities to become familiar with and appreciate the natural world and encounter positive life-altering experiences. The overnight summer camps enabled underserved youth from across the city to discover and realize their full potential.

### **Out-of-School Time**

In FY2007, the CHA continued to invoke promising strategies to keep teens involved with opportunities for leadership, community service, and employment in an effort to mitigate the risks that youth face during out-of-school time. As part of this initiative, in FY2007 the CHA

initiated planning and negotiations with the Chicago Park District for an intergovernmental agreement, which would provide CHA youth with an annual program voucher. Participants would be able to utilize the program voucher to attend park district programming year-round, such as Park Kids, an after school program for Chicago youth.

### **Summer Food Program**

The CHA continues to invest in the health and well-being of its residents through the administration of its Summer Food Program during FY2007. The Summer Food Program was instituted to provide nutritious meals to children during the summer months when school is not in session. All CHA youth, 18 years of age and younger, were eligible for free daily breakfast and lunch at Summer Food Program locations. During the summer of FY2007, 207,641 free breakfast and 471,002 free lunches were distributed through the Summer Food Program. In addition, 66,771 afternoon snacks were served in FY2007.

### **Vegetable Giveaways**

Great strides were made during FY2007 to make this year's giveaways a success. During the first half of the year the CHA began organizing the production of the giveaways. CHA staff conducted extensive recruitment efforts to solicit volunteers, as well as conducted mass print media distributions to inform the Chicago community about the efforts that were underway. By the end of FY2007, the CHA had provided oversight to 2,164 vegetable giveaways.

### **Winter Utility Assistance**

The CHA provided financial subsidies to its families and seniors to offset the cost of rising utility bills in FY2007. The assistance was used by residents for energy crisis intervention and was available during the winter months to either pay for or restore utility service, when necessary. In addition to receiving utility assistance from the CHA, residents also had access to other federal, state, and locally sponsored utility allowance and energy assistance programming, offered by agencies such as the Community Economic Development Association, the U.S. Department of Health and Human Services, as well as Catholic Charities and the City of Chicago. Each winter the utility assistance

program is designed with its own unique parameters, but at minimum, residents were afforded a one-time bill pay during the cold months of winter FY2007.



The CHA teamed up with the Chicago Bears in FY2007 to offer CHA youth a holiday shopping spree at Dick's Sporting Goods store.

### **Holiday Celebrations**

The FY2007 holiday season brought about an abundance of celebratory events for both youth and families. The CHA, in sponsorship with the Chicago Bears, again offered CHA youth the opportunity to participate in a holiday shopping spree, which was held this year at Dick's Sporting Goods store. Participants were chosen based on academic accolades such as: perfect attendance, honor roll recognition, or maintaining a 2.5 GPA. With the assistance of the Bears players, each participant was able to select \$120 worth of sporting goods for their use and enjoyment. Fifty (50) youth were selected to participate in this FY2007 event. CHA youth were also invited to attend the annual CHA Youth Holiday Celebration at South Shore Cultural Center, which was offered in sponsorship with Midway-Movers, the Chicago Bulls, and Windows of Opportunity, Inc. Nearly 500 youth were in attendance at this year's event and each attendee received both a toy and a Wal-Mart gift card to be used as they choose.

The CHA also used a variety of offerings to fill seniors and families with holiday cheer. The CHA provided \$25 Jewel-Osco gift cards to select residents in traditional family public housing developments and HCV Program participants over the Thanksgiving holiday. Moreover, residents had the opportunity to get into the holiday spirit at the annual Senior Gala, which brings together seniors from all across the CHA housing stock to mix and mingle with their peers. During the December 2007 Senior Gala, nearly 2,000 attendees participated in the event. All of CHA's annual holiday initiatives aim to provide residents with a healthy, happy, and safe holiday season.

## **EXPANDING ACCESS TO THE COMMUNITY**

One of the main objectives of the Plan is to provide opportunities to CHA residents to overcome economic and social barriers that prevent them from living self-sufficiently and to assist residents in expanding their economic and social reach. The CHA is aware that ancillary issues such as substance abuse and homelessness exist that may impede a resident's progress toward self-sufficiency. In FY2007, the CHA, through its partnerships and collaborations with external program providers offered a vehicle to residents, which continued to expand their access to resources across the Chicago community. Through the following initiatives, the CHA strove to connect residents to the applicable programs to meet their individual service and resource needs.

### **Chicago Public Schools**

Both the CHA and Chicago Public Schools (CPS) continued to work together to envision vibrant mixed-income/mixed-finance neighborhoods in which schools are an anchor in the community, providing activities and services that benefit everyone. In FY2007, the CHA in collaboration with CPS, continued to address fluxuation in enrollment patterns, arising from relocation of CHA residents through the Plan.

### **Continuum of Care for Homeless Services**

In furtherance of the CHA's Plan and in collaboration with the Chicago Department of Human Services, the CHA assisted in promoting the three tenets fueling the Chicago Continuum of Care during FY2007, which include: (1) preventing homelessness whenever possible; (2) rapidly re-housing people when homelessness cannot be prevented; and (3) providing services that promote housing stability and self-sufficiency. In the spirit of these tenets, the CHA continued to provide guidance to residents facing eviction from their homes.

### **Social Support Initiatives for Substance Abuse**

The CHA and the City of Chicago Department of Public Health have developed a partnership with Caritas for CHA residents to receive free alcohol and substance abuse assessments and fast access to treatment services. During FY2007, 147 residents availed themselves to services offered through the Caritas CHA Initiative. In an effort to remove some of the barriers CHA residents may have faced in FY2007 as

they prepared to move into a new home and/or begin a new job, families were offered the following services through the Caritas CHA Initiative:

- Appointments for alcohol and substance abuse assessments;
- Quick access to substance abuse treatment;
- For CHA residents that qualify and might otherwise be placed on a long waiting list for treatment, payment assistance for substance abuse treatment, until a State funded slot becomes available at a treatment program; and
- Follow-up services.

## CHAPTER 5: PROMOTING ECONOMIC ACTIVITIES

The CHA continues to reinvent public housing in the city of Chicago and create a new culture for residents through the Plan for Transformation (Plan). Without the important contributions from diverse business owners, this goal would not be attainable. In FY2007, the CHA focused on delivering programs to minorities, women, and disadvantaged business enterprises, which aim to promote economic self-sufficiency. In addition, the Section 3 Program served as an additional tool to help residents attain economic self-sufficiency. With the CHA's continued commitment to creating and implementing these programs and policies associated with them, the CHA is creating opportunities for economic self-sufficiency as well as for residents to find their place in the city's workforce.

### MINORITY, WOMEN, AND DISADVANTAGED BUSINESS ENTERPRISES



By providing residents with valuable computer trainings, the CHA is focusing on preparing residents to enter the workforce with the skills needed to succeed and attain self-sufficiency.

Creating and maintaining a successful model of public housing in Chicago is a city-wide collaborative effort. Therefore, it is instrumental in carrying out the Plan, for the CHA to formulate and maintain partnerships with businesses owned by minorities, women, and disadvantaged business enterprises (M/W/DBE). In FY2007, M/W/DBEs continued to advance the Plan by assisting in the revitalization of public housing throughout Chicago.

Any time the CHA conducts business with an outside vendor, the vendors are made aware of M/W/DBE requirements at Pre-award and Pre-construction Conferences. If a vendor fails to comply with the regulations set forth, the vendor is contacted and funds are withheld until evidence of regulatory compliance is shown. The CHA takes compliance with these regulations very seriously, and in order to make certain vendors are in compliance with M/W/DBE regulations, during FY2007, the CHA

utilized the services of a third-party compliance monitoring firm. Through these measures, an environment has been created in which M/W/DBEs have had an opportunity to prosper in a working relationship with the CHA.

M/W/DBEs were able to learn of contracting opportunities with the CHA through the CHA's website (www.thecha.org), as well as by CHA staff engaging in outreach activities throughout FY2007. For example, CHA staff attended vendor fairs and other gatherings such as: the Businesses Owned by People with Disabilities event, the American Construction Contractors Association annual award event, and the Women's Business Development Center conference. By attending these events, in addition to listing contracting opportunities on the CHA's website in FY2007, the CHA demonstrated its full commitment to both complying with and surpassing the requirements for doing business with M/W/DBEs. As illustrated below, the CHA exceeded the construction requirements established for FY2007 by over \$1.5 million.

Total Awards and M/W/DBE Commitment January 1 - December 31, 2007								
Contract Type	Contract Amount	Awards (\$)	Participation Requirement (Percent)	Participation Requirement (Dollars)	Committed (Percent)	Committed (Dollar)	Variance (Percent)	Variance (Dollar)
Construction	Under \$25,000	\$0	0%	\$0	0%	\$0	0%	\$0
Construction	\$25,000-\$200,000	\$0	25%	\$0	0%	\$0	0%	\$0
Construction	\$200,001-\$500,000	\$0	30%	\$0	0%	\$0	0%	\$0
Construction	\$500,001-\$1,000,000	\$985,374	35%	\$344,881	35%	\$344,881	0%	\$0
Construction	Over \$1,000,000	\$172,752,662	40%	\$69,101,065	41%	\$70,059,935	1%	\$958,870
Service Supply and Delivery	Over \$25,000	\$2,853,717	20%	\$570,743	39%	\$1,116,297	19%	\$545,554
<b>Total Awards</b>		<b>\$176,591,753</b>		<b>\$70,016,689</b>		<b>\$71,521,113</b>		<b>\$1,504,424</b>

## SECTION 3

The Section 3 Program is focused on providing opportunities to residents who are starting on the path to becoming economically self-sufficient. The Section 3 Program, which began in 1968 under the Housing and Urban Development (HUD) Act of 1968, aims to provide low and very-low income individuals with the opportunity to seek employment, job training, and contract opportunities from contracts that are generated from HUD funds.

The CHA has advised all vendors, who partner with the CHA, are made aware of Section 3 Program regulations and adhere to the policy guidelines. The Section 3 Program policies are enforced in the same manner as M/W/DBE. Vendors are informed of Section 3 Program requirements at Pre-award and Pre-construction Conferences, and like M/W/DBE enforcement, if a vendor fails to comply with Section 3 Program requirements, they will be notified of the issue. Failure to remedy non-compliance may result in the withholding of funds until evidence of compliance is demonstrated.

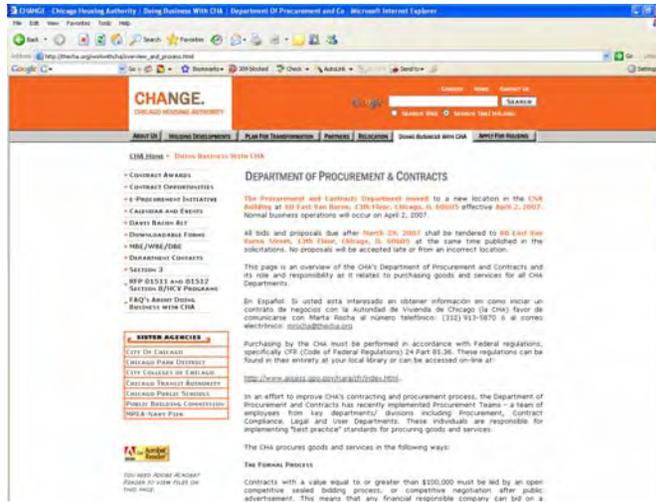


**The Section 3 Program is essential in offering residents both employment and job training opportunities, which further promote resident self-sufficiency.**

In FY2007, the CHA notified potential Section 3 Program employers of the benefits of both hiring and mentoring Section 3 Program applicants to provide either temporary or permanent employment. During FY2007, there were 150 job placements through the Section 3 Program. In addition to this, the CHA conducted Section 3 Program job fairs at Frances Cabrini Extension North, as well as conducted a site visit at Altgeld Gardens with the goal of encouraging residents to apply for the Section 3 Program. In addition to these outreach efforts, in FY2007, the CHA through a third-party firm continued to maintain the Section 3 Compliance Fund. The Fund is comprised of contributions from various external firms, who are CHA vendors that do not hire Section 3 participants. The fund provides CHA residents with part-time employment, job training, daycare, and transportation subsidies.

## Communication & Economic Opportunities

During FY2007, the CHA continued to utilize its website as both an information hub and to communicate with vendors and the general public, regarding procurement and contracting opportunities with the CHA. Visitors to the CHA's website could also find the Section 3 Program and M/W/DBE policies, as well as download forms and FAQs for doing business with the CHA, and review terms and definitions pertinent to the Section 3 Program. Also, an overview of purchasing and contracting regulations applicable to the CHA Department of Procurement and Contracts, in addition to its roles and responsibilities related to purchasing goods and services for all CHA Departments is available for the public to view. In FY2006, and again in FY2007, the CHA website offered vendors the ability to utilize Buyspeed Online. This procurement and contract initiative allows new vendors to register online, update and maintain vendor information, and review and download various CHA bid opportunities. By offering the Buyspeed Online option to vendors, the CHA creates immediate access to contracting opportunities with the CHA.



The Department of Procurement and Contracts offers vendors a variety of methods to both view and make bids on contracts, including: online menus, in-person via hand delivery, as well as through the U.S. Postal Service.

## **CHAPTER 6: OPERATION OF CHICAGO'S PUBLIC HOUSING**

A major component of the continued achievement of the Plan for Transformation (Plan) is properly allocating resources and effectively managing assets. In order for the CHA to successfully complete the responsibilities of asset management, in FY2007, the CHA continued partnerships with third-party property management companies and resident management corporations to oversee daily management activities at CHA public housing sites. Through these partnerships, the CHA continues to ensure property management services are being delivered efficiently, and strives to operate the assets at CHA benchmark standards. Operating property management at benchmark standards was not the only focus of the CHA in FY2007. Vast improvements to wait list management were made, with a focus on decreasing the amount of time needed to lease up properties. Also, the CHA revised major policy affecting residents' rights and responsibilities, in order to create policy which is as modernized as the Plan itself. Lastly, safety and security measures were enhanced throughout the year, in an effort to create safe and livable communities for residents across the city.

### **MANAGEMENT OF ASSETS**

In FY2007, the CHA continued to divide its properties into four separate portfolios: mixed-income/mixed-finance, family rehabilitation, scattered sites, and senior. By dividing properties, the CHA can maintain portfolios and better monitor property management companies responsiveness to handling residents' issues. Since the daily management of public housing units and properties is such an important function, in FY2007, the CHA continued to use a five-tier support system, which is assigned to each of the different portfolios. Support teams are used to ensure high performance and accountability in each of the portfolios.

Each one of the five-tier support teams ensured that third-party property management companies adhered to the standards set forth by HUD and the CHA in regards to the daily management of public housing units and properties. The five-tier support system, first established in FY2006 and continuously implemented in FY2007, is comprised of: a portfolio executive, an asset manager, an associate asset manager, a resident support manager, and a quality control specialist, all of which are assigned to each of the following CHA portfolios: family housing, mixed-income/mixed-finance housing, scattered site housing, and senior designated housing properties. Portfolio

executives ensure that portfolio goals and objectives are translated into viable capital and operational plans. The portfolio executive provides the asset manager the direction and resources necessary to achieve the portfolio goals and objectives. The asset manager is in charge of overseeing the remainder of the support team and is responsible for regular communication with third-party property management companies. The associate asset manager is responsible for assisting the asset manager with analysis, consolidating reports, and resident relations. The resident support manager is put into place to handle resident inquiries, prioritize various resident-related issues, as well as create, implement, and manage analysis of resident satisfaction surveys. Finally, the quality control specialist is responsible for conducting monthly audits of properties' physical conditions, auditing resident files, raising emergency issues, and coordinating follow-up actions for the portfolio.

**FY2007 Property Management Benchmarks and Performance**

All third-party property management companies who contract with the CHA are required to adhere to property management benchmarks established by HUD and the CHA. The property management contracts require the third-party property manager to create and implement a management plan that includes the benchmarks. There are provisions that govern instances where property management companies fail to adhere to the benchmarks within the management plan. Below is a chart containing both the FY2007 Property Management Benchmarks, as outlined in the FY2007 Moving To Work (MTW) Annual Plan, and the CHA's FY2007 performance in regards to these benchmarks:

FY2007 Benchmarks		
Category	Property Management Benchmark	FY2007 Performance
Emergency Work Orders	Complete 100% of emergency work orders within 24 hours. Emergency work orders are for deficiencies that present an immediate danger or hazard to person(s) or property.	99% of emergency work orders were completed within 24 hours at family properties. Due to property management companies' misuse of the asset management software system, some work orders remained open longer than 24 hours. Property management companies in violation were given default notifications concerning their contracts with the CHA. The CHA expects to meet this benchmark in FY2008 by reviewing the indicator monthly and making system corrections when necessary. One-hundred percent (100%) of emergency work orders were completed within 24 hours at senior designated housing properties.

<b>FY2007 Benchmarks (continued)</b>		
<b>Category</b>	<b>Property Management Benchmark</b>	<b>FY2007 Performance</b>
<b>Non-Emergency Work Orders</b>	Complete non-emergency work orders at each family and senior site within 25 days.	Non-emergency work orders were open for an average of 16 days at family properties. At senior designated housing properties, non-emergency work orders were open for an average of three days. The CHA will continue to ensure no lapse occurs between the completed work order and data input in the asset management software system. By doing this, the CHA expects to continue meeting this benchmark in FY2008.
<b>Outstanding Non-Emergency Work Orders</b>	Limit the number of outstanding non-emergency work orders to less than two percent of the total number of non-emergency work orders by the end of FY2007. However, due to pending rehabilitation or demolition, some work orders may be deferred for modernization.	Less than one percent of non-emergency work orders were outstanding as of December 31, 2007.
<b>Outstanding Re-examinations</b>	100% of the required re-examinations will be completed in FY2007.	One percent (1%) of re-examinations were outstanding at family properties and less than one percent of re-certifications were outstanding at senior sites as of December 31, 2007. At some sites re-examinations were outstanding, because of residence non-compliance with re-certification requests. At other sites, the residents were considered to be temporarily absent (i.e. in nursing homes) and unable to complete re-examinations in a timely manner. Property managers will take a more aggressive approach to ensure compliance in FY2008.
<b>Rent Collections</b>	At least 98% of the rent billed in FY2007 will be collected or referred for legal review.	As of December 31, 2007, 89% of rent was collected at family properties and 97% of rent was collected at senior designated housing properties. Several property management companies did not use the asset management software correctly to manage billing. To remedy this, property managers will attend mandatory asset management software system refresher trainings, and the CHA expects to meet this benchmark in FY2008. In addition, residents who fail to pay rent are subject to eviction.

FY2007 Benchmarks (continued)		
Category	Property Management Benchmark	FY2007 Performance
<b>Rent Calculations</b>	Reduce rent calculation errors by 80% of FY2006 levels. Ten percent (10%) of the files at each site will be reviewed, and, in instances where deficiencies are noted, an action plan will be instituted to bring the site into full compliance.	Rent calculation errors were down 35% compared to FY2006 levels meaning that 91% of the files reviewed as of December 31, 2007 had been done correctly, and 9% had errors. In FY2008, the CHA will reinforce the importance of property management staff calculating rent properly. When deficiencies are noted the property management staff will be required to perform an interim re-examination and make necessary corrections. The CHA expects to reach this benchmark in FY2008.
<b>Unit Inspections</b>	Inspect 100% of units annually.	As of December 31, 2007, 97% of required family units and 100% of required senior units were inspected. Some property management companies experienced difficulties inputting inspection results in the asset management software system, which had a negative impact on the accurate reporting of this benchmark. The CHA expects to reach this benchmark in FY2008 by reviewing the indicator on a monthly basis and making system corrections when necessary.
<b>Building System Inspections</b>	Inspect 100% of building systems annually.	As of December 31, 2007, 100% of building systems at family properties, and 97% of building systems at senior sites had been inspected. One property management company failed to input system inspections into the asset management software system, which has a negative impact on the CHA's performance relating to this benchmark. In FY2008 the CHA expects to reach this benchmark by reviewing the indicator on a monthly basis, and making system corrections when necessary.
<b>Vacant Unit Turnaround</b>	The CHA will track the turnaround time for vacant units . Once a unit becomes vacant, the property management company will promptly place the unit back into the available housing stock for leasing within 20 days.	As of December 31, 2007 unit turnaround time at family housing redevelopment/rehabilitation mixed-income sites was 75 days. Turnaround time at senior designated housing properties was 744 days, and unit turnaround time at family properties was 726 days. The data was not updated to reflect the amount of time the individual units were undergoing modernization, thus creating artificially high performance numbers. In FY2008, property managers will be trained to key in and track the requisite data in a timely manner. With these measures in place, the CHA expects to meet this benchmark in FY2008.

### Quality Control

Keeping public housing units and properties in safe and decent conditions is of the utmost importance to the CHA. Quality control specialists conducted both building and unit inspections, in addition to completing file audits. If a quality control specialist visited a CHA

property that did not meet the standards set forth in the FY2007 Property Management Benchmarks, the quality control specialists returned to the property within 72 hours to ensure the issues were remedied.

When quality control specialists made site visits, they evaluated the property to make certain that common areas, units, and other locations within buildings met CHA established standards. During FY2007, quality control specialists inspected common areas for items such as, but not limited to: cleanliness, working smoke detectors, operable light fixtures, and broken electrical covers. Additionally, some occupied units were randomly selected to receive an inspection from the quality control specialists. Residents who live in these units were sent notices 48 hours in advance of the impending inspection. When in the units, quality control specialists made certain that the living conditions within the unit are decent, safe, and sanitary.



**CHA quality control specialists work in conjunction with property managers to ensure buildings and common areas are up to quality standards.**

In addition to conducting inspections, quality control specialists, in conjunction with CHA asset managers, completed close-out audits and reviews for all building inspections, which document inspections have been performed and that all deficiencies have been remedied. After initial inspections were done, property management companies were sent an audit with various issues discovered at inspection. From this point, the property managers created a corrective action plan, detailing how they plan to address the issues found during inspection and submitted these plans to the CHA. The close-out audits were performed when quality control specialists revisited the property, and confirmed that the changes were made pursuant to the corrective action plan. Once it was determined that the previous issues were resolved, the close-out audit was deemed complete.



Both property managers and the CHA Asset Management Department were able to benefit from policy and procedure trainings in FY2007. The classroom settings encouraged discussion and allowed participants to share ideas, as well as further develop their management skills.

### **Policy and Procedure Training**

The trainings offered in FY2007 to property managers and the CHA Asset Management Department focused on alleviating mismanagement, ensuring efficiency in the various facets, which comprise successful asset and property management practices, and meeting and surpassing FY2007 Property Management Benchmarks. During FY2007, trainings were conducted on the following topics and intended for both Asset Management staff and property managers alike: property management software, Rental Integrity Monitoring, public housing management, fair housing, procurement training, ethics in government purchasing, FY2008 budget training, flat rent, fraud prevention, financial compliance, Criminal Activity Evictions, reasonable accommodations, affordable housing, project management, rent collection, and updated asset management procedures.

In FY2007, the property management software trainings were modified to include collaboration by the CHA Information Technology Services and Asset Management Departments. By improving the training, understanding of the software was enhanced and the CHA made an effort to eliminate discrepancies possibly caused by unfamiliarity with the software. In addition to improved trainings, the CHA continued to utilize “Alerts”, which are used to inform managers of any changes or corrections made to the asset management software system.

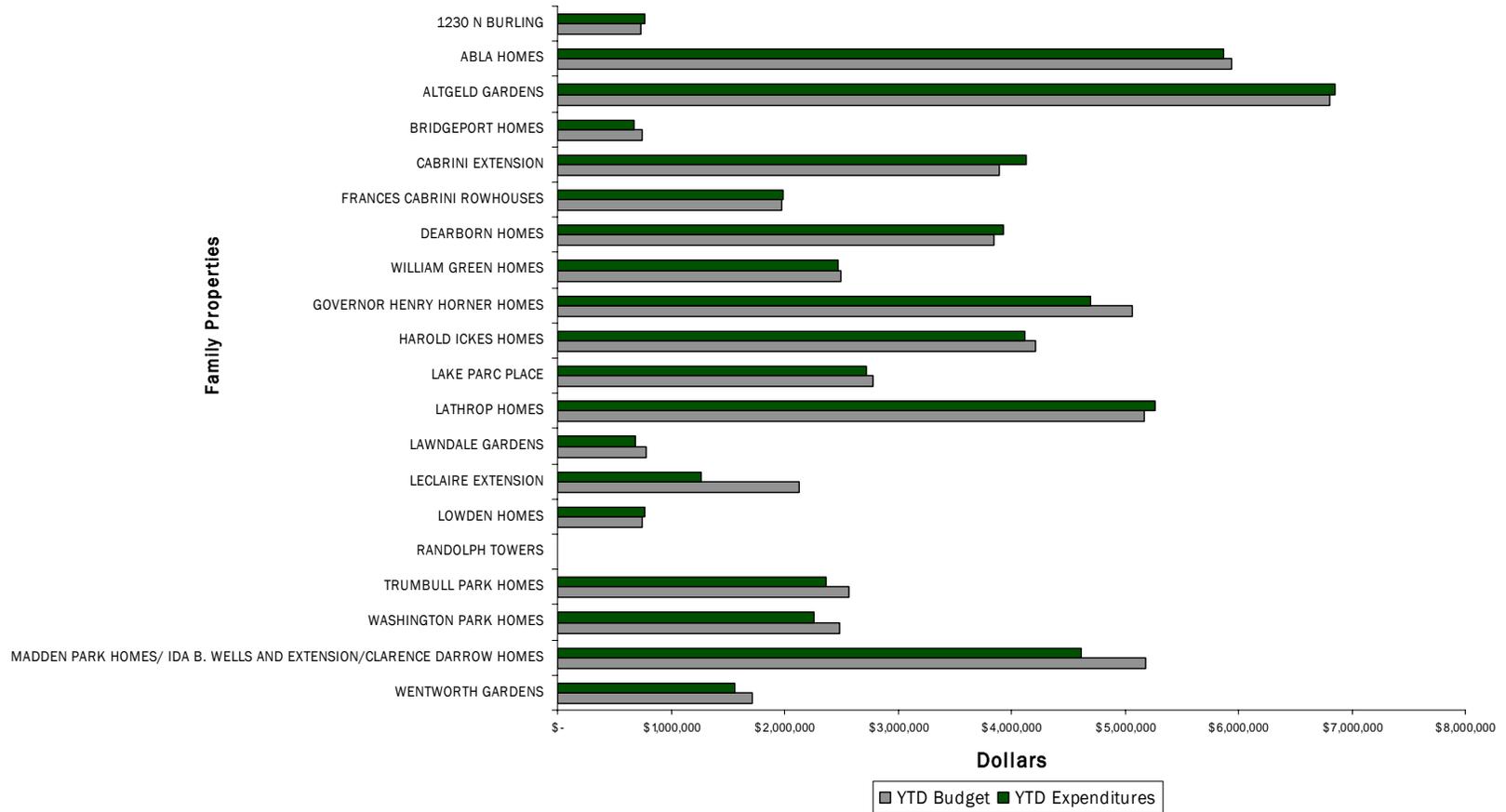
### **Property Budgets**

One of the most important functions of asset management requires the property managers to create site-specific budgets. Each year, all property managers are required to complete management plans for each property. The focus of these management plans are to compile detailed accounts of what each property management company’s plans are for operating the property in an effective manner, and within budgetary guidelines. During FY2007, the CHA continued to work with property management companies to create property budgets to fund

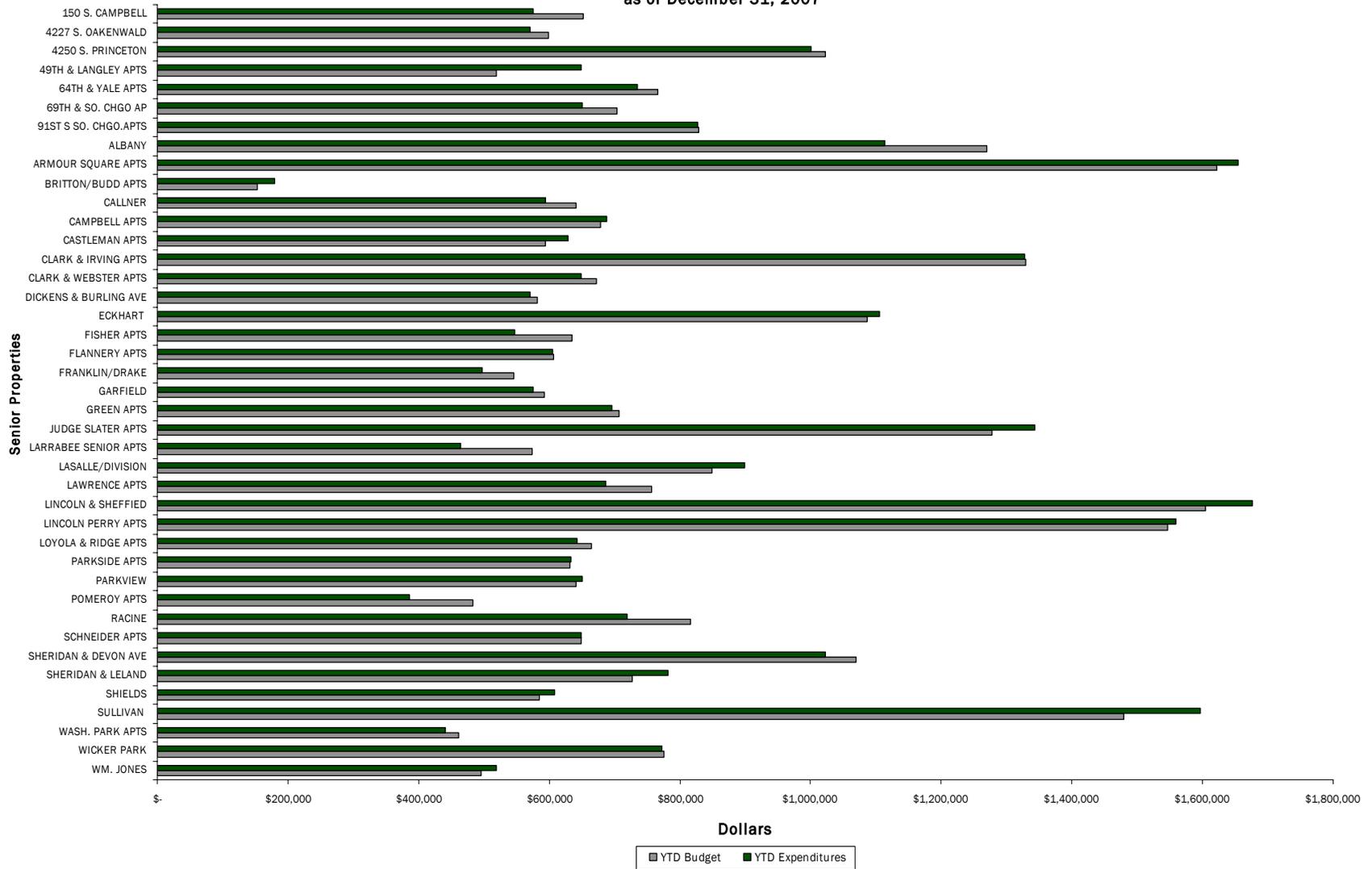
the activities set forth in the management plan. In creating these budgets, all characteristics of the site are taken into consideration including, but not limited to: the number of occupied units, on-site conditions, regular interior and exterior maintenance, building closure, and relocation.

Unforeseen circumstances may arise during the fiscal year that impact the ability to comply with property's budget. On a case by case basis, Asset Management reviews the underlying facts and assesses whether additional funds will be necessary to cover the unforeseen expenses.

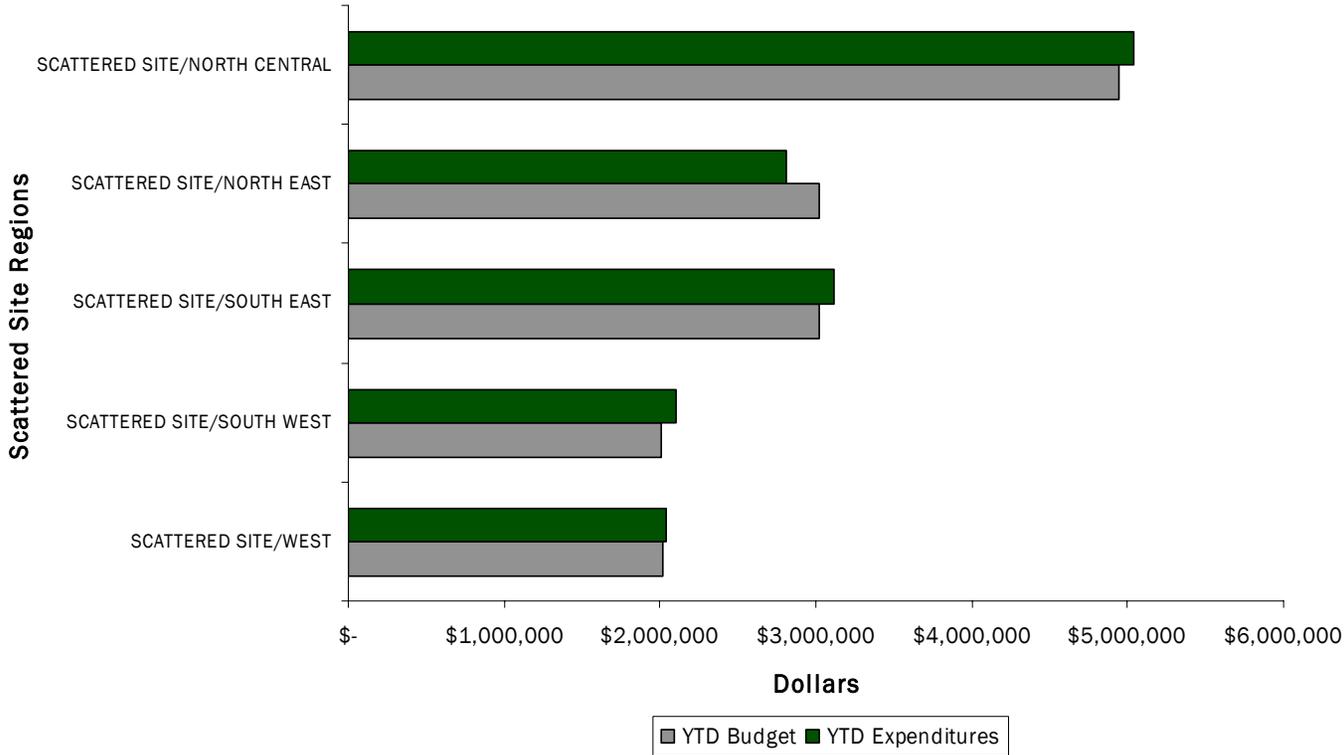
**Family Properties' Budgets  
Budget vs. Actual Expenditures  
as of December 31, 2007**



**Senior Properties' Budgets  
Budget vs. Actual Expenditures  
as of December 31, 2007**



**Scattered Site Properties' Budgets  
Budget vs. Actual Expenditures  
as of December 31, 2007**



## **COMMUNICATION AND RESIDENT OUTREACH**

FY2007 brought about an influx of newsworthy achievements for public housing in Chicago. The CHA continued its objective to communicate with residents through numerous outlets, and ensured that both residents and the public knew about scheduled activities, issues, and plans for redevelopment, rehabilitation, and relocation throughout the year. The CHA employed a number of strategies aimed at informing and educating all parties with a stake in Chicago's public housing. Some of these strategies included:

- Press releases;
- Newspaper advertisement of public comment periods, as well as Request for Proposals/Qualifications;
- Housing fairs;
- Breakfast meetings between the CEO and residents;
- Quarterly e-newsletters to external stakeholders;
- Presentations to students at Columbia College, Northwestern University, and Indiana University;
- Seminars in which CHA staff spoke with HCV Program participants;
- Community meetings;
- Presentations to private companies; and
- Open house art reception at CHA's administrative offices.

In addition to these various efforts used by the CHA to communicate to both residents and the public, the CHA continued with the successful implementation of its weekly radio talk show "Chicago Housing Authority Talk" (CHAT). The CHA also provided tours for external stakeholders throughout FY2007. A wide array of tours was conducted throughout the year to the following stakeholders: Al Jizeerah, Partnership for New Communities, HUD, Housing Authority of the City of Milwaukee, Congresswoman Jan Schakowsky, and Harris Bank. Finally, the CHA enhanced its website, produced episodes of its cable show, and continued to use an Interactive Voice Response system to better educate and inform all CHA stakeholders.

### **Web Site Enhancement: [www.thecha.org](http://www.thecha.org)**

The CHA website underwent improvements during FY2007 to increase usability and expand the amount of information that is available to the public, as well as CHA partners and potential partners. One aesthetic improvement to the website has been the design of a “flash” movie on the homepage, which shows visitors to the website the new CHA administrative office, CHA properties around the city, as well as residents participating in various community activities. The website contains photos from the interior of various CHA properties, as well as exterior images that display the newly landscaped grounds. There have also been informational enhancements made to the website, such as links for vendors and new links for residents on the side bar of the homepage. The CHA website has a wealth of information for vendors, residents, HCV Program participants, and any individual who would like to learn more about the CHA.

### **“A Better Place”**

During FY2007, the CHA changed the format of its cable television show, “A Better Place,” to focus on one resident per episode who is on a path towards self-sufficiency. Each episode depicts a particular resident’s journey and sends the message to viewers that self-sufficiency is achievable for all public housing residents and HCV Program participants. For example, in FY2007, shows focused on a variety of topics including residents who are: moving into a mixed-income/mixed-finance community, dealing with the obstacles of being a single parent, or achieving educational success. The show airs daily on local cable channels 23 and 49 in Chicago.

### **Interactive Voice Response**

Interactive Voice Response (IVR) has continued to be a valuable resource in FY2007 for CHA residents, HCV Program participants, as well as potential applicants who can utilize IVR to obtain answers to commonly asked questions 24-hours a day, seven days a week. In addition, IVR serves as a directory to various CHA departments, a feature which can be exercised Monday through Friday, from 8 a.m. to 5 p.m. The IVR system can be reached by calling (312) 742-8500.

## LEASING REDEVELOPED AND REHABILITATED UNITS

### Wait Lists



New procedures were unveiled in FY2007 to streamline the applicant screening process and improve overall wait list management.

In FY2007, the CHA was unable to accept new applications for the community-wide (traditional family) wait list due to the continued revitalization and relocation efforts being conducted in furtherance of the Plan. However, during FY2007, positive steps were taken to increase leasing from the senior site-based wait lists and ensure that applicants were being screened and housed in accordance to applicable wait list policies and procedures. In FY2007, the CHA Occupancy Department rolled out a revised procedure which requires property managers to request applicant names from the Occupancy Department for screening. The revised procedure created a more systematic process, which promoted better wait list management by the CHA. Although this new wait list procedure was only applied to senior site-based properties during FY2007, the process will be expanded to the community-wide (traditional family) wait list when appropriate.

In FY2007, the CHA streamlined both the steps and timelines associated with applicant screening. This streamlined process has led to both more efficient wait list management and more timely outreach and screening of applicants on the wait list. The new procedure starts with applicant names being “released” by the Occupancy Department. The asset management software system is configured in such a way that property managers can not complete actions on an applicant until the applicant’s name has been released by the Occupancy Department. This method is more efficient than property managers pulling names off the wait list, as it ensures that the names being screened are in congruence with their ranking on the wait list.

After the names are released by the Occupancy Department, property managers conduct outreach and screening procedures for the applicant names. After the property managers complete these procedures, the Occupancy Department works in concert with the property managers to conduct reviews regarding the completion of outreach and screening to determine the number of applicants to be removed

from the wait list, approved for move-in, or returned to the wait list. These reviews, known as Move-in Reviews, provide an opportunity for both the Occupancy Department and property managers to review the final status of all applicant names and ensure that the applicants were screened in a correct and fair order. During the Move-in Review, the Occupancy Department ensures that applicant outreach and screening are properly documented. Normally, this is a 15-day period; however, senior designated housing property managers were able to shorten this period by as much as 50% in FY2007. This has proven valuable, as it allows residents to be approved for housing in fewer days, and enables property managers to fill units and get applicants housed in a shorter timeframe.

During FY2007, the CHA continued to accept applications for the senior site-based wait lists. To make certain these wait lists only contained families in which the head of the household was 60 years or older (per the CHA's FY2005 Senior Designated Housing Plan), the CHA used numerous tactics to ensure the senior site-based wait lists were never compromised by ineligible applicants. Throughout FY2007, the CHA continuously conducted reviews of the senior applicant data using reports from the asset management software system to make sure that only qualified seniors move up to the top of the list. In addition to these reviews, other quality control mechanisms were in place to ensure the validity of wait list data. All violations were noted and the applicant either did not move in, or if the person had already moved in, an audit report citing the violation was written and turned over to the Asset Management Department.

### **Leasing at Mixed-Income/Mixed-Finance Communities and Rehabilitated Family Housing**

Priorities are outlined in the CHA Leaseholder Housing Choice and Relocation Rights Contract (RRC) in regards to leasing of redeveloped and rehabilitated family housing units to CHA families under the Plan. Rehabilitated scattered site units are leased in accordance with the Gautreaux Consent Decree and require that the CHA



**Hilliard Towers Apartments provides an example of the comfortable surroundings residents will enjoy when leasing a rehabilitated family or senior designated housing unit.**

lease units to families from the community-wide (traditional family) wait list, community-area wait lists, and to the CHA transfer wait list. The CHA does not expect residents to navigate their way through the relocation process on their own. Therefore, the CHA has set in place a variety of tools used to keep residents informed of their housing options throughout the relocation process. During FY2007, residents who have relocated to the HCV Program had the opportunity to attend Explore Chicago Neighborhood Tours, in an effort to learn about various “Opportunity Areas” around the city. (Refer to Chapter 2: Enhancing Affordable Housing Opportunities, for more information on the Housing Opportunity Program.) In addition, the CHA provided tours of model units in mixed-income/mixed-finance communities, which were conducted for residents relocating from traditional family public housing. (Refer to Chapter 3: Supporting Residents Through Relocation, for more information on the relocation process.)



### **Leasing at Senior Designated Housing Properties**

By the end of FY2007, the CHA had leased 88% of its senior designated housing units. Throughout the year, the CHA made strides in shortening the lease up process for its senior designated housing properties. During the second half of FY2007, the CHA began an aggressive marketing campaign to attract seniors to buildings with high vacancy rates. Property managers conducted outreach, screening, and documentation completion in an efficient manner to facilitate timely application processing. During FY2007 the CHA also engaged in a three-week multi-media campaign to fill vacancies at senior designated housing properties. This campaign included: radio spots, streaming public service announcements, on-air interviews, event marketing, and open houses.

### **FY2005 Senior Designated Housing Plan Update**

The FY2005 Senior Designated Housing Plan (SDHP) was approved by HUD on March 14, 2005 and allows the CHA to exclusively lease units in senior designated housing properties to elderly families. The CHA defined an elderly family as one in which the head of household, co-head of household, or spouse is age 62 or older. Although residents may not move into senior designated housing units until they are 62 or older, individuals ages 60 and 61 are encouraged to apply for senior designated housing and remain on senior site-based wait lists until they reach 62, the age of eligibility. During FY2007 the CHA explored lowering the threshold age to 55, for admission to senior designated housing properties. After analyzing housing market conditions and lease up trends, the CHA concluded there was not enough evidence to support the change.

Throughout FY2007, the CHA continued with the implementation of the SDHP and assistance to the residents affected by it. All residents in senior designated housing properties who were impacted by the SDHP, have received communications from the CHA. These residents all have been given a wide array of choices for alternative housing resources. Some of the options given to the residents affected by the SDHP include but are not limited to: requesting a transfer to a unit at one of the CHA's family properties; requesting a Housing Choice Voucher (HCV) to rent a unit in the private market and; requesting a referral to an affordable unit in a mixed-income/mixed-finance community. These options, plus numerous others, allow residents affected by the SDHP to select a housing alternative which best suites their individual needs. The Occupancy Department continues to maintain contact with the impacted residents via telephone and face-to-face conversations, as needed, to ensure residents affected by the SDHP are aware of their many housing options.

## **ADMISSIONS AND CONTINUED OCCUPANCY POLICIES**

The Plan is a modern and progressive model of public housing, which requires that the policies of the CHA stay both up-to-date and relevant for applicants and residents. With the ongoing redevelopment and rehabilitation of public housing units, as well as the relocation processes, the public housing environment is ever-changing. Furthermore, it is imperative for the CHA to stay current with all applicable local, state, and federal laws relative to public housing administration. As a result of these varying factors and the need to stay current with

all applicable policies, in FY2007, the CHA revised its admissions and continued occupancy policies and created new tenant selection plans and leases.

### **Traditional Public Housing: Admissions and Continued Occupancy Policies**

In FY2007, the CHA revised its FY2005 Admissions and Continued Occupancy (ACOP), Residential Lease Agreement (Lease) and Pet Policy and Pet Ownership Procedure (Pet Policy). These policies outline the rights and responsibilities of residents who live in either traditional public housing or mixed-income/mixed-finance communities that do not have site-specific tenant selection plans (TSP) and Leases. Throughout FY2007, the CHA worked diligently to create policy that would benefit the growth of public housing in Chicago and stay true to the parameters and ideals of the Plan. From October 9, 2007 through November 7, 2007 the CHA held a public comment period for its Draft FY2007 ACOP, Draft FY2007 Lease, and Draft FY2007 Pet Policy. During this period the public was given the chance to review these documents and submit written and oral comments. In addition, on October 24, 2007, the CHA held a public comment hearing at which residents, external stakeholders, and the general public attended and submitted written comments in regards to the draft documents. Throughout the public comment period, the draft documents were available at each property management office, Latino Site Offices, the CHA website, Local Advisory Council offices, and the CHA's administrative offices. The FY2007 ACOP, FY2007 Lease, and FY2007 Pet Policy were approved by the CHA Board in December 2007 and will be implemented in FY2008. Below, are some highlights of the revisions made to the policies. To review all changes in detail, please refer to the FY2007 ACOP, FY2007 Lease, and FY2007 Pet Policy.

#### *Reasonable Accommodations*

- As stipulated by the CHA and HUD, a qualified resident with a disability may request a reasonable accommodation up until the time that the resident is forcibly evicted from the unit or voluntarily vacates the unit.

#### *Limited English Proficiency*

- An applicant or resident who does not speak English as their primary language and who has a limited ability to read, write, speak, or understand English can be defined as Limited English Proficient, or "LEP," and may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

### *Violence Against Women Act*

- Both applicants and residents who are victims of domestic violence, sexual violence, dating violence, or stalking may provide incomplete rental and employment histories when requested, when it would jeopardize their own safety or the safety of a household member. Residents requesting lease termination, unit transfers or improvements, which are necessitated by acts of domestic violence, sexual violence, dating violence, or stalking will have their needs considered in a timely manner.

### *Sex Offenders*

- The CHA will prohibit the admission and the continued occupancy of any household member that has ever been convicted of a crime that required them to register on any state sex offender registration program.

### *Convictions Relating to Methamphetamine*

- The CHA will reject applicants and will not renew the lease of a head of household's lease if it can document via police arrest and/or conviction documentation that any household member has ever been convicted of manufacturing methamphetamine on any premises, not just on the premises of federally-assisted housing, as stated in the prior ACOP.

### *Crimes of Violence*

- The CHA rejects applicants if any household member has a criminal history in the past three years, which involves crimes of violence to persons or property as documented by police arrest and/or conviction documentation. The CHA added the following examples of crimes of violence to the FY2007 ACOP: stalking, kidnapping, terrorism, and manufacture, possession, transporting, or receiving explosives.

### *Reduction in Options for Senior Site-Based Wait Lists*

- Applicants to senior site-based wait lists will now only be able to make one site selection when applying for senior designated housing properties, or they may choose to be placed on a wait list for the first available unit.

### *Unit Refusal Without Good Cause/Senior Site-Based Wait Lists*

- If an applicant on a senior site-based wait list refuses a unit offer without good cause then the applicant's name will be dropped to the bottom of the wait list for that site.

### *Addition of Policy on Housekeeping Orientation*

- Residents shall complete a home maintenance/housekeeping orientation prior to move-in.

### *Security Deposits*

- For new residents, the security deposit shall be based on one month's worth of income or flat rent. The resident may pay the security deposit in one lump sum or spread it out over three payments during the first three months of tenancy.
- If a resident transfers from one unit to the other and the security deposit increases, the resident will pay the difference in

the security deposit at the time of move in.

#### *Extended Absence Policy*

- Although a resident continues to pay rent and utilities, a resident may not be absent from his/her unit for longer than 90 consecutive days, or 180 days if the absence is due to verified medical reasons, without losing his/her rights of tenancy. A resident who plans to be absent from his/her unit for longer than 90 days must inform his/her property manager to avoid lease termination.
- A resident may request in writing to have a longer absence. These requests will be evaluated on a case by case basis and approved at the discretion of the CHA.
- If the resident exceeds the limit for his or her absence, property management will take appropriate legal action, including lease termination and eviction.

#### *Live-in Aide*

- A resident may request that the CHA add a live-in aide to the Lease. The resident must provide documentation from a knowledgeable professional that a live-in aide is essential to the care of a resident.
- The CHA added to the policy that the CHA may deny a resident's request for a specific person to serve as a live-in aide. The CHA may determine that a specific person cannot serve as a live-in aide for failure to pass applicant screening.
- When reviewing a request to add a live-in aide, the CHA will also consider: (1) verification of need; (2) whether the person who will perform the duties of the live-in aide is qualified and able to perform the duties; and (3) the live-in aide's prior federally-subsidized housing history, if applicable.
- A live-in aide is not required to share a bedroom with other members of the household and may be assigned to his/her own bedroom.

#### *Visitors*

- A guest may visit for a total of 30 calendar days in any 12-month period; however, no visit may exceed seven consecutive days.

#### *Administrative Transfers in Senior Designated Housing Properties*

- Non-elderly family members that were in residence at senior designated housing properties on March 14, 2005 have a right to remain in the unit as a remaining family member upon the death of the elderly family's head of household or co-head of household. There is a mandatory transfer for non-elderly residents after the death of the elderly family's head of household or co-head of household if the remaining family member(s) was not in residency at the senior designated housing property on the date of the FY2005 designation, or if the non-elderly remaining family member adds a non-elderly person to the household.

### *Background Checks*

- The CHA will conduct background checks on all adult household members age 18 and older during the initial admissions screening, during annual re-examination, and prior to the execution of a unit transfer.
- Credit checks will be done on all adult members of an applicant family to verify income and determine if the person owes funds to another housing authority for any program, confirm last place of residency specifically in or out of state, and determine if a criminal background check must be conducted in other states where applicant household members have resided.

### *Unit Refusal Without Good Cause/Community-Wide Wait List*

- If an applicant on the community-wide (traditional family) wait list refuses a unit offer without good cause then the applicant's name will be removed from the community-wide wait list.

### *Continued Occupancy*

The CHA added the following requirements for continued occupancy:

- The CHA will not evict a family for being over the income limit for public housing if the family currently receives an earned income disallowance or has a valid contract for participation in a Family Self-Sufficiency Program.
- All school age children must attend school on a regular basis and in accordance with local school board policies and state law. Residents shall also provide the CHA with releases and authority so that the CHA can inquire into the attendance of any school age child in their household.
- A resident must continue to demonstrate that they are suitable based on satisfactory behavior as a renter including, but not limited to: housekeeping performance, timely rent payment, satisfactory record of lease compliance, and acceptable criminal background record. Residents found to be ineligible during re-examination will be subject to lease termination.

### *Unit Maintenance and Inspections*

- Residents are responsible for maintaining their unit in a safe, decent, and habitable condition. Property management will conduct annual inspections to ensure that households are maintaining their dwelling units and areas assigned to the household, such as the yard or balcony, in a safe and sanitary condition. Residents will not be held responsible for normal wear and tear.
- When housekeeping is a problem, the CHA will notify the resident in writing of the housekeeping violation(s) and identify the measures and time period necessary to cure the unsatisfactory conditions. The resident will be required to complete the home maintenance/housekeeping orientation again, as well as pay fines in accordance with the charge sheet and/or fine schedule for repairs, maintenance, and housekeeping.
- At the end of the 30-day cure period, the CHA will conduct an interim inspection as a follow-up to any housekeeping

violations. If the housekeeping violation has not been resolved by the end of the 30 calendar days or the established cure time period, the CHA may proceed with lease termination.

#### *Errors During Re-examination*

- When the CHA makes a rent calculation error and it causes the household's rent to be too low, any increase in rent will go into effect the first day of the second month after the CHA error is discovered and proper notice of the rent increase is provided to the household. If the CHA's rent calculation error resulted in an overpayment by the resident, the resident has the choice between a refund for the overpayment or a rent credit.

#### *Rent Repayment Plans*

- Residents may enter into a rent repayment plan once per each 12 consecutive month period. The repayment plan may not cause the total rent payment to be more than 50% of the adjusted income for any month.

#### *Minimum Rent*

- Minimum rent is \$75.00 for traditional family housing, senior designated housing properties, and scattered site housing.

#### *Utilities Policy*

- Utility connections must be in a consenting adult family member's name who resides in the unit; it no longer must only be in the head or co-head of household's name.

#### *Additional Resident Obligations*

The CHA added the following eight obligations to the Lease:

- Residents shall obtain and maintain utility connections, as well as comply with the CHA utilities policy.
- Residents shall immediately notify the CHA of any damage to the dwelling unit.
- Residents shall cure housekeeping violations within 30 calendar days of notice or the established cure period.
- Residents shall ensure that children ages 13 and under are adequately supervised when school is not in session.
- Residents shall pay reasonable charges (other than for normal wear and tear) for the repair of damages to the dwelling unit or to the development (including damages to buildings, facilities, or common areas) caused by the resident, a member of the resident's household, or a guest of the household.
- Residents shall refrain from providing accommodations to boarders or lodgers.
- Residents shall refrain from allowing a CHA-barred individual to visit the unit.

### *Remaining Family Member*

- If the head of household dies, or leaves the unit without housing subsidy assistance, continued occupancy by remaining family members is permissible only if there are one or more family members on the Lease living in the household who can pass the applicant screening and are 18 years of age or older. No remaining family member will be eligible for screening to become the head of household if they have resided in the unit and been on the Lease for less than three years (36 months). If the household member has lived in the unit for more than three years, the household member may become head of household if they have not had any unauthorized extended absences during that time.

### *Affidavit for Residents who Move Out of a Unit*

- Resident authorized members who move out of the dwelling unit, for any reason, shall be reported by the head of household to the CHA in writing within ten calendar days of the occurrence. The resident shall complete a Move-Out Affidavit, which is a written form that states that the person left the household and unit.

### *Community Service/Economic Self-Sufficiency Requirement*

- All residents ages 18 and over are required to complete 96 hours of community service per year, by engaging in and providing documentation of eight hours of community service per month. Residents satisfying the CHA Work Requirement are in compliance with the Community Service and Economic Self-Sufficiency Requirement.

### *Work Requirement*

- Every non-exempt adult, age 18 through age 62, is required to be gainfully employed at least 15 hours per week from or for the first year and a half of implementation and 20 hours per week thereafter. Residents unable to comply may request a “Safe Harbor” consideration demonstrating that they attempted, but have been unable, to secure work and fulfill the work requirement; however, “Safe Harbor” considerations expire 90 days from approval and requires re-examination to remain in effect.

### *Lease Renewal*

- The CHA will not renew a resident’s Lease if they fail to accept the CHA’s offer of a lease modification to an existing Lease or a new lease.

### *Lease Termination*

The CHA added the following reasons for lease termination:

- The resident receives three Notices of Lease Termination for late rent payments in one 12-month period.
- After admission, the CHA discovers material facts that would have made the resident ineligible during screening or at re-examination.
- The CHA discovers materially false statements or fraud by the resident in connection with an application for assistance or

with re-examination of income.

- The resident allows an unauthorized individual to reside in the unit.
- The resident falsifies documents or provides misleading documents regarding any resident authorized member's illegal use of a controlled substance, abuse of alcohol, or rehabilitation of illegal drug users or alcohol abusers.
- The resident allows a banned visitor into their unit.
- The resident fails to complete annual re-examination or fails to supply information necessary to complete re-examination.
- The resident fails to sign the required consent forms for the CHA to conduct inquiries into the resident's background at re-examination.
- The resident violates the CHA Pet Policy or Pet Ownership Procedure.
- The resident is convicted of a crime that requires them to be subject to a lifetime or any registration requirement under any state sex offender registration program.
- The resident and the live-in aide fail to complete and sign the CHA Lease Addendum for Live-In Aides.
- The resident fails to allow the CHA, its agents or contractors, access to the unit after proper notice has been given to the resident.
- The resident and household fails to obtain and/or maintain utility connections.
- The resident or household is over the income limit of the housing program. The CHA will not evict a family for being over the income limit if the family currently receives an earned income disallowance or has a valid contract for participation in a Family Self-Sufficiency Program.
- The resident, any authorized members, guests, or persons under the resident's control participates in or causes any incident of actual or threatened domestic violence, dating violence, or stalking. The CHA will not hold the victim of any incident(s) of actual or threatened domestic violence, dating violence, or stalking liable for lease violations.
- Resident households with adult members who are neither exempt nor covered by the Safe Harbor Clause and are not employed on a regular basis as defined by the CHA Work Requirement.

#### *New Pet Application Requirements*

- Failure by residents to register their pets with property management and receive approval before the pet is brought onto the premises, is a material violation of the Lease. Residents will not be allowed to apply for pet approval retroactively.

#### *Additional Rules for Pet Ownership*

- It is a material violation of the Lease for a resident to neglect, abuse, or abandon any animal or breed any animals on CHA property. If the CHA finds evidence of neglect, abuse, or abandonment of an animal, the CHA may contact the

- responsible party(s) listed in the registration form of the Alternative Care of Pet Statement and ask that they assume responsibility for the pet.
- Every pet owner will be responsible for proper disposal of fecal waste of their pet in a manner that will not damage or deface the unit or premises. Failure of the pet owner to remove and dispose of pet waste may result in a \$20.00 charge per occurrence.
  - While outside the unit, dogs must be kept reigned on a leash no longer than six feet in length.

#### *Pet Ownership in Senior Designated Buildings*

- Birds, fish, hamsters, gerbils, guinea pigs, turtles, dogs, and cats are all permitted in senior buildings.

#### **Mixed-Income/Mixed-Finance Housing: Leases and Tenant Selection Plans**

Residents who live in public housing units in mixed-income/mixed-finance communities that have their own site specific TSP and lease are not subject to the FY2007 ACOP, FY2007 Lease, and FY2007 Pet Policy. Rather, the admissions and continued occupancy policies that apply to these residents are included in the applicable lease and TSP for the mixed-income/mixed-finance community in which they live. Each mixed-income/mixed-finance community has different policies. However, when the lease and TSP are formulated, they are done so in a similar manner as the FY2007 ACOP, FY2007 Lease, and FY2007 Pet Policy. The draft of the lease and TSP are released by the CHA, and a 30-day public comment period will follow, with a public comment hearing held during the same time. Once these steps have been taken, the lease and TSP go to the CHA Board for review, and pending approval by the Board become effective. When the lease and TSP are put into effect, these policies become applicable to all residents who rent units in the mixed-income/mixed-finance community, including residents in public housing units, affordable units, and market-rate units. (Refer to Chapter 1: Renewal of Chicago's Public Housing, for a complete list of the mixed-income/mixed-finance community TSPs and leases approved in FY2007.)

## RESIDENT SAFETY AND SECURITY

During FY2007, the CHA remained committed to providing residents with safe and secure surroundings, through initiatives and activities aimed at resident safety. The CHA not only created new security initiatives, but also made strides in improving and revising activities and services already in place. Through measures such as private security firms, camera surveillance, resident vigilance, and an enhanced visitor policy, the CHA is focused on creating communities where safety is not a concern. Increased safety and security will lead to an environment where resident confidence grows along with increased community participation in neighborhood activities and events.



In FY2007 the CHA made resident safety a priority. Increased security measures including the Visitor and Common Area Management System, have increased security and monitoring who enters CHA buildings.

### Visitor and Common Area Management System

In FY2007, the CHA continued the implementation of the Visitor and Common Area Management System (VCMS), which to date has been implemented in 26 senior buildings. Due to the success of the system at those sites plans were set in place to achieve implementation at every senior designated housing property by FY2008. To prepare for this full implementation, the CHA solicited vendors who sell VCMS. The VCMS uses a camera to monitor traffic in senior designated housing buildings. By monitoring building traffic, it is easier to both prevent unwanted visitors and greatly decrease opportunities for criminal activities on site.

The CHA also expanded implementation of requiring parking decals for residents. Now individuals must show proof of residence before being issued a decal for their vehicle and if a vehicle is parked without a decal, it will be towed. This initiative was instituted to reduce both the number of unwanted individuals and vehicles on CHA

properties, thus lowering the chances of criminal activity on site.

## Resident Outreach Services

The Resident Outreach Services (ROS) Program is a resident volunteer group created with the intent of increasing safety at both family and senior designated housing developments. During FY2007, the ROS Program underwent significant improvements, which are set to be implemented in FY2008. For example, ROS volunteers will be managed by property managers at each participating site. By instituting this change, ROS volunteers will be utilized with more efficiency as they find themselves integrated more into the overall operation strategy at whichever property they are patrolling.

In FY2007, the CHA also planned for the ROS Program to undertake an updated structure to clarify expectations of program volunteers. The expectations will include the following four items: (1) perform property patrols and report public safety concerns; (2) monitor common areas; (3) conduct “safety zone” school patrols in communities where school patrols are instituted in or adjacent to developments; and (4) maintain partnerships with Local Advisory Councils, law enforcement, and CHA departments in order to address various public safety issues. In addition, patrol participants will be expected to track and report activities on a consistent basis. By meeting these expectations and staying consistent, the ROS Program will continue to be a valuable resource in improving safety and living conditions in each community.



The Resident Outreach Program is an effective initiative for keeping neighborhoods safe and resident involved.

### **Private Security Services**

As contractually required, property managers must employ private security services for additional security at senior designated housing properties. In FY2007, all senior designated housing properties employed new security firms, which emphasized revised training and post orders aimed at keeping senior residents as safe as ever. Security guards were stationed at the front desk of each senior designated housing property for at least one eight-hour shift per day. In an effort to go beyond this requirement, by the end of FY2007 some properties employed private security services to be in place at 49 senior designated housing buildings between 16 to 24 hours per day. In many instances, property managers have doubled, if not tripled the hourly requirements for private security services.

### **Emergency Services**

Emergency Services was yet another valuable resource that helped ensure residents experience a safe housing experience in FY2007. The Emergency Services Hotline, continued to be utilized by the CHA to ensure resident safety at public housing developments and responded to over 28,000 calls in FY2007. The calls received by the Emergency Services Hotline were taken by Emergency Services dispatchers who are well-versed in dealing with a variety of emergencies, which residents may encounter. All dispatchers are given both a guide and real life training on what to do in the event of a major disaster. In addition to the Emergency Services Hotline, in FY2007 the CHA launched a pilot program for the Events Manager database, which manages data from both incoming and outgoing calls. Although not permanently implemented in FY2007, progress was made with the database in an effort to monitor and track events in real time and provide information about building failures and breakdowns. Working in congruence with the Events Manager database, the Active Voice Response System (AVR) will allow residents to respond to a call from Operation Center staff. Like the Events Manager database, AVR was not fully implemented in FY2007; however, testing was completed on the system to determine system components that need improving. Prior to complete implementation of both systems, the CHA continues to take measures to ensure fully functional systems once in permanent use.

### **Visitors Policy**

Through the FY2007 ACOP, the CHA amended its visitor policy. Per the amended policy, visitors to any CHA public housing development may be required to show a government issued photo ID before being allowed to enter a building. This furthers the CHA objective of

residents maintaining accountability for the behavior of their guests. Visitor misconduct will result in exclusion from CHA properties for a period up to three years, unless reduced or extended by court order, for the offending party. These visitor policies have been revised and enforced to both keep all residents safe and to prevent damage to CHA properties by non-CHA residents.

<b>Criminal Activity Evictions FY2007</b>	<b>Total</b>
Judgments for the CHA Pending Eviction	39
Judgments for Residents	12
Agreed Orders	44
Cases Dismissed	11
Cases Canceled	4
Criminal Activity Evictions	28
Move-Outs	25

**Criminal Activity Eviction**

HUD mandates the CHA to create and enforce a Criminal Activity Eviction (CAE) Policy. Formerly known as the One-Strike Policy, the CAE Policy is incorporated into each resident’s Lease, and enforced by property managers. To ensure effective resolutions of CAE cases, both the CAE Department and the property management companies work to move the case through the litigation process, in

an efficient manner. The CAE Department also worked closely with the Chicago Police Department (CPD) to deter residents from committing crimes throughout FY2007.

## **CHAPTER 7: ADVANCING THE VISION FOR CHANGE**

During FY2007, the CHA continuously improved efforts to revitalize and transform Chicago's public housing. Working to better serve the community, the CHA maintained policies and procedures necessary for efficient administrative functioning, which greatly impacts overall productivity. New budget management procedures were introduced in FY2007 to support the FY2006 implementation of the Enterprise Resource and Planning System. The CHA also extensively planned for the HUD required transition to Project-Based Budgeting and Accounting, which requires significant changes to CHA's back-office activities. Moreover, CHA continued to seek additional funds for its projects and to renew existing grants, thereby continuing to ensure that financial resources were available for a multitude of revitalized activities.

### **CHA STAFF**

Over the past eight years, CHA staff has worked diligently in making progress on the Plan for Transformation. Accordingly, the CHA continued to conduct its Annual Employee Leadership Awards ceremony in FY2007 to honor the noteworthy accomplishments and outstanding effort of CHA employees in advancing the vision for CHAnge. Staff from the following departments were recognized at the FY2007 ceremony: the CHA Human Resources, Operations, Relocation, Capital Construction, and Legal Departments, as well as the CHA's Office of the Comptroller. For the fourth consecutive year, the CHA Management Analysis and Planning (MAP) Department was presented an APEX Award for Publication Excellence. The FY2007 award was in recognition of the FY2007 Moving To Work Annual Plan: Plan For Transformation Year 8, for Government Agency Communications. Additionally, the City of Chicago selected multiple CHA employees as finalists for the annual Kathy Osterman Award, with one CHA employee being selected as a 2007 award recipient. The Kathy Osterman Award is granted to government employees with both a devotion to public service and an exceptional work ethic. These employees have been recognized by their management and co-workers as exemplary public employees. Moreover, the honorees personify the work performed by thousands of committed public servants who work to make city government more responsive to the needs of residents and businesses.



Adrienne Bitoy-Jackson received the prestigious Kathy Osterman award, and was recognized as the 2007 Outstanding Professional Employee, which is only given to one government employee each year.

During FY2007, the CHA also completed the consolidation of its administration offices, to a more central downtown location at 60 East Van Buren Street. CHA staff and Housing Choice Voucher (HCV) Program staff are now in one location. Placing all departments in one building allows for easier communication between staff, which results in a more efficient place of work and has enabled the CHA to save nearly \$1 million per year in administrative costs. This move has better enabled the CHA to both focus its financial resources on the revitalization of Chicago's public housing and create self-sufficiency opportunities for CHA residents. Furthermore, the move allowed for increased public access to the CHA by multiple bus and railways, as the CHA's new location is situated adjacent to one of the city's transportation corridors. Both public housing and HCV Program participants have easier access to CHA employees, which results in more effective communication between the CHA and the public.

## **ENTERPRISE RESOURCE PLANNING**

The Enterprise Resource and Planning (ERP) system is a database that combines the finance, procurement, human resources, and payroll database systems. In FY2006, the CHA implemented the ERP system, and during FY2007, the CHA wanted to both stabilize and maintain the ERP system. The CHA's Finance Division used the ERP system to control processes that had become automated, mainly third-party payables, budget management, and financial reporting. The main benefit of this system is that it is user friendly. Now all CHA departments can use ERP to monitor and track payments, respective budgets, and the status of purchase orders.

To support ERP stabilization, the Finance Division updated its budget policies and procedures. The Finance Division adjusted and refined existing policies and procedures so that they remained aligned with the ERP system. To help the CHA staff learn how to use the ERP system, training sessions focused on how to process information related to procurement, grant management, project management, and updated the Budget Policy to name a few.

## **FINANCE**

For the seventh consecutive year, the CHA's Office of Budget and Management received the Distinguished Budget Presentation Award. The Government Finance Officers Association (GFOA) honors entities who illustrate excellence in governmental budgeting. The award recipient's budgets are able to serve as a policy document, a financial plan, an operations guide, and a communications device. More accolades were bestowed upon the CHA when the Certificate of Achievement for Excellence in Financial Reporting (CAFR) was presented to the CHA Comptroller's Office for its comprehensive annual financial reporting for the tenth consecutive year. The CAFR awards are given to those who clearly disclose their financial story and encourage others to read their comprehensive annual financial report. These awards confirm the dedication to sound business practices and financial management that the Finance Division and the CHA as a whole maintain.

### ***Budget Management***

The CHA uses a Five-Year Operating and Capital Budget Forecast model to help prioritize its activities. In FY2007, this model was used to determine FY2008 budget projections and to forecast any potential shortfalls in revenue. CHA departments were provided with historical financial data to help guide them toward creating realistic FY2008 budgets. Each budget request was scrutinized by a budget analyst and adjusted when necessary to comport with anticipated funding.

A key to successful budget management is systematic financial reporting procedures that generate accurate results. In order to achieve this end, the CHA's budget analysts trained and assisted all CHA departments on budget policies and procedures throughout the year. For example, CHA departments were trained on how to view fund availability reports and purchase order reports through the aforementioned

ERP system. This system allowed for a more efficient way to view, report, and ultimately, manage various departmental budgets. Sound budget management practices working in conjunction with structured policies and procedures helped eliminate errors in both reviewing and forecasting yearly budget projections during FY2007.

### **Project-Based Budgeting and Accounting**

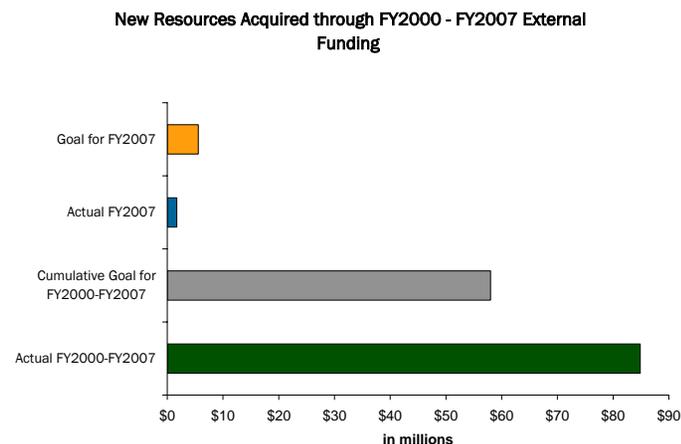
Pursuant to a HUD mandate, throughout FY2007, the CHA rigorously planned for the implementation of Project-Based Budgeting and Accounting (PBBA) reporting structure. Project-based budgeting requires that budgets be developed and monitored at the project-level, instead of the authority-wide level. Preparation for the implementation of this next phase in asset-based management continued throughout FY2007. Budgets for each Asset Management Project (AMP) were developed, as well as the structure to maintain this data was put in place. As the financial data is captured, it will be made available to both the CHA Asset Management Department and property management companies. Through this new process the CHA will continue to both efficiently manage its finances and evaluate its fiscal responsiveness, while making appropriate adjustments at the property level, if necessary.

To ease the transition to the PBBA, asset managers and third-party property managers whose property was divided into two or more AMPs, were trained on the new system in FY2007. More specifically, these parties were trained on accessing new AMPs, assigning building codes to be used in recording financial transactions, setting new bank accounts for additional AMPs, and financial package reporting. Property managers had to convert account numbers in order to align with the new account structure, which was created in FY2007.

The CHA also hired a third-party to work with the CHA Information Technology Services Department in order to convert all financial reports and interfaces to PBBA prior to the HUD mandated implementation date. The results from these conversions will be evident through the successful implementation of the new system in FY2008.

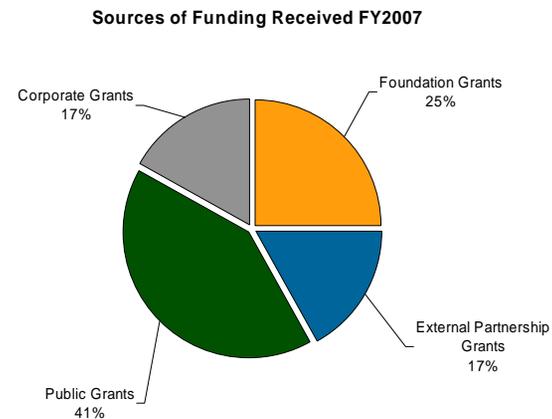
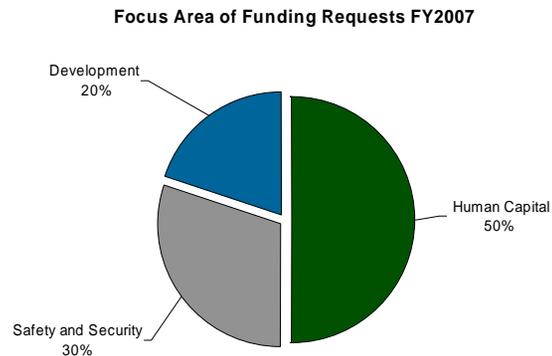
## EXTERNAL FUNDING THROUGH RESOURCE DEVELOPMENT

The CHA has raised \$84.83 million in resources external to HUD since the beginning of the Plan. These funds are essential for both the continued growth and development of the CHA vision for the transformation of Chicago's public housing. Moreover, it allows the CHA to increase its human capital, provide more services to residents, and work on revitalizing its public housing stock. The CHA originally planned to raise \$50 million by FY2005, however, this goal was reached two years early. After surpassing our original goal, new external resource goals were established. The goal for new resources acquired during FY2007 was \$5.57 million. However, based on a decrease in in-kind donations from previous years, in FY2007 the CHA was only able to raise \$1.73 million.



### Funding Received

The CHA recognizes the importance of not only collaborating with governmental agencies, not-for-profit organizations, and private corporations to construct plans for external funding, but also recognizes the need to work on funding opportunities, internally, to optimize the CHA's chances to increase its external funding sources. In FY2007, the CHA received two corporate grants, five public grants, three foundation grants, and two grants through external partnerships. In addition, the CHA was awarded the John D. and Catherine T. MacArthur Foundation (MacArthur Foundation) Family Self-Sufficiency (FSS) Grant, which will help the CHA continue to offer the Public Housing Family Self-Sufficiency (FSS) Program to more residents by hiring more program coordinators. In FY2007, the CHA again afforded its pilot FSS Program for 50 public housing residents. With continued funding from both HUD and external partners, the public housing FSS Program will expand to serve an additional 125 residents in FY2008.



The CHA also received the ROSS Elderly Service and Disabilities Grant in FY2007. With this three-year grant, the CHA will continue to work both with property managers, through on-site service coordinators at senior designated housing properties, to identify which developments need support and resources, and provide those needed services and resources to CHA senior residents. In addition, the CHA will work with on-site personnel to create opportunities for senior residents to participate in various social activities. The overall objective of the ROSS grant is to improve the lives of senior residents in public housing. To monitor this grant, the CHA conducted ad-hoc visits to the CHA's sub-grantees of the awarded ROSS grant during FY2007. During these visits, CHA staff tracked participation as well as ensured that services and programs were being provided to and received by senior residents.

### **Grant Management**

Throughout FY2007, the Finance Department in conjunction with the Grants Administration Division continued to monitor the grants in the CHA's funding stream, which include, but are not limited to HOPE VI Revitalization Grants, ROSS Grants, and MacArthur Foundation Grants. The grants assist the CHA in furthering the Plan, by being allocated for activities such as building demolition, rehabilitation or redevelopment activity, and/or resident self-sufficiency initiatives. To ensure compliance with both grant guidelines and requirements, the CHA continues to work collaboratively amongst its various departments, to minimize errors in the application and reporting phase of the grant administration process.

## **Building Strategic Partnerships**

Building and maintaining relationships with outside entities is a key aspect of the Plan. Over 160 partners in the public and private sector collaborated with the CHA, in FY2007. (Refer to the Collaborations page found at the end of this Annual Report for a list of CHA collaborations.)

Some of the CHA's collaborative efforts with the City of Chicago, which occurred during FY2007 are highlighted below:

- The Mayor's Office and the Chicago Park District enhanced the lives of CHA residents by providing educational and social activities through the Summer Day Camp Program.
- The Chicago Police Department and Chicago Alternative Policing Strategy (CAPS) hosted programs about public safety for public housing residents.
- The City of Chicago Department of Human Services, the Social Security Administration, the Chicago Police Department, the Regional Transit Authority, and the Community Care Program worked with CHA to inform residents about senior health and well-being issues.
- Opportunity Chicago continued to provide both education and workforce development opportunities to CHA residents.
- The Mayor's Office of Planning and Development remained committed to promoting affordable housing development and sustainability for city of Chicago residents.
- The Mayor's Office of Workforce Development in connection with the CHA Service Connector Program created strategies for CHA residents to receive job training and employment opportunities.

## ***Windows of Opportunity***

Since Windows of Opportunity, Inc. (Windows) began in 1989, this not-for-profit affiliate of the CHA has secured public and private resources for a variety of programs that still exist today. It succeeded by taking on three primary functions: (1) promoting an increased number of services for residents; (2) fostering collaborations among service providers; and (3) developing programs that engage residents

in opportunities that the broader world offers. To date, Windows has given over \$400,000 in financial support to more than 600 scholarships recipients from 18 different public housing communities across Chicago.

The CHA and Windows recognize the importance of educating youth and providing them with opportunities to achieve higher levels of education. During the holiday season, the CHA HCV Program, in collaboration with Windows, again sponsored the annual holiday fundraising drive. Funds totaling more than \$28,000 were raised during this event. In FY2007, Windows also hosted the 11<sup>th</sup> Annual Windows of Opportunity Scholarship Awards Ceremony during the summer of FY2007. During the ceremony, 74 students, who are CHA public housing residents, received nearly \$100,000 in scholarships for college. Through these initiatives, both the CHA and Windows continued to provide opportunities for resident to attain their self-sufficiency goals.

### **Latino Outreach Activities**

The CHA continued to both operate three Latino Site Offices and reach out to Latino and Spanish-speaking households to increase participation in traditional family public housing, senior designated housing properties, and mixed-income/mixed-finance communities in FY2007. Spanish advertisements for CHA housing were made available in Spanish-language newspapers, and the Office of Latino Affairs assisted with the development of Spanish radio advertisements promoting vacant units at senior designated housing properties. Moreover, in an effort to provide quality service to the Latino population living in public housing, the CHA continued to require that developments with at least ten percent Latino households had bilingual staff available.

The CHA is also committed to increasing housing options for Latino families. During FY2007, the CHA collaborated with third-party organizations to provide Latino families home ownership opportunities through workshops, counseling, and grants in neighborhoods throughout Chicago. Additionally, the CHA participated in the Camino a Su Casa housing fair hosted by the Chicago Department of Housing and the Spanish Coalition for Housing to inform attendees about vacancies at senior designated housing properties and to announce the opening of Community-Area Wait Lists. Finally, the CHA took part in the 25<sup>th</sup> Ward Affordable Neighborhood Expo to share information about senior designated housing units available for lease.

## APPENDIX A: MOVING TO WORK (MTW) ANNUAL REPORT CROSSWALK

The CHA Moving to Work (MTW) Crosswalk below contains each reporting requirement for the annual report with the corresponding location within the document. The required reporting elements provide the U.S. Department of Housing and Urban Development and other stakeholders with detailed information on the CHA's progress in implementing the Plan for Transformation.

Category	Requirement	Location
<b>Households Served</b>	A. Number and characteristics of households served at the end of the year. I. Include unit size, family type, income group, housing type, race & ethnicity.	Appendix B: Public Housing Stock and Demographic Information Appendix D: Housing Choice Voucher Program Demographic
	B. Number and characteristics of households on wait lists.	Appendix C: Public Housing Wait List Demographic Information Appendix D: Housing Choice Voucher Program Demographic
	C. Changes in tenant and wait list numbers and characteristics and related narrative discussion.	Chapter 2: Enhancing Affordable Housing Opportunities Chapter 6: Operation of Chicago's Public Housing Appendix B: Public Housing Stock and Demographic Information Appendix C: Public Housing Wait List Demographic Information Appendix D: Housing Choice Voucher Program Demographic
<b>Occupancy Policies</b>	A. Changes in rent policy, if any.	Chapter 6: Operation of Chicago's Public Housing
	B. Changes in concentration of lower-income families by program.	Chapter 1: Renewal of Chicago's Public Housing Chapter 2: Enhancing Affordable Housing Opportunities Chapter 4: Achieving Economic and Social Self-Sufficiency Appendix B: Public Housing Stock and Demographic Information
	C. Narrative discussion/explanation of changes in occupancy policy.	Chapter 4: Achieving Economic and Social Self-Sufficiency Chapter 6: Operation of Chicago's Public Housing
<b>Relocation</b>	A. Report on relocation activities for previous year.	Chapter 3: Supporting Residents Through Relocation
	B. Report on building closures for previous year.	Chapter 3: Supporting Residents Through Relocation
<b>Capital Improvements and Development</b>	A. Actual delivery of units in previous year.	Chapter 1: Renewal of Chicago's Public Housing
	B. Actual units under construction for current year.	Chapter 1: Renewal of Chicago's Public Housing
	C. Narrative on progress of capital plan.	Chapter 1: Renewal of Chicago's Public Housing

Category	Requirement	Location
<b>Capital Planning</b>	A. Finance I. Identified planned vs. actual expenditures by property. II. Include narrative discussion/explanation of difference.	Appendix H: Capital Expenditures FY2007
	B. Demolition and Disposition - Report on actual demolition and disposition for previous year.	Appendix F: Structural Demolition FY2007 Appendix G: Disposition FY2007
	C. Report on home ownership activities for previous year.	Chapter 1: Renewal of Chicago's Public Housing Chapter 2: Enhancing Affordable Housing Opportunities
<b>Management Information for PHA Units</b>	A. Work orders: I. Emergency work orders. II. Non-emergency work-orders. III. Outstanding non-emergency work orders.	Chapter 6: Operation of Chicago's Public Housing
	B. Inspections: I. Percent of annual inspection of dwelling units. II. Percent of annual inspection of building systems.	Chapter 6: Operation of Chicago's Public Housing
	C. Income Verification and Rent Calculation: I. Increase in percent of correct income verification. II. Increase in percent of correct rent calculation. III. Percent outstanding recertifications. IV. Steps taken to reach goal.	Chapter 6: Operation of Chicago's Public Housing
	D. Other management achievements for previous year.	Chapter 6: Operation of Chicago's Public Housing
<b>Security</b>	A. Narrative on planned vs. actual activities and explanations of differences. Details may include: I. Report on One-Strike activities and coordination with local government on anti-crime strategies. II. Report on screening activities related to security for previous year. III. Report on lease enforcement activities related to security.	Chapter 2: Enhancing Affordable Housing Opportunities Chapter 6: Operation of Chicago's Public Housing
<b>Senior Designated Housing Plan</b>	Update of status of Senior Designated Housing Plan.	Chapter 6: Operation of Chicago's Public Housing

Category	Requirement	Location
<b>Resident Programs</b>	<p>A. Description of activities, issues, and proposed actions. Details may include:</p> <p>I. Economic self-sufficiency: Report on service delivery for previous year with Chicago Dept. of Human Services.</p> <p>II. Report on plans for job training, Section 3, and resident initiatives.</p> <p>III. Resident participation: Report on activities.</p>	<p>Chapter 2: Enhancing Affordable Housing Opportunities</p> <p>Chapter 4: Achieving Economic and Social Self-Sufficiency</p> <p>Chapter 5: Promoting Economic Opportunities</p> <p>Chapter 6: Operation of Chicago's Public Housing</p>
<b>Management Information for Leased Housing</b>	<p>A. Leasing Information</p> <p>I. Units at beginning of previous year and number of units under lease at year-end.</p>	Chapter 2: Enhancing Affordable Housing Opportunities
	<p>B. Actual lease-up rate at end of year related to targets.</p>	Chapter 2: Enhancing Affordable Housing Opportunities
	<p>C. Information and certification of data of Leased Housing Management, including:</p> <p>I. Ensuring rent reasonableness.</p> <p>II. Expanding housing opportunities.</p> <p>III. Deconcentration of low-income families.</p>	Chapter 2: Enhancing Affordable Housing Opportunities
	<p>D. Discussion of differences between Plan and Report.</p>	Chapter 2: Enhancing Affordable Housing Opportunities
	<p>E. Inspection Strategy</p> <p>I. Results of strategy, including:</p> <p>a. Planned vs. actual inspections completed by category:</p> <p>i. Annual HQS inspections;</p> <p>ii. Pre-contract HQS inspections; and</p> <p>iii. HQS Quality Control inspections.</p> <p>b. HQS Enforcement report.</p> <p>II. Narrative/discussion of difference.</p> <p>III. Leasing Strategy - Report on activities conducted to expand lease of vouchers by end of Plan for Transformation.</p>	Chapter 2: Enhancing Affordable Housing Opportunities

Category	Requirement	Location
Sources and Amounts of Funding	A. Planned vs. actual funding amounts.	Chapter 7: Advancing the Vision for CHAnge Appendix H: Capital Expenditures FY2007 Appendix I: Financial Statements
	B. Narrative discussion/explanation of the difference.	Appendix H: Capital Expenditures FY2007 Appendix I: Financial Statements
	C. Consolidated Financial Statement.	Appendix H: Capital Expenditures FY2007 Appendix I: Financial Statements
Uses of Funds	A. Budgeted vs. actual expenditures by line item.	Appendix H: Capital Expenditures FY2007 Appendix I: Financial Statements
	B. Narrative/explanation of difference and changes from the Plan.	Appendix H: Capital Expenditures FY2007 Appendix I: Financial Statements
	C. Reserve balance at end of year and discussion of adequacy of reserves.	Appendix I: Financial Statements
Other Information Required by HUD	A. Results of latest completed 133 Audit (including program-specific OMB compliance supplement items as applicable).	Appendix J: OMB Circular A-133 Independent Audit
	B. Required certifications and other submissions from which the CHA is not exempted by the MTW agreement.	Appendix K: Moving to Work Annual Report Required Certifications
	C. Submissions required for the receipt of funds.	Appendix I: Financial Statements

## **APPENDIX B: PUBLIC HOUSING STOCK AND DEMOGRAPHIC INFORMATION**

The following charts (Appendix B – D) show the public housing stock and the demographics of the CHA public housing resident population, public housing wait lists, and Housing Choice Voucher (HCV) Program. As demonstrated by the data presented in these appendices, the Plan has had a significant impact on the demographics of both the CHA's resident population and its housing stock. Under the Plan, the CHA will rehabilitate and redevelop a total of 25,000 public housing units for low-income individuals, demolish over 18,000 units of dilapidated housing, primarily in gallery-style high-rise buildings, and relocate residents between public housing and the HCV Program. The past eight years of the Plan has brought with them shifts in the occupancy levels at CHA properties and the demographics of the resident population. These shifts will continue until the Plan is complete.

### **Households Served in FY2007**

As of September 30, 2007, the CHA was serving 30,815 residents in its public housing program, which is approximately 800 residents less than the number served at the end of FY2006. These changes were primarily due to natural attrition, building closure, and the relocation of residents from the public housing program to the HCV Program. The demographic composition of the public housing program remained relatively stable throughout the year.

### **Family Housing**

In the first three quarters of FY2007, there was a 12.86% decrease in the total number of units available for occupancy in the CHA's housing stock, given that units were taken offline for revitalization or demolition activity. This decrease resulted in a fewer number of occupied units, as well as a fewer number of residents. The number of both female and male residents declined by about the same percentage (5.15% and 5.28% respectively); however, as to age groups, the largest decrease was in residents ages zero to 20. Although there were fewer residents, the average family size increased slightly from 2.78 to 2.8. The changes in the racial and ethnic make up of residents in family housing consisted primarily of an increase in the number of White, Native/Alaskan, Asian/Pacific Islander, and Hispanic residents. There was a 7.49% decrease in the number of Black residents. As opposed to FY2006, during FY2007 there were fewer family

housing residents receiving income from employment, Social Security, and Supplemental Security Income. The greatest change was in the number of family housing residents receiving Temporary Assistance for Needy Families (TANF), because it rose 22.76%.

### **Senior Designated Housing Properties**

There were increases in the number of occupied units and number of households living in senior designated housing properties, although there was a decrease in the total number of units. These increments resulted in a rise in both the number of female and male residents, 4% and 5.41% respectively, in the first three quarters of FY2007. The changes in the racial and ethnic make up of senior residents were due to more White, Black, Asian/Pacific Islander, and Hispanic residents and less Native/Alaskan residents living in senior designated housing properties. Although the number of employed senior residents increased 5.57%, as did the number of residents receiving Supplemental Security Income (SSI), Social Security, TANF and General Assistance, the number of senior designated housing residents in the higher income brackets declined. The number of senior designated housing residents with incomes between 51% and 80% of Area Median Income (AMI) fell 15.63% and with incomes above 81% of AMI fell 54.55%

<b>Family Housing Demographics from the Yardi Database*</b>			
<b>Housing Stock &amp; Occupancy</b>	<b>12/31/2006</b>	<b>9/30/2007</b>	<b>%Change</b>
Total Units	18,286	15,934	-12.86%
Occupied Units	8,438	8,015	-5.01%
Total Number of Residents	23,459	22,244	-5.18%
Average Family Size	2.78	2.80	0.72%
<b>Unit Size (All Units)</b>	<b>12/31/2006</b>	<b>9/30/2007</b>	<b>%Change</b>
0 Bedroom	22	16	-27.27%
1 Bedroom	1,108	1,041	-6.05%
2 Bedrooms	2,940	2,723	-7.38%
3 Bedrooms	3,520	3,450	-1.99%
4 Bedrooms	790	734	-7.09%
5 Bedrooms	53	48	-9.43%
6 Bedrooms	2	3	50.00%
7+ Bedrooms	-	-	-
Unknown/Under Reported/Over Reported	3	-	-100.00%
<b>Gender (All Residents)</b>	<b>12/31/2006</b>	<b>9/30/2007</b>	<b>%Change</b>
Female	15,042	14,267	-5.15%
Male	8,422	7,977	-5.28%
Unknown/Under Reported/Over Reported	5	-	-100.00%

<b>Senior Housing Demographics from the Yardi Database*</b>			
<b>Housing Stock &amp; Occupancy</b>	<b>12/31/2006</b>	<b>12/31/2007</b>	<b>%Change</b>
Total Units	9,858	9,175	-6.93%
Occupied Units	7,494	7,844	4.67%
Total Number of Residents	8,186	8,571	4.70%
Average Family Size	1.09	1.10	0.92%
<b>Unit Size (All Units)</b>	<b>12/31/2006</b>	<b>12/31/2007</b>	<b>%Change</b>
0 Bedroom	727	795	9.35%
1 Bedroom	6,762	7,148	5.71%
2 Bedrooms	5	1	-80.00%
3 Bedrooms	-	-	-
4 Bedrooms	-	-	-
5 Bedrooms	-	-	-
6 Bedrooms	-	-	-
7+ Bedrooms	-	-	-
Unknown/Under Reported/Over Reported	-	-	-
<b>Gender (All Residents)</b>	<b>12/31/2006</b>	<b>12/31/2007</b>	<b>%Change</b>
Female	4,100	4,264	4.00%
Male	4,086	4,307	5.41%
Unknown/Under Reported/Over Reported	-	-	-

**Family Housing Demographics  
from the Yardi Database\***

Age (All Residents)	12/31/2006	9/30/2007	%Change
0-20	12,246	11,580	-5.44%
21-61	9,597	9,088	-5.30%
62 and over	1,616	1,574	-2.60%
Unknown/Under Reported/Over Reported	-	2	Not calculable
Race & Ethnicity (All Residents)	12/31/2006	9/30/2007	%Change
White	2,428	2,740	12.85%
Black	20,741	19,187	-7.49%
Native/Alaskan	68	90	32.35%
Asian/Pacific Islander	117	118	0.85%
Other/Unknown	-	109	Not calculable
Hispanic**	2,191	2,555	16.61%
Annual Income Range (Number of Households) & Average Annual Household Income	12/31/2006	9/30/2007	%Change
\$0-3,999	1,949	867	-55.52%
\$4,000-7,999	2,283	2,136	-6.44%
\$8,000-15,999	1,959	1,903	-2.86%
\$16,000-27,999	1,298	1,291	-0.54%
\$28,000-35,999	422	431	2.13%
\$36,000 and greater	540	452	-16.30%
Unknown/Under Reported/Over Reported	-	935	Not calculable
Average Annual Household Income (\$)	12,720	12,671	-0.39%
Selected Income Sources (Number of Households)	12/31/2006	9/30/2007	%Change
Employed	3,639	3,537	-2.80%
SSI	3,043	2,923	-3.94%
Social Security	1,898	1,835	-3.32%
TANF Assistance***	1,147	1,408	22.76%
General Assistance	128	132	3.13%
***TANF includes AFDC and Earn Fare			
Area Median Income (AMI) (All households)	12/31/2006	9/30/2007	%Change
Number of households with income <30% of AMI	6,673	6,389	-4.26%
Number of households with income 30-50% of AMI	999	995	-0.40%
Number of households with income 51-80% of AMI	516	446	-13.57%
Number of households with income 81% or greater of AMI	150	147	-2.00%
Unknown/Under Reported/Over Reported	-	38	Not calculable

\* Demographics in the Yardi database may contain inconsistencies due to data conversion and data entry.

**Senior Housing Demographics  
from the Yardi Database\***

Age (All Residents)	12/31/2006	12/31/2007	%Change
0-20	11	12	9.09%
21-61	1,149	1,039	-9.57%
62 and over	7,026	7,520	7.03%
Unknown/Under Reported/Over Reported	-	-	-
Race & Ethnicity (All Residents)	12/31/2006	12/31/2007	%Change
White	2,180	2,299	5.46%
Black	5,116	5,290	3.40%
Native/Alaskan	72	62	-13.89%
Asian/Pacific Islander	795	869	9.31%
Other/Unknown	-	51	Not calculable
Hispanic**	677	754	11.37%
Annual Income Range (Number of Households) & Average Annual Household Income	12/31/2006	9/30/2007	%Change
\$0-3,999	202	192	-4.95%
\$4,000-7,999	3,869	3,678	-4.94%
\$8,000-15,999	2,813	3,284	16.74%
\$16,000-27,999	513	567	10.53%
\$28,000-35,999	58	59	1.72%
\$36,000 and greater	39	22	-43.59%
Unknown/Under Reported/Over Reported	-	42	Not calculable
Average Annual Household Income (\$)	9,774	9,861	0.89%
Selected Income Sources (Number of Households)	12/31/2006	9/30/2007	%Change
Employed	341	360	5.57%
SSI	3,888	3,982	2.42%
Social Security	4,926	5,237	6.31%
TANF Assistance***	518	532	2.70%
General Assistance	691	785	13.60%
***TANF includes AFDC and Earn Fare			
Area Median Income (AMI) (All households)	12/31/2006	9/30/2007	%Change
Number of households with income <30% of AMI	6,887	7,218	4.81%
Number of households with income 30-50% of AMI	468	537	14.74%
Number of households with income 51-80% of AMI	96	81	-15.63%
Number of households with income 81% or greater of AMI	11	5	-54.55%
Unknown/Under Reported/Over Reported	-	3	Not calculable

\* Demographics in the Yardi database may contain inconsistencies due to data conversion and data entry.

As aforementioned, over the course of the Plan there has been and will continue to be significant changes in the public housing resident demographics. The CHA has identified disposition, natural attrition, the moves out process, the moves in process, and the implementation of new asset management software system, as the main reasons for this shift in demographic composition.

### **Disposition**

From time to time, the CHA will sell non-revitalized buildings in order to use the funds to acquire revitalized housing units for residents. When a building is sold, it is removed from the housing stock reducing the total number of units. As revitalized units are acquired, they are added to the housing stock increasing the total number of units.

### **Natural Attrition**

The number of residents and occupied units at the CHA fluctuates approximately 12% due to natural attrition irrespective of the Plan. This fluctuation is caused by residents leaving the public housing program due to death, moving to another city, incarceration, eviction, or those who voluntarily leave subsidized housing. This also includes changes to family composition due to marriage, birth, adoption, and separation/divorce.

When a unit becomes available due to natural attrition at senior designated housing properties, the CHA leases these units to other eligible individual(s) on the site-based wait lists. This results in little net change in the number of occupied units. On the other hand, when a unit becomes available at one of the family properties scheduled to undergo revitalization, then the unit is normally kept vacant to make room for construction activities. These vacancies result in a net loss in the number of occupied units.

### **Moves Out**

As the CHA identifies buildings for closure, residents are temporarily relocated to other public housing units, to the private market with a Housing Choice Voucher (HCV), and to non-subsidized housing. This results in an illusory temporary CHA-wide decrease in the number of

occupied units and total number of residents. After the buildings are closed and demolished, the building and its units are removed from the CHA's total unit count, thereby decreasing the total number of units in the public housing stock.

### **Moves In**

Simultaneously, the completion of new units in both mixed-income/mixed-finance communities and at rehabilitated family and senior designated housing properties causes an increase in the total number of housing units. As certificates of occupancy are issued, residents, who are in temporary relocation resources, move in to the revitalized units, which increases the total number of occupied units and the total number of residents. Because the moves out and moves in processes occur simultaneously across the CHA, the total number of units, occupied units, and residents will continue to vacillate until redevelopment and rehabilitation are complete and families with a right or preference to return are housed. As units are completed, the CHA leases vacant units at senior designated housing properties to applicants from the site-based wait lists and leases vacant units at family properties to relocating residents, as they become ready for occupancy.

### **Implementation of Asset Management Software System**

In FY2005, the CHA implemented its new asset management software system. This system allows the CHA to effectively manage both its public housing and HCV Programs. Prior to its implementation, the CHA conducted an extensive review and update of the data housed in the previous CCS asset management software. This update included among other items: updating family composition information, updating contact information for individuals on the wait lists, and incorporating new revitalized units into the CHA's housing inventory. Then, the CHA migrated unit and resident data for both its public housing program and HCV Program from the antiquated system to a new web-enabled asset management software system. FY2006 was the first full year of implementation of the new system; therefore, information provided after FY2006 may vary from prior years.

## APPENDIX C: PUBLIC HOUSING WAIT LISTS DEMOGRAPHIC INFORMATION

The chart below shows applicant data for its public housing program as of December 31, 2007. In fourth quarter FY2007, the CHA discovered an error in the wait list demographic report pulled from the asset management software system. The error has been corrected; however, because of the error, the information provided in the chart below may vary from previous years.

Public Housing Wait Lists Demographics as of December 31, 2007 from the Yardi Database*								
Wait List	Total Applicants	Total Applications <sup>^</sup>	Total Persons	Area Median Income				Disabled
				Number of applicants with income <30% of AMI	Number of applicants with income 30-50% of AMI	Number of applicants with income 51-80% of AMI	Number of applicants with income 81% or greater of AMI	
Family Wait Lists	23,438	23,441	64,189	21,948	1,238	245	10	3,684
Senior Wait Lists	8,604	16,367	18,856	15,080	1,104	173	10	6,185
<b>Total</b>	<b>32,042</b>	<b>39,808</b>	<b>83,045</b>	<b>37,028</b>	<b>2,342</b>	<b>418</b>	<b>20</b>	<b>9,869</b>

Wait List	Race					Ethnicity	
	White	Black	Indian/ Alaskan	Asian/ Pacific Islander	Other	Unknown	Hispanic**
Family Wait Lists	3,350	15,020	18	211	4,842	-	3,684
Senior Wait Lists	1,240	4,384	57	357	10,329	-	6,185
<b>Total</b>	<b>4,590</b>	<b>19,404</b>	<b>75</b>	<b>568</b>	<b>15,171</b>	<b>-</b>	<b>9,869</b>

Applicants previously categorized as "No Preference" were added to the Family Wait List when data was migrated in December 2005 from the antiquated system to the new asset management software system.

\*Demographics data in the Yardi database may contain inconsistencies due to data conversion and data entry.

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

<sup>^</sup> Total applications are different from total applicants. Total applicants are the distinct number of applicants, whereas, total applications includes multiple applications by a single applicant.

## APPENDIX D: HOUSING CHOICE VOUCHER (HCV) PROGRAM DEMOGRAPHIC INFORMATION

The charts below show participant, unit, and applicant data for the CHA HCV Program.

Demographics of Current HCV Program Participants as of December 31, 2007 from CHAC, Inc.			
<b>Total HCV Program Participants</b>	<b>94,016</b>		
	Heads of Household	Other Household Members	Total
<b>Age</b>			
18 years and older	33,896	15,861	49,757
Under 18 years	4	44,253	44,257
Unknown Age	-	2	2
<b>Race</b>			
White	4,500	5,949	10,449
Black	29,287	53,721	83,008
American Indian/Alaskan	32	43	75
Asian	57	56	113
Hawaiian/Pacific Islander	6	13	19
Multiple Races Selected	18	-	18
Unknown Race	-	334	334
<b>Ethnicity</b>			
Hispanic	-	5,679	5,679
Non-Hispanic	3,627	53,527	57,154
Unknown Ethnicity	30,273	910	31,183

**Demographics of Current HCV Program  
Participants  
as of December 31, 2007  
from CHAC, Inc.**

<b>Bedroom Breakdown</b>	<b>Total</b>
0 Bedroom	1,711
1 Bedroom	4,387
2 Bedrooms	9,579
3 Bedrooms	12,316
4 Bedrooms	4,108
5 Bedrooms	1,428
6 Bedrooms	286
7 Bedrooms	67
8 + Bedrooms	18
Unknown/Pending	-

<b>Income Ranges (All household members)</b>	<b>Total</b>
0.00 - .99	51,569
1.00 - 9,999	30,108
10,000 - 19,999	8,228
20,000 - 29,999	3,087
30,000 - 39,999	845
40,000 +	175
Unknown/Pending	4

**Demographics of HCV Program General Wait List  
as of January 3, 2008  
from CHAC, Inc.**

<b>Total HCV Program Applicants</b>	<b>2,294</b>
	<b>Total</b>
<b>Age</b>	
Age 62 and over	81
Under age 62	2,213
Unknown Age	-
<b>Race</b>	
White	66
Black	2,123
Other	13
Unknown Race	92
<b>Ethnicity</b>	
Hispanic	41
Non-Hispanic	2,233
Unknown Ethnicity	20
<b>Disabled Population</b>	
Disabled	419

## APPENDIX E: IL NUMBER TRANSLATION TABLE

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Family Housing Redevelopment/Rehabilitation - Mixed Income/Mixed Finance</b>		
Lake Parc Place	Not Available Yet	Pages 7,8,11
Fountainview	IL002074A	Pages 7,8,15,36,78,172
Frances Cabrini Extension South	IL002020	Pages 7,8,37,111,163,169,170,172
Lathrop Homes	IL002024	Pages 7,8,37,111,164,172
William Green Homes	IL002030	Pages 7,8,38,39,111,170,172
LeClaire Courts Extension	IL002015	Pages 7,8,38,111,172
Lawndale Complex	IL002027B	Pages 7,8,38
<b>ABLA Homes</b>		Pages 7,8,15,16,111,169,172
Roosevelt Square Ph. 1	IL002226	Page 16
Brooks Rehab	IL002216	Page 16
Loomis Courts	None Assigned by HUD	Pages 13,15,16
Robert H. Brooks Homes	IL002003	Pages 13,15,16
Robert H. Brooks Extension	IL002031	Pages 13,15,16
Roosevelt Square Ph. 2	IL002241	Pages 5,9,13,14,16,17
Grace Abbott Homes	IL002017	Pages 13,15,16,17,163
Jane Addams Homes	IL002023	Pages 13,15,16,17,163,167,172
<b>Frances Cabrini Extension North</b>		Pages 7,8,12,13,15,18,19,103,111,163,167,169,170,172
Frances Cabrini Homes	IL002002	Page 18
River Village North	IL002230	Page 18
River Village South	IL002232	Page 18
Domain Lofts	IL002219	Page 18
North Town Village 1	IL002192	Page 18
North Town Village 2	IL002192	Page 18
Old Town Village East 2	IL002221	Page 18
Old Town Village West	IL002222	Page 18
Orchard Park	IL002215	Page 18
Renaissance North	IL002182	Page 18
Old Town Village East 1	IL002182	Page 18
Mohawk Infill/Partners	IL002182	Page 18
Mohawk North	IL002182	Page 18
River Village Pointe	IL002240	Pages 9,13,18,19
Old Town Square	IL002182	Page 18
Parkside of Old Town Ph. 1a	IL002236	Page 18
Parkside of Old Town Ph. 1b	IL002242	Pages 5,9,13,14,18,39

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Family Housing Redevelopment/Rehabilitation - Mixed Income/Mixed Finance</b>		
<b>Governor Henry Horner Homes</b>		<b>Pages 7,8,15,20,111,164,167,168,172</b>
Governor Henry Horner Homes	IL002019	Pages 7,8,15,20,111,164,167,168,172
Governor Henry Horner Extension	IL002035	Page 20
Westhaven Phase 1	IL002027	Page 20
Westhaven Park Ph. 2a2	IL002228	Page 20
Westhaven Park Ph. 2a1	IL002220	Page 20
Westhaven Phase 1 (Habitat)	IL002213	Page 20
Westhaven Phase 1 (Habitat)	IL002197	Page 20
Westhaven Phase 1 (Habitat)	IL002198	Page 20
Westhaven Phase 1 (Habitat)	IL002199	Page 20
Westhaven Phase 1 (Habitat)	IL002200	Page 20
Westhaven Phase 1 (Habitat)	IL002201	Page 20
Westhaven Phase 1 (Habitat)	IL002202	Page 20
Westhaven Phase 1 (Habitat)	IL002203	Page 20
Westhaven Phase 1 (Habitat)	IL002204	Page 20
Westhaven Phase 1 (Habitat)	IL002195	Page 20
Westhaven Phase 1 (Habitat)	IL002195	Page 20
Westhaven Phase 1 (Habitat)	IL002191	Page 20
Westhaven Phase 1	IL002188	Page 20
Westhaven Park Low-rise	Not Available Yet	Page 170
Westhaven Mid-rise Phase IIA	Not Available Yet	
Westhaven Park Mid-rise Phase IIB	IL002229	Pages 20,21
Westhaven Park IIC	Not Available Yet	Pages 20,21
<b>Lakefront Replacement Housing</b>		<b>Pages 7,8,13,15,24,168</b>
Hutchinson Row	IL002180	Page 24
Lake Park Crescent 1	IL002193	Pages 24,25
Lake Park Crescent Phase 1A	IL002235	Pages 5,9,13,14,25
Lakefront Scattered	IL002194	Page 24
Shakespeare	IL002208	Page 24
Jazz on the Boulevard	IL002211	Pages 24,25
Lake Park Crescent	IL002193	Pages 24,25,26,169,172
Lake Park Crescent Phase 2	Not Available Yet	Pages 25,26
Drexel Development	IL002211	Page 24
Thrush Masons	Not Available Yet	

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Family Housing Redevelopment/Rehabilitation - Mixed Income/Mixed Finance</b>		
<b>Rockwell Gardens</b>		<b>Pages 7,8,15,31,170,172</b>
Rockwell Gardens	IL002021	Pages 7,8,15,31,170,172
Rockwell Gardens	IL002006	Pages 7,8,15,31,170,172
Rockwell Gardens	IL002038	Pages 7,8,15,31,170,172
Rockwell Phase 1B	Not Available Yet	
Rockwell Phase 2	Not Available Yet	
Archer Cts 2	IL002217	Page 31
West End Phase 1a	IL002217	Page 31
One South Leavitt	IL002227	Page 31
Jackson Square at West End Phase 1b	IL002190	Pages 31,32
<b>Stateway Gardens</b>		<b>Pages 7,8,15,33,165,170,172</b>
Stateway Gardens	IL002022	Pages 7,8,15,33,165,170,172
Stateway Gardens Phase 2	Not Available Yet	Page 33
Park Boulevard Phase 1b	IL002233	Pages 33,34
The Pershing	IL002223	
Park Boulevard Phase 2	Not Available Yet	
<b>Robert Taylor Homes</b>		<b>Pages 7,8,12,13,15,29,165,168</b>
Taylor A	IL002037A	Pages 29,172
Taylor B	IL002037B	Page 29
Taylor C1 Mahalia Place	IL002225	Page 29
Taylor A1 Hansberry Square	IL002234	Pages 29,30,78
Langston	IL002212	Page 29
Legends South Phase C-2 Rental	IL002243	Pages 5,9,12,13,14,30
Quincy	IL002214	Page 29
<b>Madden Park/Ida B. Wells Homes and Extension/Clarence Darrow Homes</b>		<b>Pages 7,8,12,13,15,27,111,168,169,172</b>
Ida B. Wells Extension	IL002018	Pages 7,8,12,13,15,27,83,86,111,166,167,168,169
Ida B. Wells Homes	IL002001	Pages 7,8,12,13,15,27,111,165,166,168,169
Madden Park	IL002033	Pages 7,8,12,13,15,27,83,85,111,165,168,169
Clarence Darrow Homes	IL002163	Pages 7,8,12,13,15,27,111,168,169
Clarence Darrow Homes	IL002036	Pages 7,8,12,13,15,27,111,168,169
Arches of Oakwood	Not Available Yet	Page 28
Oakwood Shores Phase 1a	IL002224	Pages 27,28
Oakwood Shores Phase 1b	IL002231	
Oakwood Shores Phase 2a	IL002244	Pages 5,9,12,13,14,27,28

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Family Housing Redevelopment/Rehabilitation - Mixed Income/Mixed Finance</b>		
<b>Washington Park Homes</b>		Pages 8,15,35,36,111
Washington Park	IL002034	Pages 8,15,35,36,111,167,172
Washington Park High-rises	Not Available Yet	
St. Edmunds Meadows	IL002218	Pages 35,78
Keystone Place Rental	IL002207	Pages 35,36,78
<b>Hilliard Towers Apartments</b>		Pages 7,8,15,22,78,172
Hilliard Apartments Ph I	IL002046A	Page 22
Hilliard Apartments Ph II	IL002046B	Page 22
<b>Family Housing Rehabilitation</b>		
Lawndale Gardens	IL002005	Pages 5,7,8,45,46,50,111,172
Wentworth Gardens	IL002008	Pages 5,7,8,46,52,111,172
Frances Cabrini Rowhouses	IL0020202	Pages 7,8,50,83,84,85,111,172
Dearborn Homes	IL002009	Pages 5,7,8,45,46,48,49,83,111,172
Harold Ickes Homes	IL002016	Pages 7,8,46,49,83,85,111,172
Frank Lowden Homes	IL002013	Pages 7,8,46,51,78,111,172
Trumbull Park Homes	IL002025	Pages 7,8,46,51,111,170,172
Washington Park Low-rises	Not Available Yet	Pages 5,7,8,45,46,52
<b>Bridgeport Homes</b>		Pages 5,7,8,45,46,48,111,170,172
Bridgeport Homes	IL002004	Pages 5,7,8,45,46,48,111,170,172
Bridgeport Apartments	IL002042C	Page 48
<b>Altgeld/Murray</b>		
Altgeld Gardens	IL002007	Pages 5,7,8,45,46,47,78,103,111,170,172
Phillip Murray Homes	IL002011	Pages 5,7,8,45,46,47,78,170,172
<b>Lake Parc Place</b>		Pages 7,8,111
Lake Parc Place (Victor Olander Homes)	IL002014	
Lake Parc Place (Victor Olander Extension)	IL002026	
<b>Senior Designated Housing</b>		
Senior Housing South	IL002032	
Ralph Pomeroy Apartments	IL002039	Pages 7,8,112
William Castleman Apts.	IL002040	Page 112
Judge Slater Apartments	IL002047	Page 112
Judge Slater Annex	IL002070	
Britton Budd Apartments	IL002048	Pages 7,8,112
Campbell Apartments	IL002052	Page 112
Lawrence Apartments	IL002053	Page 112



CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Senior Designated Housing</b>		
Green Apartments	IL002055	Page 112
Lincoln Perry Apartments	IL002063	Page 112
Lincoln Perry Annex	IL002102	
Mahalia Jackson Apts (formerly 9141 S. Chgo Apt)	IL002080	Page 112
Mahalia Jackson Apts (formerly 9177 S. Chgo Apt)	IL002080	Page 112
Harry Schneider Apts.	IL002083	Page 112
Daniel Hudson Burnham Apts (formerly Loyola & Ridge Apt)	IL002110	Page 112
Fannie Emanuel Apts (formerly Parkview)	IL002042A	
Linda Pucinska Apts (formerly Eckhart)	IL002042B	Page 112
Linda Pucinska Apts (formerly Eckhart Annex)	IL002067	
Wicker Park Apartments	IL002042E	Page 112
Wicker Park Annex	IL002068	
Flannery Apartments	IL002042F	Pages 5,7,8,42,112
Long Life Apts (formerly Shields)	IL002042G	Page 112
Armour Square Apartments	IL002044A	Page 112
Armour Square Annex- Sr	IL002033	
Sullivan Apartments	IL002044B	Page 112
Irene McCoy Gaines Apts (formerly Garfield Apts)	IL002044C	Page 112
Fisher Apartments	IL002044D	Page 112
Elizabeth Davis Apts formerly Franklin Boulevard Apts)	IL002045B	
Callner Apartments	IL002045B	Page 112
Kenmore Apartment 5040 N. Kenmore Apartments	IL002010	Pages 7,8
Ella Flag Young Apts (formerly Sheridan & Leland) 4645 N. Sheridan Apartments	IL002056	Page 112
Edith Spurlock Sampson Apts (formerly Lincoln & Sheffield) 2640 N. Sheffield Ave.	IL002061	Page 112
Edith Spurlock Sampson Apts (formerly Lincoln & Sheffield Annex) 2720 N. Sheffield Apartments	IL002072	
Caroline Hedger Apts (formerly Sheridan & Devon) 6400 N. Sheridan Apartments	IL002073	Page 112
Zelda Ormes Apts (formerly LaSalle/Division) 116 Elm Apartments	IL002082	Page 112
Yates Garden Apartments	IL002042D	
Mary Jane Richardson-Jones Apts (formerly 49th & Langley Apt)	IL002057	Page 112
Vivian Carter Apts (formerly 64th & Yale Apts)	IL002060	Page 112
Albany 3030 W. 21st Apartments	IL002078	Page 112
Mary Hartwell Catherwood Apts (formerly Clark & Irving Apts) 3930 N. Clark Apartments	IL002058	Page 112
Mary Hartwell Catherwood Apts (formerly Clark & Irving Annex) 3920-40 N. Clark Apartments	IL002066	
Margaret Day Black Apts (formerly Clark & Webster Apts)	IL002051	Page 112
Maria Diaz Martinez Apts (formerly Dickens & Burling) 2111 N. Halsted Apartments	IL002050	Page 112

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Senior Designated Housing</b>		
Larrabee Senior Apartments 1845 N. Larrabee Apartments	IL002071	Pages 7,8,42,112
Parkside Apartments 5670 W. Lake Apartments	IL002079	Page 112
Racine 1611 S. Racine Apartments	IL002083	Page 112
Alfreda Barnett Buster Apts (formerly 150 S. Campbell)	IL002043	Page 112
Vivian Gordon Harsh Apts (formerly 4227 S. Oakenwald)	IL002041	Page 112
Minnie Ripperton Apts (formerly 4250 S. Princeton)	IL002032	Page 112
Ada S. Dennison McKinley Apts (formerly 69TH & So. Chicago. Apt)	IL002049	
Bridgeport Elderly	IL002042C	
SS-NC-925 N California Ave.	Not Available Yet	
SS-SE-6817 S Merrill Ave.	Not Available Yet	
Hyde Park Area	IL002059	
Washington Park Apartments 4949 S Cottage	IL002034	Page 112
Wash/Park Hyde- Elderly (B)	Not Available Yet	
Washington Park (Elderly)	Not Available Yet	
WM. Jones Apts.	IL002042H	Page 112
5670 W. Lake Apartments	IL002079	
661 E. 69th Street Apartments	IL002049	
<b>Scattered Sites By Region</b>		
<b>SS - Northcentral Region</b>		<b>Pages 7,8,44,113</b>
Scattered Sites SS-NC	IL002028	
Scattered Sites SS-NC	IL002085	
Scattered Sites SS-NC	IL002093	
Scattered Sites SS-NC	IL002095	
Scattered Sites SS-NC	IL002096	
Scattered Sites SS-NC	IL002102	
Scattered Sites SS-NC	IL002103	
Scattered Sites SS-NC	IL002105	
Scattered Sites SS-NC	IL002111	
Scattered Sites SS-NC	IL002112	
Scattered Sites SS-NC	IL002115	
Scattered Sites SS-NC	IL002116	
Scattered Sites SS-NC	IL002118	
Scattered Sites SS-NC	IL002120	
Scattered Sites SS-NC	IL002121	
Scattered Sites SS-NC	IL002122	



CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Scattered Sites By Region</b>		
<b>SS - Northcentral Region (cont'd)</b>		<b>Pages 7,8,44,113</b>
Scattered Sites SS-NC	IL002124	
Scattered Sites SS-NC	IL002125	
Scattered Sites SS-NC	IL002126	
Scattered Sites SS-NC	IL002128	
Scattered Sites SS-NC	IL002129	
Scattered Sites SS-NC	IL002130	
Scattered Sites SS-NC	IL002131	
Scattered Sites SS-NC	IL002132	
Scattered Sites SS-NC	IL002133	
Scattered Sites SS-NC	IL002134	
Scattered Sites SS-NC	IL002135	
Scattered Sites SS-NC	IL002137	
Scattered Sites SS-NC	IL002138	
Scattered Sites SS-NC	IL002139	
Scattered Sites SS-NC	IL002141	
Scattered Sites SS-NC	IL002142	
Scattered Sites SS-NC	IL002143	
Scattered Sites SS-NC	IL002145	
Scattered Sites SS-NC	IL002146	
Scattered Sites SS-NC	IL002149	
Scattered Sites SS-NC	IL002150	
Scattered Sites SS-NC	IL002153	
Scattered Sites SS-NC	IL002154	
Scattered Sites SS-NC	IL002155	
Scattered Sites SS-NC	IL002156	
Scattered Sites SS-NC	IL002157	
Scattered Sites SS-NC	IL002158	
Scattered Sites SS-NC	IL002159	
Scattered Sites SS-NC	IL002162	
Scattered Sites SS-NC	IL002164	
Scattered Sites SS-NC	IL002165	
Scattered Sites SS-NC	IL002166	
Scattered Sites SS-NC	IL002167	
Scattered Sites SS-NC	IL002168	
Scattered Sites SS-NC	IL002170	

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Scattered Sites By Region</b>		
<b>SS - Northcentral Region (cont'd)</b>		Pages 7,8,44,113
Scattered Sites SS-NC	IL002172	
Scattered Sites SS-NC	IL002173	
Scattered Sites SS-NC	IL002176	
<b>SS - Northeast Region</b>		Pages 7,8,44,113
Scattered Sites SS-NE	IL002051	
Scattered Sites SS-NE	IL002076	
Scattered Sites SS-NE	IL002081	
Scattered Sites SS-NE	IL002085	
Scattered Sites SS-NE	IL002090	
Scattered Sites SS-NE	IL002091	
Scattered Sites SS-NE	IL002093	
Scattered Sites SS-NE	IL002094	
Scattered Sites SS-NE	IL002096	
Scattered Sites SS-NE	IL002102	
Scattered Sites SS-NE	IL002103	
Scattered Sites SS-NE	IL002105	
Scattered Sites SS-NE	IL002112	
Scattered Sites SS-NE	IL002115	
Scattered Sites SS-NE	IL002116	
Scattered Sites SS-NE	IL002118	
Scattered Sites SS-NE	IL002120	
Scattered Sites SS-NE	IL002122	
Scattered Sites SS-NE	IL002126	
Scattered Sites SS-NE	IL002127	
Scattered Sites SS-NE	IL002129	
Scattered Sites SS-NE	IL002135	
Scattered Sites SS-NE	IL002140	
Scattered Sites SS-NE	IL002141	
Scattered Sites SS-NE	IL002143	
Scattered Sites SS-NE	IL002146	
Scattered Sites SS-NE	IL002154	
Scattered Sites SS-NE	IL002158	
Scattered Sites SS-NE	IL002161	
Scattered Sites SS-NE	IL002162	



CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Scattered Sites By Region</b>		
<b>SS - Northeast Region (cont'd)</b>		Pages 7,8,44,113
Scattered Sites SS-NE	IL002166	
Scattered Sites SS-NE	IL002167	
Scattered Sites SS-NE	IL002168	
Scattered Sites SS-NE	IL002169	
Scattered Sites SS-NE	IL002170	
Scattered Sites SS-NE	IL002173	
Scattered Sites SS-NE	IL002176	
Scattered Sites SS-NE	IL002194	
<b>SS - Southeast Region</b>		Pages 7,8,44,113
Scattered Sites SS-SE	IL002032	
Scattered Sites SS-SE	IL002034	
Scattered Sites SS-SE	IL002095	
Scattered Sites SS-SE	IL002096	
Scattered Sites SS-SE	IL002102	
Scattered Sites SS-SE	IL002103	
Scattered Sites SS-SE	IL002105	
Scattered Sites SS-SE	IL002111	
Scattered Sites SS-SE	IL002115	
Scattered Sites SS-SE	IL002118	
Scattered Sites SS-SE	IL002119	
Scattered Sites SS-SE	IL002120	
Scattered Sites SS-SE	IL002123	
Scattered Sites SS-SE	IL002132	
Scattered Sites SS-SE	IL002136	
Scattered Sites SS-SE	IL002139	
Scattered Sites SS-SE	IL002146	
Scattered Sites SS-SE	IL002147	
Scattered Sites SS-SE	IL002151	
Scattered Sites SS-SE	IL002152	
Scattered Sites SS-SE	IL002161	
Scattered Sites SS-SE	IL002175	

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Scattered Sites By Region</b>		
<b>SS - Southeast Region (coont'd)</b>		Pages 7,8,44,113
Scattered Sites SS-SE	IL002180	
Scattered Sites SS-SE	IL002184	
Scattered Sites SS-SE	IL002206	
<b>SS - Southwest Region</b>		Pages 7,8,44,113,167
Scattered Sites SS-SW	IL002034	
Scattered Sites SS-SW	IL002069	
Scattered Sites SS-SW	IL002095	
Scattered Sites SS-SW	IL002102	
Scattered Sites SS-SW	IL002103	
Scattered Sites SS-SW	IL002105	
Scattered Sites SS-SW	IL002111	
Scattered Sites SS-SW	IL002112	
Scattered Sites SS-SW	IL002115	
Scattered Sites SS-SW	IL002116	
Scattered Sites SS-SW	IL002118	
Scattered Sites SS-SW	IL002139	
Scattered Sites SS-SW	IL002143	
Scattered Sites SS-SW	IL002145	
Scattered Sites SS-SW	IL002150	
Scattered Sites SS-SW	IL002153	
Scattered Sites SS-SW	IL002158	
Scattered Sites SS-SW	IL002159	
Scattered Sites SS-SW	IL002160	
Scattered Sites SS-SW	IL002161	
Scattered Sites SS-SW	IL002166	
Scattered Sites SS-SW	IL002167	
Scattered Sites SS-SW	IL002168	
Scattered Sites SS-SW	IL002169	
Scattered Sites SS-SW	IL002170	
Scattered Sites SS-SW	IL002172	
Scattered Sites SS-SW	IL002173	
Scattered Sites SS-SW	IL002176	
<b>SS - West Region</b>		Pages 7,8,44,113,168
Scattered Sites SS-West	IL002028	
Scattered Sites SS-West	IL002064	

CORRESPONDING IL NUMBERS BY DEVELOPMENT		
Development Name	IL Number	Page Number
<b>Scattered Sites By Region</b>		
<b>SS - West Region (cont'd)</b>		Pages 7,8,44,113,168
Scattered Sites SS-West	IL002074	
Scattered Sites SS-West	IL002095	
Scattered Sites SS-West	IL002096	
Scattered Sites SS-West	IL002102	
Scattered Sites SS-West	IL002103	
Scattered Sites SS-West	IL002111	
Scattered Sites SS-West	IL002112	
Scattered Sites SS-West	IL002115	
Scattered Sites SS-West	IL002116	
Scattered Sites SS-West	IL002119	
Scattered Sites SS-West	IL002173	
Scattered Sites SS-West	IL002178	

## APPENDIX F: STRUCTURAL DEMOLITION FY2007

Address	Demolition Planned for FY2007	Demolition Started in FY2007	Demolition Completed in FY2007	Variance (Completed in FY2007- Planned for FY2007)
<b>Grace Abbott Homes High-Rises</b>				
1440 W. 13TH ST	-	150	150	150
<b>Subtotal:</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Jane Addams Homes^</b>				
902 S. ADA ST	-	24	24	24
<b>Subtotal:</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Frances Cabrini Extension North^</b>				
1121 N. LARRABEE ST	65	65	65	-
1015-17 N. LARRABEE ST	136	136	-	-136
1159-61 N. LARRABEE ST	-	-	136	136
<b>Subtotal:</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>0</b>
<b>Frances Cabrini Extension South</b>				
929 N. HUDSON AVE	68	-	-	-68
939 N. HUDSON AVE	68	-	-	-68
911 N. SEDGWICK ST	68	-	-	-68
923 N. SEDGWICK ST	68	-	-	-68
911 N. HUDSON AVE	65	-	-	-65
862 N. SEDGWICK ST	65	-	-	-65
<b>Subtotal:</b>	<b>402</b>	<b>0</b>	<b>0</b>	<b>-402</b>

Address	Demolition Planned for FY2007	Demolition Started in FY2007	Demolition Completed in FY2007	Variance (Completed in FY2007-Planned for FY2007)
<b>Governor Henry Horner Homes^</b>				
1943 W. LAKE ST	-	-	65	65
<b>Subtotal:</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>65</b>

<b>Lathrop Homes</b>				
2986-92 N. CLYBOURN AVE	28	-	-	-28
2950-84 N. CLYBOURN AVE	18	-	-	-18
2942-48 N. CLYBOURN AVE	43	-	-	-43
2906-40 N. CLYBOURN AVE	18	-	-	-18
2890-2904 N. CLYBOURN AVE	43	-	-	-43
2854-88 N. CLYBOURN AVE	18	-	-	-18
2846-52 N. CLYBOURN AVE	43	-	-	-43
2826-44 N. CLYBOURN AVE	20	-	-	-20
2032-34 W. DIVERSEY AVE	15	-	-	-15
2038-48 W. DIVERSEY AVE	21	-	-	-21
2801-13 N. LEAVITT ST	60	-	-	-60
2815-27 N. LEAVITT ST	60	-	-	-60
2800-08 N. LEAVITT ST	37	-	-	-37
2810-18 N. LEAVITT ST	37	-	-	-37
2840-58 N. LEAVITT ST	10	-	-	-10
2820-38 N. LEAVITT ST	10	-	-	-10
<b>Subtotal:</b>	<b>481</b>	<b>0</b>	<b>0</b>	<b>-481</b>

Address	Demolition Planned for FY2007	Demolition Started in FY2007	Demolition Completed in FY2007	Variance (Completed in FY2007- Planned for FY2007)
<b>Madden Park Homes</b>				
740 E. 37TH ST	6	-	-	-6
3640 S. ELLIS AVE	4	-	-	-4
3808 S. LAKE PARK AVE	6	-	-	-6
3814 S. LAKE PARK AVE	6	-	-	-6
3822 S. LAKE PARK AVE	6	-	-	-6
3830 S. LAKE PARK AVE	6	-	-	-6
<b>Subtotal:</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>-34</b>
<b>Robert Taylor Homes</b>				
5135 S. FEDERAL ST	-	158	158	158
<b>Subtotal:</b>	<b>0</b>	<b>158</b>	<b>158</b>	<b>158</b>
<b>Stateway Gardens</b>				
3651 S. FEDERAL ST	-	230	230	230
<b>Subtotal:</b>	<b>0</b>	<b>230</b>	<b>230</b>	<b>230</b>
<b>Ida B. Wells Homes</b>				
505-09 E. 38TH ST	-	12	12	12
3841-3859 S. RHODES AVE	-	12	12	12
408-70 E. 39th ST	-	24	-	-
500-510 E. 39TH ST	-	6	6	6
512-20 E. 39TH ST/511-521 E. 38TH PL	-	12	12	12
521 E. 38TH ST/520 E 38TH PL	-	29	29	29

Address	Demolition Planned for FY2007	Demolition Started in FY2007	Demolition Completed in FY2007	Variance (Completed in FY2007- Planned for FY2007)
<b>Ida B. Wells Homes (cont'd)</b>				
522-530 E. 39TH ST/523-531 E. 38TH PL	-	12	12	12
530 E. 38TH PL/527-535 E. 38TH ST	-	30	30	30
532-542 E.39TH ST	-	6	6	6
533/537 E. 38TH PL	-	12	12	12
537-545 E. 38TH ST/560 E. 38TH PL	-	30	30	30
539-547 E. 38TH PL/544-552 E. 39TH ST	-	12	12	12
3808/ 3814/ 3820 S. VINCENNES AVE/ 561 E. 38TH ST	-	30	30	30
3840-3858 S. VINCENNES AVE	-	12	12	12
549-557 E. 38TH PL/ 554-562 E. 39TH ST	-	12	12	12
559/ 563 E. 38TH PL	-	12	12	12
564-570 E. 39TH ST	-	4	4	4
512-520 E. 38TH ST/515 E. 37TH PL	-	36	36	36
526-534 E. 38TH ST/527 E. 37TH PL	-	30	30	30
3801-09 S. KING DR.	-	48	-	-
3811-21 S. KING DR.	-	32	-	-
3823 S. KING DR.	-	40	-	-
3833-41 S. KING DR.	-	40	-	-
3843-49 S. KING DR.	-	32	-	-
3838-52 S. VERNON AVE.	-	16	-	-
<b>Subtotal:</b>	<b>0</b>	<b>541</b>	<b>309</b>	<b>309</b>
<b>Ida B. Wells Extension</b>				
540 E. 36TH ST	65	-	-	-65
574 E. 36TH ST	65	-	-	-65

Address	Demolition Planned for FY2007	Demolition Started in FY2007	Demolition Completed in FY2007	Variance (Completed in FY2007- Planned for FY2007)
<b>Ida B. Wells Extension (cont'd)</b>				
559 E. BROWNING AVE	65	-	-	-65
511 E. BROWNING AVE	65	-	-	-65
527 E. BROWNING AVE	65	-	-	-65
575 E. BROWNING AVE	65	-	-	-65
<b>Subtotal:</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>-390</b>
<b>Scattered Site - South West</b>				
443 N. ALBANY AVE	-	12	12	12
3045 W. FRANKLIN BLVD	-	12	12	12
442 N. WHIPPLE ST	-	12	12	12
5557 W. CONGRESS PKWY	-	3	3	3
<b>Subtotal:</b>	<b>0</b>	<b>39</b>	<b>39</b>	<b>39</b>
<b>Washington Park^</b>				
6217 S. CALUMET AVE	-	155	155	155
<b>Subtotal:</b>	<b>0</b>	<b>155</b>	<b>155</b>	<b>155</b>
<b>Grand Totals</b>	<b>1,508</b>	<b>1,498</b>	<b>1,331</b>	<b>-177</b>

^ Footnotes

Jane Addams Homes: Subject to state historic preservation requirements.

Governor Henry Horner Homes: Subject to Agreed Order requirements.

Frances Cabrini Extension North: Subject to Consent Decree requirements.

Washington Park: The revitalization plan for this development includes both rehabilitation and redevelopment.

## APPENDIX G: DISPOSITION FY2007

Property Disposition Activity FY2007					
Development	Northern Boundary	Southern Boundary	Eastern Boundary	Western Boundary	Type of Disposition
Governor Henry Horner Homes	Lake Street	Washington Boulevard	Wood Street	Wolcott Avenue	Ground Lease
Lakefront Replacement Housing	East 41st Place	East 42nd Place	South Oakenwald Avenue	South Lake Park Avenue	Ground Lease
Madden Park/Ida B. Wells Homes and Extension/Clarence Darrow Homes	36th Street	Pershing Road	Cottage Grove Avenue	Rhodes Avenue	Ground Lease
Robert Taylor Homes	42nd Steet	43rd Street	Wabash Avenue	Alley West of Wabash	Ground Lease
Robert Taylor Homes	41st Street	42nd Steet	Prairie Avenue	Alley West of Prairie	Ground Lease

Scattered Site/Non-Dwelling Property Disposition Activity FY2007		
Development/Region	Address	Type of Disposition
Scattered Site West	1310-16 South Spaulding Avenue	Ground Lease
Scattered Site West	1420-28 South Trumbull Avenue	Ground Lease

## APPENDIX H: CAPITAL EXPENDITURES FY2007

### CHICAGO HOUSING AUTHORITY BUDGET VS. ACTUAL VARIANCE ANALYSIS YEAR ENDED DECEMBER 31, 2007 (UNAUDITED)

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#### CAPITAL EXPENDITURES ANALYSIS

The overall budget for the Capital Program is \$279.3 million for FY2007 versus actual expenses of \$235.5 million. The overall positive variance for the Capital Program is \$43.7 million (15.7%).

#### FOOTNOTES:

(1) **Category 1 Existing Developments** – The YTD expenditures for Category 1 are \$18.2 million (35.5%) under the YTD budget. Key elements of the variances are as follows:

*Habitat Expenses* - The \$0.9 million negative variance is primarily due to timing differences between planned versus actual reporting of Habitat Receiver Fees and Administrative Expenses.

*Major Adams* – Construction activities for this development have been deferred to FY2008.

*Cabrini Homes Extension* – The \$3.7 million positive variance is due to a delay in the acquisition of 12 units at River Village Pointe, and reporting of expenses by Habitat. Also, slower submission of construction draws for Parkside Condo Phase 1A; and demolition delays due to the Cabrini Consent Decree also contributed to the variance.

*ABLA* – The \$8.2 million positive variance is due to timing differences between planned versus actual construction draws reported by The Habitat Company.

*Madden Park/Ida B. Wells Homes and Extension/Clarence Darrow Homes* – The \$4.2 million positive variance is primarily due to delays in site acquisition, as well as demolition delays which contributed to the positive variance.

*Lake Park Crescent* – The \$2.0 million positive variance is primarily due to timing differences between planned versus actual construction draws reported by The Habitat Company.

(2) **Category 2 Senior Designated Housing Properties** – The year-to-date expenditures for category 2 are \$2.5 million (13.4%) under the budget. This positive variance is primarily due to delays in the construction start of Britton Budd and Larrabee Apartments and rescheduling construction activity at Kenmore and Pomeroy Apartments.

(3) **Category 3 Scattered Sites** – The year-to-date expenditures for category 3 are \$1.3 million (31.2%) under the budget. This positive variance is due to savings incurred from the construction of the ADA units. Also, capital maintenance activities planned for FY2007 were deferred to FY2008.

(4) **Category 4 Non-202 Family Properties** – The year-to-date expenditures for Category 4 are \$3.9 million (10.9%) under YTD budget. Key elements of the variances are as follows:

*Washington Park Low-Rises* - The \$1.9 million positive variance is primarily due to construction activity that was rescheduled to FY2008.

*Bridgeport Homes* - The \$1.1 million positive variance is primarily due on-going negotiations with the contractor regarding project phasing related to construction activities.

(5) **Category 5 202 Family Properties** – The year-to-date expenditures for Category 5 are \$11.9 million (10.6%) under YTD budget. Key elements of the variances are as follows:

*Altgeld Gardens/Phillip Murray* – The \$3.2 million positive variance is primarily due to construction related change orders being less than planned.

*Rockwell Gardens* - The \$2.5 million positive variance is primarily due to delays in site acquisitions in FY2007.

*Trumbull Park* - The \$1.9 million positive variance is due to delays in the negotiations for the construction of common areas and administrative office space.

*Stateway Gardens* - The \$0.7 million positive variance is primarily due to timing differences between planned versus actual reporting of expenses by the Habitat Company.

*Frances Cabrini Extension/South William Green Homes* - The \$3.6 million positive variance is due to relocation issues which caused delays in demolition activities.

(6) **City/State** – The \$0.1 million positive variance is primarily due to savings incurred after construction activity was completed.

(7) **Total Operations** – The FY2007 expenditures for total operations are \$5.9 million (10.4%) under budget. Key elements of the variance are as follows:

*Development Management Administrative* - The \$0.6 million positive variance is primarily due to less than anticipated expenses for tenants' services and outside consultant fees.

*Development Management (Remediation)* - The \$1.8 million positive variance is primarily due to less than anticipated remediation activities at various CHA properties.

*Interest Principal* - The \$1.9 million positive variance is primarily due to an adjustment made to reclassify an interest payment recorded in error to the proper capital program grant.

*Make Ready* - The \$0.9 positive variance is primarily due to less construction activities related to Make Ready work at various CHA locations.

CHICAGO HOUSING AUTHORITY  
 BUDGET VS. ACTUAL VARIANCES  
 CAPITAL PROGRAMS EXPENDITURES  
 YEAR ENDED DECEMBER 31, 2007 (UNAUDITED)

	Annual Capital Budget	Annual Expenditures	Variance	% Unspent
<b>CATEGORY 1:</b>	\$ -	\$ -	\$ -	
Habitat Expenses	6,133,660	7,013,150	(879,490)	(14.3)
Hilliard	231,460	231,460	0	0.0
Fountain View (North Lawndale)	1,139,994	1,139,994	-	0.0
Henry Horner	10,442,075	10,407,851	34,224	0.3
Major Addams (125 N. Hoyne)	1,055,000	127,250	927,750	87.9
Cabrini Homes Ext.	9,299,275	5,563,607	3,735,668	40.2
ABLA	11,654,976	3,458,454	8,196,522	70.3
Madden Park/Wells	8,400,151	4,194,678	4,205,473	50.1
Lake Park Crescent	2,937,762	969,732	1,968,030	67.0
Drexel	-	-	-	-
<b>Total (1)</b>	<b>51,294,353</b>	<b>33,106,176</b>	<b>18,188,176</b>	<b>35.5</b>
<b>CATEGORY 2:</b>				
Senior Housing (2)	18,524,654	16,038,288	2,486,366	13.4
	<b>18,524,654</b>	<b>16,038,288</b>	<b>2,486,366</b>	<b>13.4</b>
<b>CATEGORY 3:</b>				
Scattered Sites (3)	4,091,875	2,816,926	1,274,949	31.2
	<b>4,091,875</b>	<b>2,816,926</b>	<b>1,274,949</b>	<b>31.2</b>
<b>CATEGORY 4:</b>				
Category Wide	-	-	-	-
Cabrini Rowhouses	3,136,583	3,124,551	12,032	0.4
Washington Park	4,424,961	2,541,011	1,883,950	42.6
Lawndale Gardens	10,350,869	10,248,881	101,988	1.0
Bridgeport	5,809,893	4,759,418	1,050,475	18.1
Wentworth Homes	10,772,563	10,343,350	429,213	4.0
Lathrop Homes	524,229	524,228	1	0.0
LeClaire Extension	-	-	-	-
Lowden Homes	386,604	-	386,604	100.0
<b>Total (4)</b>	<b>35,405,702</b>	<b>31,541,440</b>	<b>3,864,262</b>	<b>10.9</b>
<b>CATEGORY 5:</b>				
Category Wide	-	-	-	-
Altgeld Gardens/Phillip Murray	68,479,061	65,265,486	3,213,575	4.7
Dearborn Homes	20,104,488	20,081,581	22,907	0.1
Harold Ickes Homes	2,223,073	2,192,477	30,596	1.4
Rockwell Gardens	3,614,362	1,142,722	2,471,640	68.4
Trumbull Park	4,660,655	2,724,845	1,935,810	41.5
Robert Taylor Homes A	2,469,553	2,588,674	(119,121)	(4.8)
Stateway Gardens	6,941,796	6,198,979	742,818	10.7
Cabrinin Ext. South William Green Homes	3,822,717	205,086	3,617,631	94.6
<b>Total (5)</b>	<b>112,315,705</b>	<b>100,399,850</b>	<b>11,915,855</b>	<b>10.6</b>
<b>CITY/STATE:</b>				
City/State (6)	928,000	842,640	85,360	9.2
	<b>928,000</b>	<b>842,640</b>	<b>85,360</b>	<b>9.2</b>
<b>OPERATIONS:</b>				
Capital Construction (Administrative)	2,279,618	2,154,282	125,336	5.5
Development Management (Administrative)	3,218,266	2,578,845	639,421	19.9
Development Management (Remediation)	7,030,380	5,196,182	1,834,198	26.1
Other Administrative Costs	973,620	501,742	471,878	48.5
Interest/Principal	35,973,425	34,053,500	1,919,925	5.3
Make Ready	7,231,282	6,317,995	913,287	12.6
<b>Total (7)</b>	<b>56,706,591</b>	<b>50,802,546</b>	<b>5,904,045</b>	<b>10.4</b>
<b>GRAND TOTAL</b>	<b>\$ 279,266,880</b>	<b>\$ 235,547,866</b>	<b>\$ 43,719,013</b>	<b>15.7</b>

# APPENDIX I: FINANCIAL STATEMENTS

**CHICAGO HOUSING AUTHORITY  
COMBINED SUMMARY OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS  
ACCOUNTS AND CAPITAL EXPENDITURES - BUDGET VS. ACTUAL  
PROPRIETARY FUND TYPE - ENTERPRISE FUND  
FOR MONTH ENDED DECEMBER 31, 2007 (UNAUDITED)**

	Annual Budget	YTD Budget	YTD Actual	Variance	%
<b>OPERATING REVENUES:</b>					
Tenant Rent	\$ 35,826,814	\$ 35,826,814	\$ 35,842,974	\$ 16,160	0.0
Intergovernmental Rental Assistance (HUD)	1,229,763	1,229,763	895,991	(333,772)	(27.1)
Administrative Fees	27,275,083	27,275,083	27,888,522	613,439	2.2
Other Revenue	2,695,000	2,695,000	2,923,054	228,054	8.5
<b>Total Operating Revenues (1)</b>	<b>67,026,660</b>	<b>67,026,660</b>	<b>67,550,541</b>	<b>523,881</b>	<b>0.8</b>
<b>OPERATING EXPENSES:</b>					
Administrative	93,499,018	93,499,018	85,064,679	8,434,338	9.0
Tenant Services	67,057,500	67,057,500	53,155,696	13,901,804	20.7
Utilities	41,401,276	41,401,276	38,619,125	2,782,151	6.7
Maintenance	69,997,201	69,997,201	63,997,233	5,999,968	8.6
Protective Services	27,780,518	27,780,518	27,620,915	159,603	0.6
General Expense	11,180,110	11,180,110	10,697,310	482,800	4.3
Depreciation	-	-	102,661,126	(102,661,126)	-
<b>Total Operating Expenses (2)</b>	<b>310,915,622</b>	<b>310,915,622</b>	<b>381,816,084</b>	<b>(70,900,462)</b>	<b>(22.8)</b>
<b>OPERATING LOSS</b>	<b>(243,888,962)</b>	<b>(243,888,962)</b>	<b>(314,265,543)</b>	<b>(70,376,581)</b>	<b>28.9</b>
<b>NON-OPERATING REVENUES:</b>					
Intergovernmental Revenue (HUD)	649,060,971	649,060,971	680,089,741	31,028,770	4.8
Intergovernmental Revenue (Other)	3,446,846	3,446,846	1,802,478	(1,644,368)	(47.7)
Non-Intergovernmental Revenue	153,533	153,533	63,183	(90,350)	(58.8)
Other Non-Operating Revenue	-	-	764,041	764,041	-
Gain on Disposition of Assets	-	-	3,213,051	3,213,051	-
Investment Income	7,637,500	7,637,500	16,407,659	8,770,159	114.8
<b>Total Non-operating Revenues (3)</b>	<b>660,298,850</b>	<b>660,298,850</b>	<b>702,340,154</b>	<b>42,041,304</b>	<b>6.4</b>
<b>NON-OPERATING EXPENSES:</b>					
Interest Expense	41,010,435	41,010,435	17,090,382	23,920,052	58.3
Housing Assistance Payments	350,737,952	350,737,952	307,082,779	43,655,173	12.4
Bond Issuance Cost Amortization	-	-	606,739	(606,739)	-
<b>Total Non-operating Expenses (4)</b>	<b>391,748,387</b>	<b>391,748,387</b>	<b>324,779,900</b>	<b>66,968,487</b>	<b>17.1</b>
<b>NET NON-OPERATING INCOME</b>	<b>268,550,463</b>	<b>268,550,463</b>	<b>377,560,254</b>	<b>109,009,790</b>	<b>40.6</b>
<b>INCOME (LOSS) BEFORE CONTRIBUTIONS</b>	<b>24,661,502</b>	<b>24,661,502</b>	<b>63,294,711</b>	<b>38,633,209</b>	<b>156.7</b>
Intergovernmental Capital Contributions (HUD and Other) (5)	212,463,829	212,463,829	101,739,461	(110,724,368)	(52.1)
<b>CHANGE IN NET ASSETS</b>	<b>237,125,331</b>	<b>237,125,331</b>	<b>165,034,172</b>	<b>(72,091,159)</b>	<b>(30.4)</b>
<b>CAPITAL EXPENDITURES:</b>					
Fees and Costs	15,986,771	15,986,771	13,503,683	2,483,088	15.5
Equipment	781,437	781,437	121,850	659,587	84.4
Site Improvements	6,566,106	6,566,106	4,507,630	2,058,476	31.4
Structures	200,909,453	200,909,453	160,638,876	40,270,577	20.0
Contingency	92,013	92,013	79,176	12,837	14.0
Demolition	12,789,551	12,789,551	11,002,701	1,786,850	14.0
<b>Total Capital Expenditures (6)</b>	<b>237,125,331</b>	<b>237,125,331</b>	<b>189,853,916</b>	<b>47,271,414</b>	<b>19.9</b>
<b>NET INCOME (LOSS) BEFORE NON-BUDGETED ADD-BACKS &amp; BACK-OUTS</b>	<b>-</b>	<b>-</b>	<b>(24,819,744)</b>	<b>(24,819,744)</b>	<b>-</b>
<b>Add-Back:</b> Depreciation, Bond Issuance Cost Amortization and Loss on Disposition of Assets	-	-	103,267,865	103,267,865	-
<b>Back-Out:</b> Other Non-Operating Revenue and Gain on Disposition of Assets	-	-	3,977,092	3,977,092	-
<b>TOTAL NET BUDGETED REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,471,028</b>	<b>\$ 74,471,028</b>	<b>-</b>

**CHICAGO HOUSING AUTHORITY  
 COMBINING SCHEDULE OF PROGRAM REVENUES, EXPENSES, AND CHANGES IN NET ASSET ACCOUNTS  
 PROPRIETARY FUND TYPE - ENTERPRISE FUND  
 YEAR ENDED DECEMBER 31, 2007, WITH COMPARATIVE TOTALS FOR 2006 (UNAUDITED)**

	Low Rent Housing Program	City/State Housing Program	Housing Choice Voucher (Section 8) Programs	Other Grant Programs	Eliminations	Totals	
						2007	2006
<b>OPERATING REVENUES:</b>							
Tenant Rent, Net of Allowance	\$ 35,440,797	\$ 402,177	\$ -	\$ -	\$ -	\$ 35,842,974	35,246,383
Intergovernmental Rental Assistance (HUD)		895,991				895,991	1,446,917
Other Tenant Revenue	548,702	11,831		61,474		622,007	339,034
Administrative Fees			27,888,522			27,888,522	27,802,160
Other Revenue	285,082	115,536	5,460	1,894,969		2,301,047	4,279,400
<b>Total Operating Revenues</b>	<b>36,274,581</b>	<b>1,425,535</b>	<b>27,893,982</b>	<b>1,956,443</b>	<b>-</b>	<b>67,550,541</b>	<b>69,113,894</b>
<b>OPERATING EXPENSES:</b>							
Administrative	71,967,246	243,910	12,177,208	676,315		85,064,679	92,539,771
Tenant Services	13,156,697	-	37,952,626	2,046,373		53,155,696	53,887,032
Utilities	38,424,927	194,198				38,619,125	48,687,200
Maintenance	62,858,677	785,037	11,528	341,990		63,997,232	71,711,953
Protective Services	27,508,887	112,029				27,620,916	29,149,705
General	9,473,512	68,197	672,619	482,983		10,697,311	3,399,406
Depreciation	102,657,412	3,714				102,661,126	94,102,820
<b>Total Operating Expenses</b>	<b>326,047,358</b>	<b>1,407,085</b>	<b>50,813,981</b>	<b>3,547,661</b>	<b>-</b>	<b>381,816,085</b>	<b>393,477,887</b>
<b>OPERATING LOSS</b>	<b>(289,772,777)</b>	<b>18,450</b>	<b>(22,919,999)</b>	<b>(1,591,218)</b>	<b>-</b>	<b>(314,265,544)</b>	<b>(324,363,993)</b>
<b>NONOPERATING REVENUES (EXPENSES):</b>							
Intergovernmental Revenue (HUD)	202,902,424		476,933,549	253,769		680,089,742	629,065,308
Intergovernmental Revenue (Other)				1,802,478		1,802,478	1,806,520
Nonintergovernmental Revenue				63,183		63,183	446,954
Investment Income	5,991,082	(230)	9,894,656	522,151		16,407,659	13,277,484
Interest Expense	(17,090,382)					(17,090,382)	(17,209,523)
Housing Assistance Payments			(307,082,779)			(307,082,779)	(332,727,114)
Bond Issuance Cost Amortization	(606,739)					(606,739)	(566,257)
Gain (Loss) on Disposition of Assets	1,848,461			1,364,589		3,213,050	(4,611,050)
Other Nonoperating Revenue	548,226	180,815		35,000		764,041	185,000
<b>Total Nonoperating Revenues</b>	<b>193,593,072</b>	<b>180,585</b>	<b>179,745,426</b>	<b>4,041,170</b>	<b>-</b>	<b>377,560,253</b>	<b>289,667,322</b>
<b>(LOSS) INCOME BEFORE CONTRIBUTIONS AND TRANSFERS</b>	<b>(96,179,705)</b>	<b>199,035</b>	<b>156,825,427</b>	<b>2,449,952</b>	<b>-</b>	<b>63,294,709</b>	<b>(34,696,671)</b>
Intergovernmental Capital Contributions (HUD and Other)	100,839,756			899,706		101,739,462	123,725,378
Transfers In	93,267,762				93,267,762		
Transfers Out			(93,267,762)		(93,267,762)		
<b>CHANGE IN NET ASSETS</b>	<b>97,927,813</b>	<b>199,035</b>	<b>63,557,665</b>	<b>3,349,658</b>	<b>-</b>	<b>165,034,171</b>	<b>89,028,707</b>
<b>TOTAL NET ASSETS, JANUARY 1</b>	<b>1,188,661,800</b>	<b>14,584,903</b>	<b>111,057,232</b>	<b>11,105,399</b>	<b>-</b>	<b>1,325,409,334</b>	<b>1,236,380,627</b>
<b>TOTAL NET ASSETS, DECEMBER 31</b>	<b>\$ 1,286,589,613</b>	<b>\$ 14,783,938</b>	<b>\$ 174,614,897</b>	<b>\$ 14,455,057</b>	<b>\$ -</b>	<b>\$ 1,490,443,505</b>	<b>\$ 1,325,409,334</b>

**CHICAGO HOUSING AUTHORITY  
STATEMENTS OF NET ASSETS  
PROPRIETARY FUND TYPE - ENTERPRISE FUND  
DECEMBER 31, 2007 AND 2006 (UNAUDITED)**

	<u>2007</u>	<u>2006</u>
<b>ASSETS:</b>		
<b>Current Assets:</b>		
Cash and Cash Equivalents, Unrestricted	\$ 118,191,243	\$ 71,200,518
Cash and Cash Equivalents, Restricted	1,727,719	2,122,553
Investments at Fair Value, Unrestricted	172,665,030	153,931,932
Tenant Accounts Receivable, Net of Allowance	884,463	1,312,475
Intergovernmental Receivable (HUD)	28,883,572	51,877,356
Intergovernmental Receivable (Other), Net of Allowance	-	466,275
Miscellaneous Receivable	816,926	1,121,942
Interest Receivable, Current Portion	1,633,770	1,571,292
Notes and Mortgages Receivable, Current Portion	149,689	149,689
Prepaid Expenses	8,128,712	5,354,146
Advances to Resident and Private Managers	39,000	55,039
<b>Total Current Assets</b>	<b><u>333,120,124</u></b>	<b><u>289,163,217</u></b>
<b>Noncurrent Assets:</b>		
Cash and Cash Equivalents, Restricted	6,882,460	4,448,480
Investments at Fair Value, Restricted	5,408,332	24,430,348
Pension Benefit Asset, Unrestricted	7,856,292	7,856,292
Notes and Mortgages Receivable, Net of Current Portion	210,006,941	172,921,133
Interest Receivable	13,195,790	8,927,472
Other Noncurrent Assets	3,398,335	3,828,219
Capital Assets, not Depreciated:		
Land	102,624,379	102,499,593
Construction in Progress	455,365,387	326,075,705
Capital Assets, Net of Accumulated Depreciation:		
Structures	887,438,873	942,613,456
Equipment	9,977,530	13,859,106
<b>Total Noncurrent Assets</b>	<b><u>1,702,154,319</u></b>	<b><u>1,607,459,804</u></b>
<b>Total Assets</b>	<b><u>2,035,274,443</u></b>	<b><u>1,896,623,021</u></b>
<b>LIABILITIES:</b>		
<b>Current Liabilities:</b>		
Accounts Payable	29,190,547	37,286,706
Intergovernmental Payable (HUD)	1,207,983	1,255,987
Accrued Wages & Payroll Taxes	990,733	1,137,868
Accrued Compensated Absences	1,410,507	1,338,149
Accrued Interest Payable	6,214,376	7,085,829
Accrued Liabilities	60,777,459	68,387,891
Tenant Security Deposits	1,224,786	1,157,889
Unearned Revenue	11,787,199	7,000,299
Insurance Reserves, Current Portion	4,946,863	4,842,630
Capital Lease Obligations, Current Portion	697,407	525,995
Current Maturities, Long-Term Debt, and Current Portion of Net Unamortized Bond Premium	26,415,281	25,519,826
Other Current Liabilities	23,581,174	24,074,421
<b>Total Current Liabilities</b>	<b><u>168,444,315</u></b>	<b><u>179,613,490</u></b>
<b>Noncurrent Liabilities:</b>		
Family Self-Sufficiency Liability	2,331,820	2,038,134
Insurance Reserves, Net of Current Portion	16,421,112	20,557,430
Capital Lease Obligations, Net of Current Portion	78,166,930	64,875,966
Long-Term Debt, Net of Current Maturities, and Current Portion of Net Unamortized Bond Premium	263,887,394	293,697,611
Other Noncurrent Liabilities	15,579,367	10,431,056
<b>Total Noncurrent Liabilities</b>	<b><u>376,386,623</u></b>	<b><u>391,600,197</u></b>
<b>Total Liabilities</b>	<b><u>544,830,938</u></b>	<b><u>571,213,687</u></b>
<b>NET ASSETS:</b>		
Invested in Capital Assets, Net of Related Debt	1,091,420,108	1,052,396,960
Restricted for:		
Capital Projects and Demolition Grants	3,335,240	4,318,253
Unrestricted	395,688,157	268,694,121
<b>Total Net Assets</b>	<b><u>\$ 1,490,443,505</u></b>	<b><u>\$ 1,325,409,334</u></b>

The notes to the basic financial statements are an integral part of these statements.

**CHICAGO HOUSING AUTHORITY  
COMBINED SCHEDULE OF REVENUES AND EXPENSES  
BUDGET VS. ACTUAL VARIANCE ANALYSIS  
ALL PROGRAMS  
YEAR ENDED DECEMBER 31, 2007 (UNAUDITED)**

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Total FY2007 Budgeted Expenses were \$939.8 million versus actual expenses of \$896.4 for the fiscal year. Major variances in revenue and expenses were due to (1) greater than budgeted revenues received from Other Incomes Sources; (2) less than projected spending for Tenant Services Contracts; (3) less than anticipated spending for CHA wide administrative salaries, telephone, and consultant fees; and (4) the carry over of scheduled rehabilitation and revitalization to FY2008.

**FOOTNOTES:**

**(1) Total Operating Revenues**

The CHA has the flexibility to combine all Operating, Capital, and Housing Choice Voucher (HCV) grants into the General Fund (Operating, Capital, and HCV). The combined funds can be used for MTW-related purposes. Total FY2007 Operating Revenues \$0.5 million over budget. The major elements of the operating revenue variance are as followed:

*Intergovernmental Rental Assistance (HUD)* - The negative variance of \$333,772 (27.1%) is the result of a delay in payment of subsidy for LeClaire Courts. Fourth quarter subsidy has been transmitted to HUD and is expected to be received within the first quarter of FY2008.

*Other Revenue* - The \$228,054 (8.5%) positive variance is due to an increase in revenue received from other income sources.

**(2) Total Operating Expenses**

Total Operating Expenses are \$70.9 million over budget. The items that make up these variances are as follows:

*Administrative* - The \$8.4 million (9.0%) positive variance is due to less than anticipated spending for Authority wide administrative salaries, as well as, budgeted cost for outside counsel, telephone, meeting cost, internal audit work and other sundry expenses.

*Tenant Services* - The \$13.9 million (20.7%) positive variance is due to differences in proposed versus actual expenditures for tenant relocation and supportive services contracts for the Chicago Department of Human Services, Chicago Department of Aging and the Chicago Park District.

*Utilities* - The positive variance of \$2.8 million (6.7%) reflects a decrease in expenditures due to building closures and reductions in costs due to negotiated utility rates.

*Maintenance* - The \$6.0 million (8.6%) positive variance comes as a result of spending for maintenance contractual work and material cost for CHA's privately managed properties being less than anticipated. Establishing new contracts, project delays and rescheduling contract work led to this variance.

*General Expense* - The \$482,800 (4.3%) positive variance reflects a decrease in general liability insurance claims plus lower than anticipated costs for environmental liability coverage.

### **(3) Total Non-Operating Revenues**

Total FY2007 Non-Operating Revenues are \$42.0 million under budget and is comprised of the following:

*Intergovernmental Revenue (HUD)* - The \$31.0 million (4.8%) positive variance is due to the differences between planned versus actual "soft" revenue recognized for the Capital program.

*Intergovernmental Revenue (Other)* - The \$1.6 million (47.7%) negative variance is reflective of a reduction in spending for the Summer Food Grant Program due to a decrease in resident participation as a result of building closures and relocation.

*Non-Intergovernmental Revenue* - The \$90,350 (58.8%) negative variance represents unspent funds from two MacArthur Foundation grants (the Leadership Academy and Planning Assistant grants) which will be carried over into the FY2008 budget.

*Investment Income* - The \$8.8 million (114.8%) positive variance is due to a higher portfolio balance than projected and a higher percentage yield rate than estimated.

### **(4) Total Non-Operating Expenses**

Total Non-Operating Expenses are \$67.0 million under budget. The key factor of the non-operating expense budget variances are as follows:

*Interest Expense* - The positive variance of \$23.9 million (58.3%) is due to a difference in budgeted versus actual bond expenditures.

*Housing Assistance Payments* - The variance of \$43.7 million (12.4%) is the result of the actual number of leased units for HCV, Mod Rehab and 11B programs (38,274) being lower than the budgeted amount (38,467).

- (5) **Intergovernmental Capital Contribution (HUD and Other)** - Total FY2007 Intergovernmental Capital Contributions are \$110.7 million (52.1%) under budget. The negative variance reflects less than anticipated capital contributions received for the year due to delays in scheduled rehabilitation and revitalization work.
- (6) **Total Capital Expenditures** - Total Non-Operating Capital Expenses are \$47.3 million under budget. Major components of the non-operating capital expense budget variances are located in the (Capital Section) of the Annual Report.

**Reserve balance at beginning of year. Discuss adequacy of reserves.**

*The CHA does not have any public housing (low-rent) reserves. The CHA has adequate Section 8 reserves to support operations in FY2007. An adequate level of unreserved fund balance in the general fund is essential to mitigate current and future risks and to ensure that there is a sufficient level of reserves available to support current operations and service levels. This is also a crucial consideration in long-term financial planning. For these reasons, 92% of CHA operating cash is unrestricted and available in the general fund in the event HUD subsidies are not received timely.*

<b>Expendable Fund Balance (Calculation based on Financial Assessment Subsystem indicator)</b>	<b>FY2007</b>
<b>ASSETS</b>	
<b>CURRENT ASSETS:</b>	
<b>Cash:</b>	
Cash - Unrestricted	118,191,243
Cash - Tenant Security Deposits	1,173,934
Total Receivables, Net of Allowances for Doubtful Accounts	32,368,420
Investments - Unrestricted	172,665,030
Prepaid Expenses and Other Assets	8,167,712
<b>Total Current Assets</b>	<b>332,566,339</b>
Total Current Liabilities	314,086,218
Long-Term Debt, Net of Current - Operating Borrowings	41,324,880
<b>Total Current Liabilities</b>	<b>355,411,098</b>
<b>Total Expendable Fund Balance</b>	<b>(22,844,759)</b>
Total Operating Expenses	296,852,080
Extraordinary Maintenance	
Casualty Losses - Noncapitalized	3,213,050
<b>Total Operating and Other Expenses</b>	<b>296,852,080</b>
<b>Average Monthly Operating and Other Expenses</b>	<b>24,737,673</b>
<b>Total Expendable Fund Balance</b>	<b>(22,844,759)</b>
<b>Average Monthly Operating and Other Expenses</b>	<b>24,737,673</b>
<b>Number of months in Cash Reserve to cover CHA Operations</b>	<b>0.00</b>

# APPENDIX J: OMB CIRCULAR A-133 INDEPENDENT AUDIT

Chicago Housing Authority

Single Audit Report

Year Ended December 31, 2006

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0705-0835594

## Report of Independent Auditors

The Board of Commissioners  
Chicago Housing Authority

We have audited the basic financial statements, not included herein, of the Proprietary Fund Type and Fiduciary Fund Type activities of the Chicago Housing Authority (the Authority) as of and for the years ended December 31, 2006 and 2005. These financial statements are the responsibility of the Chicago Housing Authority's management. Our responsibility is to express opinions on these financial statements based on our audits. We did not audit the financial statements of the Chicago Housing Authority Employee's Retirement Plan (the Plan), which is shown as the Pension Trust Fund as of December 31, 2006 and 2005. Those statements were audited by other auditors whose report thereon has been furnished to us, and our opinion, insofar as it relates to the amounts included for the Plan, is based on the report of the other auditors.

We conducted our audits in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. The financial statements of the Pension Trust Fund were not audited in accordance with *Government Auditing Standards*. We were not engaged to perform an audit of the Authority's internal control over financial reporting. Our audits included consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, based on our audits and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Proprietary Fund Type activities and the Fiduciary Fund Type activities of the Chicago Housing Authority as of December 31, 2006 and 2005, and the respective changes in financial position and, where applicable, cash flows thereof for the years then ended, in conformity with accounting principles generally accepted in the United States.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 20, 2006, on our consideration of the Chicago Housing Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audits.

The Management's Discussion and Analysis and the Schedule of Funding Progress on pages 24 through 35 and 75 included in the Comprehensive Annual Financial Report, not included herein, are not a required part of the basic financial statements but are supplementary information required by the Governmental Accounting Standards Board. We and the other auditors have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

*Ernst + Young LLP*

April 20, 2007

Report on Internal Control Over Financial Reporting and on Compliance  
and Other Matters Based on an Audit of the Financial Statements  
Performed in Accordance With *Government Auditing Standards*

The Board of Commissioners  
Chicago Housing Authority

We have audited the financial statements of the Proprietary Fund Type and Fiduciary Fund Type activities of the Chicago Housing Authority (the Authority) as of and for the year ended December 31, 2006, and have issued our report thereon dated April 20, 2007. We conducted our audit in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

**Internal Control Over Financial Reporting**

In planning and performing our audit, we considered the Authority's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control over financial reporting that might be significant deficiencies or material weaknesses. However, as discussed below, we identified certain deficiencies in internal control over financial reporting that we consider to be significant deficiencies.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control. We consider the deficiencies described in the accompanying schedule of findings and questioned costs to be significant deficiencies in internal control over financial reporting, identified as items 2006-01 through 2006-04.

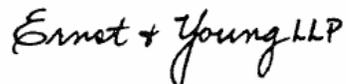
A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control. Our consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in the internal control that might be significant deficiencies and, accordingly, would not necessarily disclose all significant deficiencies that are also considered to be material weaknesses. However, we believe that none of the significant deficiencies described above is a material weakness.

#### Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

The Authority's response to the findings identified in our audit is described in the accompanying schedule of findings and questioned costs. We did not audit the Authority's response and, accordingly, we express no opinion on it.

This report is intended solely for the information and use of management, the Board of Commissioners, others within the entity, federal awarding agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.



April 20, 2007

# Single Audit Report

0705-0835594

## Report on Compliance With Requirements Applicable to Each Major Program and on Internal Control Over Compliance in Accordance With OMB Circular A-133

The Board of Commissioners  
Chicago Housing Authority

### Compliance

We have audited the compliance of the Chicago Housing Authority (the Authority) with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) *Circular A-133 Compliance Supplement* that are applicable to each of its major federal programs for the year ended December 31, 2006. The Authority's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs is the responsibility of the Authority's management. Our responsibility is to express an opinion on the Authority's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination of the Authority's compliance with those requirements.

In our opinion, the Authority complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended December 31, 2006. However, the results of our auditing procedures disclosed instances of noncompliance with those requirements, which are required to be reported in accordance with OMB Circular A-133 and which are described in the accompanying schedule of findings and questioned costs as items 2006-05 through 2006-11.

### Internal Control Over Compliance

The management of the Authority is responsible for establishing and maintaining effective internal control over compliance with the requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing our audit, we considered the Authority's internal control over compliance with the requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over compliance.

Our consideration of internal control over compliance was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in the entity's internal control that might be significant deficiencies or material weaknesses as defined below. However, as discussed below, we identified certain deficiencies in internal control over compliance that we consider to be significant deficiencies.

A *control deficiency* in an entity's internal control over compliance exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect noncompliance with a type of compliance requirement of a federal program on a timely basis. A *significant deficiency* is a control deficiency, or combination of control deficiencies, that adversely affects the entity's ability to administer a federal program such that there is more than a remote likelihood that noncompliance with a type of compliance requirement of a federal program that is more than inconsequential will not be prevented or detected by the entity's internal control. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs as items 2006-05 through 2006-11 to be significant deficiencies.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that material noncompliance with a type of compliance requirement of a federal program will not be prevented or detected by the entity's internal control. Of the significant deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs, we consider items 2006-09 and 2006-10 to be material weaknesses.

The Authority's response to the findings identified in our audit are described in the accompanying schedule of findings and questioned costs. We did not audit the Authority's response and, accordingly, we express no opinion on it.

### Schedule of Expenditures of Federal Awards

We have audited the basic financial statements, not included herein, of the Authority as of and for the year ended December 31, 2006, and have issued our report thereon dated April 20, 2007. Our audit was performed for the purpose of forming an opinion on the financial statements that collectively comprise the Authority's basic financial statements. The accompanying Schedule of Expenditures of Federal Awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

This report is intended solely for the information and use of management, the Board of Commissioners, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

*Ernst & Young LLP*

April 20, 2007

Chicago Housing Authority

Schedule of Expenditures of Federal Awards

Year Ended December 31, 2006

	Federal Department Program Title Project Description	CFDA Number	Total Expenditures
10	<u>U.S. Department of Agriculture</u> Summer Food Service Program for Children Pass-through Illinois State Board of Education Total U.S. Department of Agriculture	10.559	\$ 1,907,338 <u>1,907,338</u>
14	<u>U.S. Department of Housing and Urban Development</u> Section 8 Project-Based Cluster Lower Income Housing Assistance Program – Section 8 Moderate Rehabilitation Section 8 – Substantial Rehabilitation – City/State Section 8 – Substantial Rehabilitation – Section 11b Total Section 8 Project Based Cluster	14.856 14.182 14.182	7,081,706 1,430,201 <u>18,520,974</u> <u>27,032,881</u>
	Opportunities for Youth – Youth build Program	14.243	438
	Public and Indian Housing	14.850	157,388,210
	Demolition and Revitalization of Severely <u>Distressed Public Housing</u>		
	HOPE VI – 2002 Redevelopment Program	14.866	21,852,852
	Habitat – MROP Grant	14.866	45,933
	HOPE VI 2000 Demolition Grant	14.866	2,916
	HOPE VI 2000 Demolition Grant	14.866	51,681
	HOPE VI 2000 Demolition Grant	14.866	1,262,446
	HOPE VI Mentoring Demo	14.866	52,807
	HOPE VI 2001 Demolition Grant	14.866	1,181,536
	HOPE VI 2001 Demolition Grant	14.866	17,009
	HOPE VI 2001 Demolition Grant	14.866	410,370
	HOPE VI 2001 Demolition Grant	14.866	227
	HOPE VI 2001 Demolition Grant	14.866	241,784
	HOPE VI 2001 Demolition Grant	14.866	575,804
	HOPE VI 2001 Demolition Grant	14.866	49,937
	HOPE VI 2001 Demolition Grant	14.866	(20)
	HOPE VI 2001 Demolition Grant	14.866	1,657,017
	HOPE VI 2001 Revitalization Grant	14.866	247,693

Chicago Housing Authority

Schedule of Expenditures of Federal Awards (continued)

Federal Department Program Title Project Description	CFDA Number	Total Expenditures
<u>Demolition and Revitalization of Severely Distressed Public Housing (continued)</u>		
HOPE VI 2001 Revitalization Grant	14.866	\$ 370,801
HOPE VI 2000 Revitalization Grant	14.866	328,692
HOPE VI 1998 Revitalization Grant	14.866	343,182
HOPE VI 2000 Demolition Grant	14.866	(50,735)
HOPE VI 1994 Revitalization Grant	14.866	172,306
HOPE VI 1996 Revitalization Grant	14.866	12,976
HOPE VI 1996 Revitalization Grant	14.866	851,053
HOPE VI 1996 Revitalization Grant	14.866	174,723
Total Demolition and Revitalization of Severely Distressed Public Housing		29,852,990
Resident Opportunity and Supportive Services	14.870	176,132
Section 8 Housing Choice Vouchers	14.871	448,123,209
<u>Public Housing Capital Fund</u>		
Public Housing Capital Fund – FY 2001	14.872	(11,144)
Public Housing Capital Fund – FY 2002	14.872	5,886,896
Public Housing Capital Fund – FY 2002 – RHF	14.872	3,922,539
Public Housing Capital Fund – FY 2003	14.872	326,671
Public Housing Capital Fund – FY 2003 – RHF	14.872	(3,238,303)
Public Housing Capital Fund – FY 2003 – 2	14.872	2,182,723
Public Housing Capital Fund – FY 2004 – 2	14.872	(5,635,966)
Public Housing Capital Fund – FY 2004 – RHF	14.872	8,359,335
Public Housing Capital Fund – FY 2004 – 2 RHF	14.872	(438,083)
Public Housing Capital Fund – FY 2005 – RHF	14.872	12,977,058
Public Housing Capital Fund – FY 2005	14.872	69,743,588
Public Housing Capital Fund – FY 2006 – RHF	14.872	14,698,153
Public Housing Capital Fund – FY 2006 – RHF	14.872	998
Total Public Housing Capital Fund		108,774,465
Total U.S. Department of Housing and Urban Development		771,348,325
16 <u>U.S. Department of Justice</u>		
Crime Victim Assistance		
Pass-through The Illinois Office of Attorney General	16.575	25,000
Total U.S. Department of Justice		25,000
<b>Total Expenditures of Federal Awards</b>		<b>\$ 773,280,663</b>

Chicago Housing Authority

Notes to Schedule of Expenditures of Federal Awards

December 31, 2006

**1. Single Audit Reporting Entity**

The Chicago Housing Authority (the Authority) includes expenditures in its Schedule of Expenditures of Federal Awards (the Schedule) for all federal programs administered by the same funds, agencies, boards, and commissions, including component units, included in the Authority's reporting entity used for its basic financial statements.

**2. Basis of Accounting**

The Schedule has been presented on the accrual basis of accounting. Expenditures are recorded, accordingly, when incurred rather than when paid.

**3. Categorization of Expenditures**

The Schedule reflects federal expenditures for all individual grants that were active during the year. The categorization of expenditures by program included in the Schedule is based on the Catalog of Federal Domestic Assistance (CFDA). Changes in the categorization of expenditures occur based on revisions to the CFDA, which are issued annually. In accordance with the Authority's policy, the Schedule for the fiscal year ended December 31, 2006, reflects CFDA changes issued through December 2006.

**4. Expenditures to Subrecipients**

Of the federal expenditures presented in the Schedule, the Authority provided federal awards to subrecipients under CFDA 14.866, Demolition and Revitalization of Severely Distressed Public Housing, during the year ended December 31, 2006, as follows:

Other Program Title	CFDA No.	Grant Reference No.	Amount Provided to Subrecipients
Hope VI Community Supportive Services – 1994 Cabrini	14.866	IL06URD002I194	\$ 111,203
Hope VI Community Supportive Services – 1996 Horner	14.866	IL06URD002I396	99,187
Hope VI Community Supportive Services – 1996 ABLA Brooks	14.866	IL06URD002I296	778,589
Hope VI Community Supportive Services – 1998 ABLA	14.866	IL06URD002I198	178,479
Hope VI Community Supportive Services – Madden/Wells	14.866	IL06URD002I100	426,390
Hope VI Community Supportive Services – 2001 Taylor A	14.866	IL06URD002I101	247,177
Hope VI Community Supportive Services – 1996 Taylor B	14.866	IL06URD002I196	313,001
Hope VI Community Supportive Services – 2001 Rockwell	14.866	IL06URD002I196	345,756

Chicago Housing Authority  
Schedule of Findings and Questioned Costs  
December 31, 2006

**Part I – Summary of Auditor's Results**

**Financial Statements Section**

Type of auditor's report issued (unqualified, qualified, adverse, or disclaimer): Unqualified

Internal control over financial reporting:  
Material weakness(es) identified?      Yes   X   No  
Significant deficiencies identified that are not considered to be material weaknesses?   X   Yes      None Reported  
Noncompliance material to financial statements noted?      Yes   X   No

**Federal Awards Section**

Internal control over major programs:  
Material weakness(es) identified?   X   Yes      No  
Significant deficiencies identified that are not considered to be material weaknesses?   X   Yes      None Reported

Type of auditor's report issued on compliance for major programs (unqualified, qualified, adverse, or disclaimer): Unqualified for all major programs

Any audit findings disclosed that are required to be reported in accordance with Section .510(a) of OMB Circular A-133?   X   Yes      No

Chicago Housing Authority  
 Schedule of Findings and Questioned Costs (continued)

**Part I – Summary of Auditor’s Results (continued)**

Identification of major programs:

<u>CFDA Number(s)</u>	<u>Name of Federal Program or Cluster</u>
CFDA 14.182 and CFDA 14.856 CFDA 14.850 CFDA 14.866	Section 8 Project-Based Cluster Public and Indian Housing Demolition and Revitalization of Severely Distressed Public Housing
CFDA 14.871 CFDA 14.872	Section 8 Housing Choice Vouchers Public Housing Capital Fund

Dollar threshold used to distinguish  
 between Type A and Type B programs: \$3,000,000

Auditee qualified as low-risk auditee?      Yes   X   No

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part II – Financial Statement Findings Section**

This section identifies the significant deficiencies, material weaknesses, fraud, illegal acts, violations of provisions of contracts and grant agreements, and abuse related to the financial statements for which *Government Auditing Standards* require reporting in a Circular A-133 audit.

**Finding 2006-01 Financial Statement Close Process Controls**

**Criteria or Specific Requirement:** Management is responsible for establishing and maintaining an effective and well-controlled financial statement close process. This is a critical component for the production of complete and accurate financial statements.

**Condition:** One of the goals of an effective financial statement close process is to provide timely and accurate information to management and the Board of Commissioners so that financial information can be evaluated and actions taken to ensure that the Authority's goals can be accomplished. The current financial statement close process can be improved to process, summarize, and report financial data with more accuracy and timely execution to improve both the design and operating effectiveness the financial statement close process controls. This is demonstrated by the number and the dollar value of closing adjustments recorded by the Authority throughout the general ledger close. Certain of these adjustments identified, while appropriate, were material to the Authority's financial statements.

Based on the procedures performed during the fiscal year 2006 audit, we noted that the degree of adherence with the Authority's closing procedures was lacking. As a result, several accounts were not reconciled timely. The delay in performing account reconciliations resulted in several adjustments posted subsequent to the closing date.

Lastly, during our review of the comprehensive annual financial report, we noted several errors and omissions in the footnotes to the financial statements. Adjustments recorded subsequent to the closing date were not always reflected in the footnotes, and another required footnote was incomplete.

**Context:** The Authority posted numerous adjustments, required disclosures were missing, and information accumulated in the footnotes was inaccurate.

**Effect:** The Authority does not have effective internal controls over its financial statement close process.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part II – Financial Statement Findings Section (continued)**

**Cause:** The audit start date agreed to between the Authority and the IPA to fit mutual audit execution goals underestimated time required for the Authority to complete December and annual general ledger closes, prepare preliminary financial reports, perform all reviews/resolve known exceptions, and provide client prepared schedules and other information requested by the auditors.

**Recommendation:** To achieve best practices, the Authority should establish a more robust review process to be utilized on a monthly basis and to include a very detailed supervisory review concerning the completeness and accuracy of accounting estimates, a general review of all general ledger accounts, a process for considering new transactions, unrecorded assets, liabilities, revenue, and expenses, and other financial reporting items. These supervisory reviews should be formally documented to provide evidence that the review process is functioning.

The Authority should reassess the year-end closing timeline to determine whether the completion dates are reasonable. In addition, we recommend management reevaluate the current accounting processes and determine the need to implement new and improved financial statement controls and closing procedures.

**Views of Responsible Officials and Planned Corrective Actions:** The financial statement close routine is a complex process requiring input from virtually every group in the organization. The Authority has gone to great lengths to identify and implement a close process that captures the established policies and procedures necessary to present an accurate financial position. We note that an unqualified opinion was rendered. It is a result of the close process itself that a number of adjusting entries were identified and made, resulting in an accurate representation of the organization's financial position. Though significant improvements were realized from the prior year close process, we agree that additional work can be done to strengthen the control review and that the staff, throughout the Authority, could complete assignments in a more timely fashion.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part II – Financial Statement Findings Section (continued)

Finding 2006-02 HUD Drawdown Controls

**Criteria or Specific Requirement:** Management is responsible for establishing and maintaining an effective and well-controlled HUD drawdown process.

**Condition:** The Authority receives several grants from the Department of Housing and Urban Development (HUD). The Authority, as necessary, directly withdraws money from HUD via the Line of Credit Control System system. A form is prepared by a senior accountant at the Authority when a draw is necessary and then reviewed by the employee's supervisor. During our review of deferred revenue, we noted funds in the amount of \$1,734,350 were erroneously returned to HUD indicating the design of the control for this account is not sufficient. We also noted a separate instance where funds in excess of what was required were drawn from HUD. Funds withdrawn in excess of what was required totaled \$2,428,168. Therefore, it appears that the draw down submissions and the transferring of funds to HUD are not being reviewed properly. Additionally, the errors were not recognized timely and, therefore, resulted in client postclosing proposed adjustments.

**Context:** The Authority requested approximately \$800 million during 2006 from HUD.

**Effect:** The Authority does not have effective internal controls over its HUD drawdown process.

**Cause:** HUD drawdowns were not reviewed in a timely manner.

**Recommendation:** The Authority should perform a more detailed review of any drawdowns or fund transfers to and from HUD in order to identify errors more timely. Additionally, a formal review should be performed and documented monthly.

**Views of Responsible Officials and Planned Corrective Actions:** A comprehensive grant drawdown procedure is in place by which Treasury only draws down funds based upon recorded accounting activity. The amounts referred to above represent approximately ½ of one percent (0.5%) of the nearly \$800 million in transactions. Though the timeliness of the reconciliation process can be improved, the process itself identified the need to take action. This procedure will be monitored to ensure the Authority's compliance with HUD requirements.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part II – Financial Statement Findings Section (continued)

**Finding 2006-03 Cash Restrictions Controls**

**Criteria or Specific Requirement:** Management is responsible for establishing and maintaining an effective and a well-controlled cash restriction process.

**Condition:** We reviewed cash and investments in order to determine whether amounts with restrictions were properly classified in the financial statements and whether the design and operating controls were effective over the accounts. We noted that reserves held as part of the mixed financing agreements were not appropriately classified as restricted cash, indicating the control design was ineffective. Management agreed and posted the proposed adjustment of \$2,410,000 to classify these amounts as restricted cash. Additionally, we noted the Authority makes a series of journal entries to show restricted cash per the financial statements. The amount restricted, which totals \$3.6 million, represents cash or investments held for Federal grants. These Federal grants have specified the uses of the funds. However, cash and investments held for Federal grants do not need to be shown as restricted assets in the financial statements. We note that only net assets should be restricted for these Federal grants. Therefore, we proposed that the Authority reclassify the amount to unrestricted investments.

**Context:** The Authority had approximately \$67.2 million in cash and \$4.7 million in restricted cash reported at 12/31/2006.

**Effect:** The Authority does not have effective internal controls over its restricted cash process.

**Cause:** The presentation of restricted cash and investments is the result of a procedure developed at the time the Authority adopted GASB Statement No. 34 (December 31, 2002).

**Recommendation:** The Authority should not classify as restricted any cash or investments held for Federal grants unless they meet the criteria of restricted assets under GASB Statement No. 34. Additionally, the Authority should perform a review of cash and investments at the end of each quarter to ensure restricted accounts are properly classified in the financial statements as restricted assets.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part II – Financial Statement Findings Section (continued)**

*Views of Responsible Officials and Planned Corrective Actions:* The IPA did not provide specific GASB 34 reference to support their contention. GASB 34 paragraph 99 states “restricted assets should be reported when restrictions on assets use change the nature of normal understanding of the availability of the asset. For example, cash and investments normally are classified as current assets, and a normal understanding of these assets presumes that restrictions do not limit the government’s ability to use the resources to pay current liabilities.” For the HUD demolition grants that were restricted in the assets section of the Authority’s financial statements, the understanding is that the cash and investments will only be used for payments of liabilities related to specific demolition activity and locations for which the funding is intended and restricted.

Many governments report restricted cash in Comprehensive Annual Financial Reports (CAFR) submitted to the Government Finance Officers Association (GFOA) for review and consideration in an authoritative accounting standards and pronouncements based financial awards program. GFOA does not advise governments in the program that unexpended federal cash receipts, specifically restricted in grant documents, are not to be reported as restricted cash. The Authority’s disclosure of its practice of presentation of restricted cash and investments is included in its notes to the financial statements. This information was included in Note 1, Item E. We believe that since the pronouncement is rather vague on this issue of restricted assets (not net assets), the ultimate arbiter is whether an entity’s practice is disclosed – our’s is/was.

The Authority’s agreement with the IPA recommendation is based on the practicality of not recording memorandum entries in the general ledger to disclose “gross” restricted cash in the assets section of the balance sheet if presenting such assets in the net assets section, net of related liabilities, is sufficient, by itself.

***Conclusion: The finding remains as stated.***

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part II – Financial Statement Findings Section (continued)

**Finding 2006-04 Account Reconciliation Controls**

**Criteria or Specific Requirement:** Management is responsible for establishing and maintaining an effective and a well-controlled account reconciliation process. This is a critical component for the production of complete and accurate financial statements.

**Condition:** Bank reconciliations were substantially prepared on a timely basis throughout the year. However, the reconciliations did not always include a sign-off by the reviewer. Additionally, we identified certain accounts, such as intergovernmental accounts receivable, that had not been reconciled on a regular basis. When accounts receivable was performed by taking beginning accounts receivable, plus revenue, less cash receipts, we noted a difference of \$796,000 was noted, and it resulted in an audit adjustment.

**Context:** The December 2006 intergovernmental receivable reconciliation was not prepared until March 2007. Further, 28 of 46 December cash reconciliation tested were not signed off by the reviewer.

**Effect:** The Authority does not have effective internal controls over its account reconciliation process, specifically bank and intergovernmental accounts receivable.

**Cause:** Responsible staff did review all bank reconciliations but were only signing the summary listings of reconciliations to evidence their review and approval, instead of signing all reconciliations. Intergovernmental receivables are reconciled each month. After reconciliation adjustments are processed, it is necessary to adjust revenue and receivable accounts. For the period ended 12/31/06, revenue and receivable accounts were reconciled and revenue recognition entries were made accordingly for the 12th period. Subsequent to the period 12 revenue reconciliation, additional entries were made to the 13th period for various reimbursable expenditures, and an additional revenue adjustment was necessary. It is not uncommon for revenues and expenses to be updated for 13th month adjustments during the year-end close process. The adjustment referred to above was an oversight during the period.

**Recommendation:** To ensure that best practices are followed, we recommend that management formalize these key reconciliations and require documentation of performance by the preparer and reviewer on a monthly basis. The Authority should also reconcile all balance sheet accounts on a monthly basis. Additionally, management should implement monitoring procedures to ensure all accounts are assigned to a responsible accountant and that reconciliations are prepared and reviewed timely.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part II – Financial Statement Findings Section (continued)**

*Views of Responsible Officials and Planned Corrective Actions:* We believe that a subsequent period review would have identified the variance, and an adjusting entry would have been made at that time. The Authority will monitor reconciliations to ensure reviewer approval sign-off is made.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section**

This section identifies the audit findings required to be reported by Circular A-133 section .510(a) (for example, significant deficiencies, material weaknesses, and material instances of noncompliance, including questioned costs), as well as any abuse findings involving federal awards that are material to a major program. Where practical, findings should be organized by a federal agency or pass-through entity.

**Finding 2006-05 Davis-Bacon Requirements Not Met for Contract Provisions, Appropriate Wage Rate, and Completion of Required Payroll Records**

**U.S. Department of Housing and Urban Development  
CFDA 14.866 – Demolition and Revitalization of Severely Distressed Public Housing  
CFDA 14.872 – Public Housing Capital Fund**

**Criteria or Specific Requirement:** As stated in the requirements under Labor Title 29 CFR 5.5 “Contract provisions and related matters”:

(1) Minimum Wages. (i) All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics.

(3) Payroll and Basic Records. (ii)(B) Each payroll submitted shall be accompanied by a “Statement of Compliance,” signed by the contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following: (1) That the payroll for the payroll period contains the information required to be maintained under § 5.5(a)(3)(i) of Regulations, 29 CFR part 5 and that such information is correct and complete;

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

And as stated in 29 CFR 5.6:

Enforcement. (a)(1) It shall be the responsibility of the Federal agency to ascertain whether the clauses required by § 5.5 have been inserted in the contracts subject to the labor standards provisions of the Acts contained in § 5.1. Agencies which do not directly enter into such contracts shall promulgate the necessary regulations or procedures to require the recipient of the Federal assistance to insert in its contracts the provisions of § 5.5. No payment, advance, grant, loan, or guarantee of funds shall be approved by the Federal agency unless the agency insures that the clauses required by § 5.5 and the appropriate wage determination of the Secretary of Labor are contained in such contracts.

**Condition:**

CFDA 14.866

- One out of one contracts tested for CFDA 14.866 did not have the appropriate wage determination of the Secretary of Labor contained in the contract.

CFDA 14.872

A total of forty-three laborers (from forty-five weekly payrolls selected from nine contracts) were tested for CFDA 14.872. The Authority did not comply with the Davis-Bacon Act as follows:

- Three of three subcontracts tested for CFDA 14.872 did not have the appropriate wage determination of the Secretary of Labor contained in the subcontract.
- Two out of forty-three payroll laborers had an applied rate pay below the required Department of Labor prevailing wage rate for CFDA 14.872.

**Questioned Costs:** None

**Context:** Major Program 14.866 executed eight contracts during 2006. Major Program 14.872 executed 13 contracts during 2006.

**Effect:** The Authority is not in compliance with the provisions of the Davis-Bacon Act.

**Cause:** The Compliance division did not adequately coordinate contracting milestones to the deadlines required by the Davis-Bacon Act.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Recommendation:** The Authority should implement policies, procedures, and internal controls to ensure compliance with the Davis-Bacon Act and provisions included in its government grant agreements.

**Views of Responsible Officials and Planned Corrective Actions:** Agree. Procedures to acquire the correct Davis-Bacon wage rates were followed and maintained within the files as required. However, the Davis-Bacon wage rate act requires adherence on up to three (3) lock-in dates depending on various circumstances. While the compliance officers initially pulled the correct wage rates, subsequent unforeseen delays in awarding contracts and beginning construction should have prompted the compliance staff to revisit the wage rates.

The compliance staff throughout 2006 and into 2007 has attended several HUD training opportunities to improve how they set up and monitor vendor performance regarding M/W/DBE, Section 3 and Davis-Bacon. Regarding the two (2) of forty-three (43) payroll laborers who were paid a lower rate, CHA compliance staff had previously communicated to the vendor that too few certified payrolls were submitted and a violation letter was sent in 2006. Although a resolution would have been most appropriate by now, CHA and Trinal have worked with various employees to seek restitution and have reported those instances to HUD.

For the balance of 2007, the compliance staff will proceed to acquire additional credit hours towards a professional certification in contract compliance. The certification will require additional hours of instruction on all aspects of compliance, including Davis-Bacon. In addition, Procurement and Contracts has ongoing efforts to have its incumbent outsourced vendor for compliance perform knowledge transfer to in-house staff and will utilize training funds to sponsor a consultant to separately address Davis-Bacon with in-house staff as well as key vendors such as property managers and large general contractors.

The Procurement and Contracts department will continue to train staff “in flight” as they nevertheless monitor current contracts for ongoing or new violations.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Finding 2006-06 Non-Compliance With Eligibility Requirements per 24 CFR 982.516**

**U.S. Department of Housing and Urban Development  
CFDA 14.871 Section 8 Housing Choice Vouchers**

**Criteria or Specific Requirement:** According to the Housing and Urban Development (HUD) 24 CFR 982.516, Family income and composition: Regular and interim examinations, “(a) *PHA responsibility for reexamination and verification.* (1) The PHA must conduct a reexamination of family income and composition at least annually... (d) *Effective date of reexamination* (2) At the effective date of a regular or interim reexamination, the PHA must make appropriate adjustments in the housing assistance payment.”

**Condition:** 25 tenants were tested for compliance with eligibility requirements. The following results were noted:

- The Authority did not have rent adjustment information available for one of the 25 tenants tested. Therefore, due to lack of support, the requirement for the PHA to make rent adjustments in the housing assistance payment could not be tested.
- The Authority provided an inaccurate population of 2006 active tenants. It was noted during testing that some individuals on list were not active in 2006.

**Questioned Costs:** None

**Context:** During fiscal year 2006, the Authority reported approximately 35,370 active tenants.

**Effect:** The Authority is not in compliance with eligibility requirements to adjust housing assistance payment for any changes to family income/composition.

**Cause:**

- The tenant was on the biennial recertification schedule and, therefore, his last full re-examination was in 2/1/2005, and his next one is due 2/1/2007. The copy of the notification letter on the rent adjustment for 2005 was inadvertently not placed in the tenant file.
- The active tenant listing includes tenants which have ported out of the Authority to another Housing Authority. In the cases above, the Authority did not receive the required HUD Form 52665, Part 2 to complete the process and change the tenants’ status to non-active.

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Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Recommendation:** The Authority should implement policies and procedures and internal controls to ensure compliance with eligibility requirements.

**Views of Responsible Officials and Planned Corrective Actions:**

- An update notification letter will be prepared for the tenant and placed in his file.
- CHAC will prepare an exception report from the Yardi system and/or from PIC to identify situations involving tenants who are porting. We will attempt to contact the receiving HA to obtain the proper HUD forms to complete this process. CHAC will also update current procedures to establish time frames for maintaining the active status for porting tenants file.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part III – Federal Award Findings and Questioned Costs Section (continued)

Finding 2006-07 Procurement Records Not in Compliance With 24 CFR 85

U.S. Department of Housing and Urban Development  
CFDA 14.866 – Demolition and Revitalization of Severely Distressed Public Housing

**Criteria or Specific Requirement:** 24 CFR 85.36 states: “(b) Grantees and subgrantees will maintain records sufficient to detail the significant history of a procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.”

**Condition:** For one of three items tested, the Authority could not provide evidence that the procurement records included all of the required 24 CFR 85 documentation for purchases with federal funds.

**Questioned Costs:** None

**Context:** During 2006, the Demolition and Revitalization of Severely Distressed Public Housing Program, CFDA 14.866, incurred procurement expenditures in the amount of approximately \$29.9 million. Documentation was not available to support the rationale for method of procurement, selection of contract type, contractor selection or rejection, and the basis for contract price for one of three items tested. The total sample tested was \$199,780; the item not in compliance with 24 CFR 85 requirements equaled \$96,330.

**Effect:** The Authority is not in compliance with 24 CFR 85 requirements.

**Cause:** The User Department deviated from procurement policy and procedures, which the Procurement Department detected and addressed.

**Recommendation:** The Authority should implement policies, procedures, and internal controls to ensure adequate documentation of procurement activities is maintained and to ensure compliance with federal procurement requirements.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

*Views of Responsible Officials and Planned Corrective Actions:* Agree. For each quarter of the year in 2006, the Department of Procurement and Contracts (DPC) regularly reviewed invoices in an effort to detect instances of CHA departments purchasing goods or services absent adherence to CHA Policy and Procedures. In instances where an invoice predated a valid purchase order (PO), DPC notified the User Department about a perceived deviation to the procurement regulations. Approximately 1 1/2 years ago, the Law Department requested that DPC adjust its procedures to include an element of investigation prior to making a final determination that a User Department had deviated from procedural guidelines. The Law Department request was prompted by a procurement notice regarding an "after-the-fact" (A-T-F) transaction that upon further review did not fit that criterion. Procurement adjusted its procedures to investigate accordingly.

During the implementation of Lawson, the A-T-F process was modified to include Accounts Payable. In this new process implemented at the beginning of the year, Accounts Payable reviews invoices for valid POs. Accounts Payable then creates a history of invoices without valid POs and turns over that list to DPC for investigation and notice to the User Department regarding any confirmed deviation. Repeated offenses can and will be forwarded to the Legal Department and/or Inspector General.

When a user department deviates from procurement regulations, there is no opportunity for the CHA to document competition where none existed. The Procurement and Contracts department has put an internal procedure in place whereby the Buyer notes the absence of competition and notifies the user department that repeated violations are subject to referral to the Inspector General. This form of notice was contained within the file cited herein. In the absence of competition, the file contained the full measure of documentation that could be assembled.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part III – Federal Award Findings and Questioned Costs Section (continued)

Finding 2006-8 Reporting Procedures Not Conducted in Accordance With Federal Requirements

U.S. Department of Housing and Urban Development  
CFDA 14.866 – Demolition and Revitalization of Severely Distressed Public Housing  
CFDA 14.871 – Section 8 Housing Choice Vouchers

*Criteria or Specific Requirement:*

CFDA 14.866

www.cfda.gov states the following requirement for Demolition and Revitalization of Severely Distressed Public Housing: “Quarterly Progress Report”

CFDA 14.871

24 CFR 908 states: “The purpose of this part is to require Housing Agencies that operate public housing, Indian housing, or Section 8 Rental Certificate, Rental Voucher, and Moderate Rehabilitation programs to submit certain data to HUD for those programs. This electronically submitted data is required for HUD Forms HUD-50058, Family Report, and HUD-50058-FSS, Family Self-Sufficiency Addendum.”

*Condition:*

CFDA 14.866

- The Authority did not submit quarterly progress reports during 2006 due to problems with HUD’s online system; in lieu of these reports, HUD required two other reports for fiscal year 2006 as follows: (1) “HOPE VI Revitalization Grant Program - FY2005 Actuals and FY2006 Goals” and (2) “Chicago Housing Authority 2nd Quarter 2006.” The following exceptions were noted:
  - Two of three “Hope VI Revitalization Grant Program...” reports tested were submitted with inaccurate data; specifically, the number of tenants and number of units demolished were incorrectly stated.
  - One of three “Chicago Housing Authority 2<sup>nd</sup> Quarter 2006” reports was submitted with inaccurate data; specifically, the number of households relocated was incorrectly stated on the report.

CFDA 14.871

- Three out of 50 tenants tested did not have a HUD-50058 report submitted for 2006.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part III – Federal Award Findings and Questioned Costs Section (continued)

*Questioned Costs:* None

*Context:*

CFDA 14.866

- The Authority's Demolition and Revitalization of Severely Distressed Public Housing Program was required to submit two reports for each of its 10 properties. Three of six reports tested were found to have included inaccurate data.

CFDA 14.871

- During 2006, the Authority's Section 8 Housing Choice Vouchers Program reported approximately 35,370 active tenants, all of whom are subject to submission of the HUD-50058 report; three of 50 tenants tested did not have a HUD-50058 report submitted for 2006.

*Effect:* The Authority is not in compliance with federal reporting requirements.

*Cause:*

CFDA 14.866

- Office of Development Management staff based their projections on a variety of reports and professional projections in developing the report. These projections do not in some cases agree with the actual.

CFDA 14.871

- Weekly electronic submissions are sent to HUD on the 50058s for the current month. If the 50058s had a fatal error, then HUD issues a fatal error report and rejects the fatal error transactions. Some times it takes CHAC a while to resolve these fatal errors and the 50058 gets submitted. At the time of the audit, these errors were currently being worked on.

*Recommendation:* The Authority should implement policies, procedures, and internal controls to ensure compliance with federal reporting requirements.

*Views of Responsible Officials and Planned Corrective Actions:*

CFDA 14.866

- Effective immediately, the Office of Development Management will identify and maintain copies of the source documents used to prepare its Quarterly Reports for the Hope VI Programs.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

CFDA 14.871

- The Authority has policies and procedures in place to capture and correct 50058 fatal errors generated by PIC. Monthly reports on fatal errors related to the transmission of the HUD 50058s may be found in the Quality Control Database for the Voucher Program. Corrections are made by staff on a regular basis, and the 50058 is resubmitted to HUD. The responsible parties for monitoring correction and compliance are the Compliance Manager and the Management Analyst. In addition, a CHAC quality improvement team exists to address continuously PIC-related issues.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Finding 2006-9 Inspections Not Performed in Accordance With HUD Requirements**

**U.S. Department of Housing and Urban Development  
CFDA 14.182 – Section 8 New Construction and Substantial Rehabilitation**

*Criteria or Specific Requirement:* HUD 24 CFR 880.612 states: “(a) After the effective date of the Contract, the contract administrator will inspect the project and review its operation at least annually to determine whether the owner is in compliance with the Contract and the assisted units are in decent, safe and sanitary condition. However, HUD sent a letter to the Authority, dated July 30, 2002, that states: “However, our local office policy is to inspect 10% of occupied units. As Contract Administrators, you (the Authority) may adhere to the 10% rule.”

Also, HUD 24 CFR 882.516 states: “(b) *Periodic Inspections.* In addition to the inspections required prior to execution of the Contract, the PHA must inspect or cause to be inspected each dwelling unit under Contract at least annually and at such other times as may be necessary to assure that the Owner is meeting the obligations to maintain the unit in decent, safe, and sanitary condition and to provide the agreed-upon utilities and other services. The PHA must take into account complaints and any other information coming to its attention in scheduling inspections. (c) *Units not decent, safe, and sanitary.* If the PHA notifies the Owner that the unit(s) under Contract are not being maintained in decent, safe, and sanitary conditions and the Owner fails to take corrective action (including corrective action with respect to the Family where the condition of the unit is the fault of the Family) within the time prescribed in the notice, the PHA may exercise any of its rights or remedies under the Contract...”

**Condition:**

- Per review of 2006 inspections performed, the Authority did not inspect 10% or more of all occupied units.
- A test of 13 inspections that were performed resulted in the following exceptions:
  - 11 of the 13 units tested failed the original inspection. Four of these 11 did not have timely follow-up inspections to ensure that corrective action was taken.
  - Four of 11 reinspections (follow-up to original failed inspection) did not address all items that failed in original inspection. However, inspection documents indicated that the re-inspection passed. Thus, the reinspection status is inaccurate.
  - Five of 13 units tested did not have inspections performed in 2006 although the population provided (all 2006 inspections) indicated that a 2006 inspection was performed.

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Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

- 11 of 11 reinspection units did not have clear documentation as to how original inspection problems were addressed. It was unclear as to how the units that were previously deemed “not decent, safe, and sanitary” passed the reinspection.

**Questioned Costs:** None

**Context:** During 2006, 1,985 units were occupied under the Section 8 New Construction and Substantial Rehabilitation Program; of these 1,985 units, 81 units were inspected during 2006.

**Effect:** The Authority is not in compliance with inspection requirements.

**Cause:** The inspection requirement is 10% of the total number of units in a development unless 10% of the total number of units in a development is less than five; then the required number of inspections is five. The total number of required inspections during 2006 was 220. The Authority inspected 208 units. Administrative error resulted in inspecting six fewer units than required at each of two developments: Antioch Haven Apartments and Universal City Apartments.

**Recommendation:** The Authority should implement policies, procedures, and internal controls to ensure adequate documentation of inspection activities is maintained and to ensure compliance with federal inspection requirements.

**Views of Responsible Officials and Planned Corrective Actions:** Agree. At the end of 2006, a new procedure was implemented, requiring the contract administrator to establish the required number of inspections for each development at the beginning of the year. A report which includes the required number and inspected number submitted on a monthly basis prevents this error from being repeated in the future.

The Authority’s contract administration of the Section 8 New Construction and Substantial Rehabilitation Program will terminate June 30, 2007; therefore, no corrective action plan is required.

Chicago Housing Authority  
Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Finding 2006-10 Incomplete and Inaccurate Wait Lists**

**U.S. Department of Housing and Urban Development  
CFDA 14.850 – Public and Indian Housing**

**Criteria or Specific Requirement:** The Authority is to comply with the following HUD Title 24 CFR requirements:

- 960.203 Standards for PHA tenant selection criteria
- 960.204 Denial of admission for criminal activity or drug abuse by household members
- 960.205 Drug use by applicants: Obtaining information from drug treatment facility
- 960.206 Waiting List: Local preferences in admission to public housing program

**Condition:** A move-in population coming only from the Wait List was not available as of December 31, 2006, so there is no audit trail to select applicants taken from the Wait List that move in to public housing. The Wait List was tested for two areas: (1) Wait List individuals that were placed into housing and removed from the Wait List, and (2) New applicants to the Wait List. The following was noted:

- The Authority was unable to provide a population of tenants removed from the Wait List after moving into the Authority properties; thus, no audit trail was provided to test those tenants removed from the Wait List.
- One out of 12 applicants added to the Wait List was incorrectly ranked due to an entry error of the application date and time in the Wait List system.
- One out of 12 applicants tested for Wait List applicant compliance was erroneously included in the Wait List applications population. Thus, the population provided for applicants was inaccurate.

**Questioned Costs:** None

**Context:** As of March 8, 2007, the Authority reported 48,195 applicants included on the Wait List.

**Effect:** The Authority cannot demonstrate that each applicant has been selected in accordance with the method specified in the administrative plan. There is an incorrect ranking of applicants in the Wait List.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

**Cause:** Lack of resources to ensure wait lists are accurate and available and the occupancy process is fair in its application of selection criteria and goals.

**Recommendation:** The Authority should implement policies, procedures, and internal controls to ensure the Wait List is complete, accurate, and available.

**Views of Responsible Officials and Planned Corrective Actions:** Agree. Authority policies are clear with respect to applicant preferences, rankings, and priorities and how wait lists in Yardi are to be “configured” to achieve the selection fairness and accuracy intended in the execution of the “move-in” process. However, there is a lack of human resources to implement the quality control needed.

The Authority corrected the data entry errors and has exception reports that track persons moved into housing but not yet removed from a wait list (this is for wait list management and updating purposes). The Authority has reports on all move-ins to the Authority for any given period of time. The Authority will request of IT a total removal report to check the accuracy of applicants who are housed.

The Authority has instituted procedures, but the quality control activities have suffered given lack of human resources. We are correcting the problem by obtaining an exception report in Yardi that shows all housed residents still showing up on any wait list and are planning to remove them “en masse.” The Occupancy Department has requested information from ITS regarding wait list reports that have ranking errors, as well as exception reports where incorrect rankings are related to system issues. The Authority is working to identify human resources to perform the quality control to detect data entry errors that impact our ability to place all applicants in correct rankings.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

Part III – Federal Award Findings and Questioned Costs Section (continued)

**Finding 2006-11 Non-Compliance With Housing Quality Standards HUD 24 CFR 982.404**

**United States Department of Housing and Urban Development  
CFDA 14.871 – Section 8 Housing Choice Vouchers**

**Grant Number:** ILVO  
**Grant Name:** Housing Choice Voucher  
**Grant Awarding Agency:** United States Department of Housing and Urban Development  
**Award Year:** 2006

**Criteria or Specific Requirement:** 24 CFR 982.404 (a) (3) states “The PHA must not make any housing assistance payments for a dwelling unit that fails to meet the HQS unless the owner corrects the defect within the period specified by the PHA and the PHA verifies the correction. If a defect is life threatening, the owner must correct the defect within no more than 24 hours.”

**Condition:** One of 25 emergency and nonemergency inspections selected for testing was not in compliance with 24 CFR 982.404 as follows:

- An emergency inspection was completed on September 13, 2006, in response to a ceiling cave in, which was not repairable. The Authority continued to make monthly rent payments of \$718 to the owner of this unit until December 1, 2006. Thus, the Authority paid a total of \$1,436 to the owner for a unit that had a life threatening defect.

**Questioned Costs:** \$1,436

**Context:** The Authority had a total of 731 emergency and 27,281 nonemergency inspections during 2006.

**Effect:** The Authority is not in compliance with 24 CFR 982.404.

**Cause:** The finding was caused by a staff processing error.

**Recommendation:** The Authority should implement policies, procedures, and internal controls to ensure compliance with Housing Quality Standards requirements.

Chicago Housing Authority

Schedule of Findings and Questioned Costs (continued)

**Part III – Federal Award Findings and Questioned Costs Section (continued)**

*Views of Responsible Officials and Planned Corrective Actions:* Agree. CHAC has the appropriate policies and procedures in place to ensure compliance with the HQS requirements; therefore, no corrective action plan is required. The owner was granted an exception to repair the emergency violation since CHAC had failed to promptly notify the owner. No monies will be recaptured.

Chicago Housing Authority

Summary Schedule of Prior Audit Findings as of April 20, 2007

For the Year Ended December 31, 2006

**Year Ended December 31, 2005**

Finding 2005-01 Tenant Applications Incomplete and Annual Recertifications Not Present  
See Finding 2006-06

Finding 2005-02 Incomplete and Inaccurate Wait Lists  
See Finding 2006-10

Finding 2005-03 Expenses Not Supported per OMB Circular A-87 Requirements  
Corrective Action Taken

Finding 2005-04 Davis-Bacon Requirements not met for Appropriate Wage Rate and  
Completion of Required Payroll Records  
See Finding 2006-05

Finding 2005-05 Ineffective Internal Controls over Relocation Assistance Program and Reporting  
of Building Closures  
Corrective Action Taken

Finding 2005-06 Equipment Not Tracked in Accordance with 24 CFR 85.32  
Corrective Action Taken

Finding 2005-07 Procurement Policy and Procurement Records Not in Compliance with  
24 CFR 85  
See Finding 2006-07

Finding 2005-08 Annual Inspections in Accordance with Housing Quality Standards Not  
Performed  
See Finding 2006-09

Finding 2005-09 Cash Management  
Corrective Action Taken

**Year Ended December 31, 2004**

Finding 2004-1	See Finding 2006-05
Finding 2004-2	See Finding 2006-10
Finding 2004-5	See Finding 2006-07
Finding 2004-6	See Finding 2006-05
Finding 2004-8	See Finding 2006-09

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# APPENDIX K: MOVING TO WORK FY2007 ANNUAL REPORT REQUIRED CERTIFICATIONS



February 13, 2008

## ITEM NO. B1

### RECOMMENDATION TO APPROVE THE MOVING TO WORK FY2007 ANNUAL REPORT

To the Honorable Board of Commissioners,

#### RECOMMENDATION

It is recommended that the Board of Commissioners approve the attached Moving to Work FY2007 Annual Report and grant authorization to submit the document to the United States Department of Housing and Urban Development (HUD) for approval on February 29, 2008.

#### FUNDING

No CHA Funding is applicable to this request.

#### EXPLANATION

The Plan for Transformation was approved by HUD and incorporated into a Moving to Work (MTW) Agreement that was executed on February 6, 2000. The MTW Agreement provides guidelines on the content and submission requirements for the CHA. Under the MTW Agreement, the CHA is required to produce and submit an Annual Report to HUD outlining the progress toward commitments made in the original Plan for Transformation and each Annual Plan.

The Moving to Work FY2007 Annual Report provides information necessary for HUD to assess the CHA's performance in both day-to-day operations and activities authorized by the MTW Demonstration Program. HUD requires this report to be submitted annually, along with a Board of Commissioners' resolution approving this report, no later than 60 days after the end of the CHA's fiscal year.

Included with this resolution is the Moving to Work FY2007 Annual Report for the Board of Commissioners' review and approval. The Moving to Work FY2007 Annual Report will be submitted to HUD on February 29, 2008.

Based upon the foregoing, it is in the best interest of the CHA to approve the Moving to Work FY2007 Annual Report and grant authorization to the Chief Executive Officer, the Board Chairperson, or their designee to approve any final changes as deemed necessary to submit the report to HUD on the February 29, 2008 deadline.

## RESOLUTION NO. 2008-CHA-12

**WHEREAS**, the Board of Commissioners has reviewed the Board Letter dated February 13, 2008, requesting approval of the Moving to Work FY2007 Annual Report, attached hereto:

**THEREFORE, BE IT RESOLVED BY THE CHICAGO HOUSING AUTHORITY**

**THAT**, the Board of Commissioners hereby approves the attached Moving to Work FY2007 Annual Report and grants authorization to the Chief Executive Officer, the Board Chairperson, or their designee to make any final changes as they may deem necessary; approve final changes, including changes based on HUD requirements; and submit the report to the U.S. Department of Housing and Urban Development on February 29, 2008. Such approval shall constitute conclusive evidence of the Board's approval of any and all such changes.



**Certification of Payments  
to Influence Federal Transactions**

U.S. Department of Housing  
and Urban Development  
Office of Public and Indian Housing

Applicant Name

The Chicago Housing Authority

Program/Activity Receiving Federal Grant Funding

Public Housing/Housing Choice Voucher Programs

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.  
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

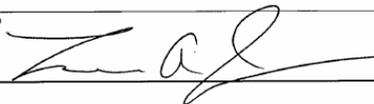
Name of Authorized Official

Lewis A. Jordan

Title

Chief Executive Officer

Signature



Date (mm/dd/yyyy)

02-05-08

Previous edition is obsolete

form HUD 50071 (3/98)  
ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

**Certification for a Drug-Free Workplace**

U.S. Department of Housing and Urban Development

Applicant Name  
**CHICAGO HOUSING AUTHORITY**  
 Program/Activity Receiving Federal Grant Funding

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

- (1) The dangers of drug abuse in the workplace;
- (2) The Applicant's policy of maintaining a drug-free workplace;
- (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
- (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

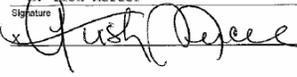
d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

- (1) Abide by the terms of the statement; and
- (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
- e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---
  - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above. Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here  if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official <b>Rish Mercer</b>	Title <b>Director-Human Resources</b>
Signature 	Date <b>Jun 23, 2008</b>

Form HUD-50078 (3/96)  
 ref. Handbooks 7417.1, 7475-13, 7485.1 & .3

If an investigation confirms violation of the policy has occurred, the CHA will take corrective action. These measures may include, but are not limited to, written warning, counseling, oral reprimand, suspension, or dismissal of the employee engaging in such misconduct. A record of such disciplinary actions will be placed in the employee's personnel file.

**CONFIDENTIALITY**  
 Complaints of harassment, investigation of complaints of harassment, and any corrective action taken in response will be kept confidential to the extent possible.

**NO RETALIATION**  
 The CHA forbids any reprisal or retaliation against an employee for filing a good faith complaint of harassment or for supporting or assisting, in good faith, another employee in pursuing a complaint, or filing a discrimination charge. Anyone experiencing or witnessing any conduct he or she believes to be retaliatory should immediately report it to any of the individuals named above. The CHA will not retaliate or discriminate against any employee for exercising any rights under this policy. Retaliation is a violation of this policy.

**American with Disabilities (ADA)**  
 The CHA is committed to complying fully with the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, and all other state, federal and local laws ensuring equal opportunity in employment for qualified persons with disabilities. We continually review our hiring and selection procedures to assure they are consistent with equal opportunity, and it is our policy to fully explore reasonable accommodations in accordance with the law to enable disabled individuals to safely and effectively perform their jobs. This policy is neither exhaustive nor exclusive.

Reasonable accommodation is available to all disabled employees, where their disability affects the performance of job functions. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

The CHA is also committed to not discriminating against any qualified employees or applicants because they are related to or associated with a person with a disability. The CHA will follow any state or local law that provides individuals with disabilities greater protection than the ADA.

**Drug Free Environment**  
 The CHA is a Drug Free Work Place and its Policy on drug and alcohol use is one of "Zero Tolerance." Employees must not appear for work with the presence of alcohol or under the influence of alcohol or illegal non-prescribed drugs in their systems. Employees are prohibited from possessing alcohol or illegal non-prescription drugs. Employees who take prescribed drugs that affect their cognitive abilities should not report to work and should use appropriate leaves. Employees who violate this Policy will be terminated.

Employees are required to participate in drug and alcohol testing at a CHA designated testing facilities in the following circumstances:

1. Upon the CHA's making a conditional offer of employment.
2. Upon re-employment or return from any period of continuous absence of thirty (30) calendar days or more.
3. In instances where the employee has been involved in an automobile accident during the course of employment, regardless of whether the automobile is a CHA vehicle or the employee's vehicle and regardless of whether the employee is injured, the employee must submit to a medical evaluation which includes drug and alcohol testing as immediately after the accident as practical under the particular circumstances, but in no event later than twenty-four (24) hours after the accident.
4. In instances where the employee has suffered an alleged accident, regardless of whether the employee is injured or not, the employee must submit to a medical evaluation which includes drug and alcohol testing immediately after the accident or as soon as practical under the particular circumstances, but in no event later than twenty-four (24) hours after the accident.
5. In instances where the employee's supervisor has a reasonable suspicion that, the employee is at work under the influence of drugs and/or alcohol.

Employees who occupy safety sensitive positions will be subject to random or periodic drug testing.

The CHA drug and alcohol testing vendors are N.I.D.A. accredited. Drug and alcohol test results are confidential and are not disclosed to third parties by the CHA, except upon express written authorization of the employee or as required by law. Employees who submit to drug and alcohol testing described above and whose test results show a positive result will be terminated. Employees who refuse to cooperate in the testing process will be terminated. Employees whose test results are positive may elect to have the sample re-tested at a different N.I.D.A. accredited laboratory at the employee's cost. Arrangements for re-testing must be made through the Director of Human Resources.

The CHA is committed to being a drug-free, healthful, and safe workplace. You are required to come to work in a mental and physical condition that will allow you to perform your job satisfactorily.

Under the Drug-Free Workplace Act, if you perform work for a government contract or grant, you must notify the CHA if you have a criminal conviction for drug-related activity that happened at work. You must make the report within five (5) days of the conviction.

If you have questions about this policy or issues related to drug or alcohol use at work, you can raise your concerns with your supervisor or the Human Resources Department without fear of reprisal.

### ***Immigration Law Compliance***

The CHA is committed to complying with the immigration laws that require we employ only citizens and others who are authorized to work in the United States. The CHA does not, however, discriminate on the basis of national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Form I-9 and present documentation that establishes identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with the CHA within the past three (3) years, or if their previous I-9 is no longer retained or valid.

Employees may raise questions or complaints about immigration law compliance without fear of reprisal.

### ***Relationships in the Workplace***

When relatives or persons involved in a dating relationship work in the same area of an organization, it may cause problems at work. In addition to claims of favoritism and morale issues, personal conflicts from outside can sometimes carry over to work.

For this policy, we define a relative as any person who is related to you by blood or marriage, or whose relationship with you is similar to that of a relative. We define a dating relationship as a relationship that might reasonably be expected to lead to a consensual "romantic" relationship. This policy applies to all employees regardless of their gender or sexual orientation.

Our policy is that an employee may not directly work for a relative or supervise a relative. We also discourage a person in a dating relationship to supervise or to report for that person. The CHA also reserves the right to take quick action if an actual or potential conflict of interest arises involving relatives or persons involved in a dating relationship who are in positions at any level (higher or lower) in the same line of authority that may affect the review of employment decisions.

If two employees become relatives, or start a dating relationship and one of them supervises the other, the acting supervisor is required to tell management about the relationship. The two employees are to decide which one of them is to be transferred to another available position. If they do not make that decision within thirty (30) calendar days, the CHA will decide who to transfer or, if necessary, terminate.

There may also be situations when there is a conflict or the potential for conflict due to employee relationships, even if there is no direct reporting or authority involved. In that case, we may reassign or terminate his/her employment. If you are in a close personal relationship with another employee, we ask that you avoid displays of affection or excessive personal conversation at work.

### Sites that house CHA employees:

1. 60 E. Van Buren St.
2. 4859 S. Wabash
3. 1550 W. 88<sup>th</sup> St.
4. 3333 W. Arthington
5. 1749 E. 75<sup>th</sup> St.

City of Chicago

Honorable Richard M. Daley, Mayor

# CHANGE

**Board of Commissioners**  
Martin Nesbitt, Chairperson  
Hallie Amey  
Dr. Mildred Harris  
Michael Ivers  
Samuel Mendenhall  
Bridget O'Keefe  
Carlos Ponce  
Mary E. Wiggins  
Sandra Young

**Chief Executive Officer**  
Lewis A. Jordan

**Chief of Staff**  
Adrienne G. Minley

**General Counsel**  
Jorge Cazares

# COLLABORATIONS

The Chicago Housing Authority thanks the following organizations for collaborating with us on the Plan for Transformation.

The Abraham Lincoln Center	Chicago Public Schools	The John Marshall School of Law Fair Housing Legal Clinic
Access Living	Chicago State University	Joliet Housing Authority
ACCIÓN	Chicago Transit Authority	kaBOOM!
After School Matters	Chicago White Sox	Lake County Housing Authority
The Alderman's Office of the City of Chicago	Chicago Youth Programs	Lakeside Community Committee, Inc.
American Lung Association of Metropolitan Chicago	City of Chicago Zoning Committee	Latin United Community Housing Association
American Red Cross	City Colleges of Chicago	Latinos United
Archdiocese Center for Peace and Justice	Columbia College	Lawndale Christian Development Corporation
Assets for Independence Individual Development Accounts Program	The Community Builders, Inc.	Leadership Council for Metropolitan Open Communities
Association of Fundraising Professionals	Community Investment Corporation	Leadership Greater Chicago
Association of Community Organizations for Reform Now	Cook County Housing Authority	Legal Assistance Foundation of Metropolitan Chicago
Business and Professional People for the Public Interest	Department of Commerce and Economic Opportunity Ogden Courts	Levy Foods
Canon Corporation	DePaul University	Loyola University Chicago
Career Advancement Network	Developing Communities Project, Inc.	Lutheran Child and Family Services
Central Advisory Council	Dominican University	Mayor's Office for People with Disabilities
CHAC, Inc.	Economic Law Project	Mayor's Office of the City of Chicago
Chapin Hall	El Hogar del Niño	Mayor's Office of Workforce Development
Charles A. Hayes Family Investment Center	Employability Plus	McHenry County Housing Authority
Chicago Area Project	Employment and Employer Services	Metro Chicago Information Center
Chicago Bulls	Environmental Law and Policy Center	Metropolitan Pier and Exposition Authority
Chicago Cares	Fannie Mae	Metropolitan Planning Council
Chicago City Council	The Field Museum	Mid-America Institute on Poverty
Chicago Commission on Human Relations	The Foundation Center	National Forum for Black Public Administrators
Chicago Community Trust	Ford Foundation	Neighborhood Housing Services
Chicago Connections	Freddie Mac	Northeastern University of Illinois
Chicago Department of Administrative Hearings	Generations Online	Norwegian American Hospital Foundation
Chicago Department on Aging	Grand Boulevard Federation	Openlands
Chicago Department of Budget and Management	Green Corps	Partnership for New Communities
Chicago Department of Buildings	The Habitat Company	Pediatric Case Management Services
Chicago Department of Children and Youth Services	Harris Bank	The Posse Foundation
Chicago Department of Construction and Permits	Healthcare Consortium of Illinois	Quad Community Development Corporation
Chicago Department of Environment	Heartland Alliance	Rogers Park Community Development Corporation
Chicago Department of General Services	Heartland Human Care Services	Roosevelt University
Chicago Department of Housing	Hispanic American Construction Industry Association	The Rotary Foundation
Chicago Department of Human Services	The Home Depot	Safer Pest Control
Chicago Department of Planning and Development	Hospitality Academy at McCormick Place	Sargent Shriver National Center on Poverty Law
Chicago Department of Public Health	Housing Choice Partners	SCR Medical Transportation
Chicago Department of Revenue	Housing Opportunities and Maintenance for the Elderly (H.O.M.E.)	Shorebank Neighborhood Institute
Chicago Department of Streets and Sanitation	Illinois Department of Human Services	Spanish Coalition for Housing
Chicago Department of Transportation	Illinois Environmental Protection Agency	Target Group, Inc.
Chicago Department of Water Management	Illinois Facility Fund	TCF Bank
Chicago Federal Home Loan Bank	Illinois Housing Development Authority	Ujima
Chicago Fire Department	Illinois Institute of Technology	United States Department of Housing and Urban Development (HUD)
Chicago HomeMakers	The Jane Addams Hull House Association/Housing Resource Center	United States Small Business Administration (SBA)
Chicago Lawyers Committee for Civil Rights Under Law	Jewel-Osco	University of Chicago
Chicago Park District	Jewish Vocational Training Center	University of Illinois at Chicago
Chicago Police Department	Jobs for Youth	UPS
Chicago Project for Violence Prevention	The John D. and Catherine T. MacArthur Foundation	Urban Art League
Chicago Public Building Commission		Windows of Opportunity, Inc.
Chicago Public Library		