

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

---

# PHA Plans

5 Year Plan for Fiscal Years 2000 - 2004

Annual Plan for Fiscal Year 2000

**NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN ACCORDANCE WITH INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES**

---

HUD 50075  
OMB Approval No: 2577-0226  
Expires: 03/31/2002

**PHA Plan  
Agency Identification**

**PHA Name:** Philadelphia Housing Authority

**PHA Number:** PA002

**PHA Fiscal Year Beginning:** 04/01/00

**Public Access to Information**

**Information regarding any activities outlined in this plan can be obtained by contacting:  
(select all that apply)**

- Main administrative office of the PHA  
Asset Management Department  
(215) 684 - 4009

**Display Locations For PHA Plans and Supporting Documents**

The PHA Plans (including attachments) and Supporting Documents are available for public inspection at:

- 3010 Market Street, Admissions and Occupancy Office  
 712 North 16<sup>th</sup> Street, Scattered Sites Management Office



**5-YEAR PLAN**  
**PHA FISCAL YEARS 2000 - 2004**

[24 CFR Part 903.5]

**A. Mission**

The mission of the Philadelphia Housing Authority is to provide quality housing for the low and very low income families of Philadelphia well into the 21<sup>st</sup> century by improving the people, management systems and buildings that make the Philadelphia Housing Authority work, by using the best property management principles and by forming partnerships with the wider community in order to increase the resources available.

**B. Goals**

**HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.**

PHA Goal: Establish Property Management Services as the core business objective of the PHA

Objectives:

- Reduce backlog of work orders by 25% per year for the next two years
- Through Modernization, Structural Maintenance and Repair Teams (SMART), Vacancy Reduction Unit and Site Maintenance teams, reduce actual public housing vacancies by 2% per year for the next two years, bringing adjusted vacancies to less than 3% by 2004.
- Achieve a "C" or better in the indicator for physical condition of units and properties in PHAS
- Maintain an "A" in inspections of units and systems in PHAS
- Implement Site Based Waiting Lists at all Senior and Privately Managed Properties

PHA Goal: Develop a sound and sustainable approach to public safety services

Objectives:

- Reduce Part 1 crimes at conventional PHA properties and their immediate vicinities by at least 2% per year
- Reduce Part 2 crimes at conventional PHA properties and their immediate vicinities by at least 3% per year
- Establish all occupied conventional PHA sites as Drug Free Zones

Five Year Plan

- Expand jurisdiction of PHA Police to include the whole City of Philadelphia and improve coordination with City of Philadelphia police force
  - Implement Operation Take-Charge at all conventional PHA sites
  - Increase number of Neighborhood Town-watch groups by ten per cent per year
  - Support the DARE program and serve the children residing at PHA developments at the rate of two schools per term
- PHA Goal: Develop and implement practices that focus on improving the condition of each PHA property
- Objectives:
- Fully implement practical site based budget development, monitoring and management at all PHA conventional sites
  - Complete and implement remaining 50% of needed site based management plans by mid FY 2001
  - Train the remaining 50% of managers on developing and using site-based budget and management plan by 2001
  - Implement post audit evaluation procedure at 100% of PHA properties
  - Implement 202 Conversion Plans for Passyunk, Cambridge, and Mill Creek High rises
  - Complete a total of 564 unit conversions/redevelopment at Richard Allen (Phase I & II: 323 Units) Schuylkill Falls (103 Units) and Martin Luther King (138 Units) through HOPE VI
  - Fully implement an Asset Management and Oversight function within PHA for privately managed/redeveloped properties
- PHA Goal: Improve the productivity and efficiency of the PHA's housing and development operations
- Objectives:
- Train all employees in Loss Safety Training by mid FY 2000
  - Develop a strategy to obtain a set aside of tax credits from the state to be made available for HOPE VI and other PHA redevelopment projects
  - Provide computer training for all Operations employees on basic computer operation, Lotus Notes, entering cash/ rent at the sites, relevant CCS modules, running batch processing, and contract monitoring by mid FY 2000

Five Year Plan

- Complete full implementation of warranty tracking system by mid FY 2000
  - Provide targeted training on Supervisory Skills to all supervisory personnel by 2001
  - Through aggressive lease enforcement, increase rent collection to 90% or better within 5 years
  - Fully implement strategy to systematically demolish, dispose of and/or acquire scattered sites properties in a businesslike fashion without individual applications to HUD for each project
- PHA Goal I: Develop and Implement Management Improvement strategies to enhance the administration of the Section 8 program and service delivery to Section 8 households and their communities
- Objectives:
- Achieve a consistent High Performer SEMAP rating
  - Apply for additional vouchers whenever they are made available
  - Initiate a Section 8 Homeownership Program with participation available to all eligible recipients of PHA Section 8 assistance recipients
  - Submit a waiver to Project-Base up to 50% of Section 8 Vouchers

**HUD Strategic Goal: Improve community quality of life and economic vitality**

- PHA Goal: Develop and implement strategies addressing the unique operating needs of the PHA scattered site portfolio and its impact on the surrounding communities
- Objectives:
- Complete inspections and cost estimates at 100% of scattered sites units by 2001
  - Complete Demolition/Disposition, Redevelopment or Rehabilitation Plan for 100% of scattered site units by 2002, implement in conjunction with other neighborhood revitalization efforts
  - Apply for and implement neighborhood based HOPE VI for Scattered Sites
  - Fully implement Asset Development-Asset Management Strategy for Scattered Site Public Housing

- PHA Goal: Establish public private partnerships that leverage PHA's resources and enhance its role in the community

Objectives:

- Increase participation in PHA daycare program to maximum capacity and successfully solicit \$90,000 in FY 2000 and increasing amounts in subsequent years from non-PHA sources so that by 2004 the program no longer requires a PHA subsidy
- Successfully solicit \$400,000 per year in joint applications with other nonprofit organizations
- Fully utilize three-year commitment by Philadelphia Commercial Development Corporation to provide revolving loan funds and technical assistance for 30 resident owned businesses
- Fully utilize \$150,000 in support services provided by human services agencies for apprentices and maintain or increase level of support annually
- Complete implementation of HOPE VI projects for which funds have been awarded prior to FY 2000

- PHA Goal: Examine areas where PHA can reduce cost and administrative overhead

Objectives:

- Continue to monitor savings in decision to purchase General Liability, Property/Fire and Fidelity Insurance through Housing Authority Insurance (HAI) rather than self-insuring
- Complete implementation of the Philadelphia Housing Authority Development Corporation for the acquisition, renovation, construction, lease transfer, mortgage and managing of real property; accomplished in part by the hiring of provisional employees
- Complete implementation of the Tenant Support Services, Inc. to provide skilled workers to the Authority for the maintenance, repair and construction of housing units owned by the Authority
- Continue efforts to reduce costs from unnecessary Worker's Compensation Claims, either fraudulent or preventable
- Implement Utility Management Savings Plan
- Reduce average number of days required to pay invoices to less than 30 days
- Obtain exemption or reduction in licensing, permitting, user and consumption fees imposed by public and quasi-public agencies or departments, through existing cooperation, intergovernmental and other such agreements, by FY 2002.

Five Year Plan

**HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals**

PHA Goal: Engage other institutions to assist PHA in developing and implementing strategies that promote economic enhancement of PHA residents

Objectives:

- Fully utilize and insure the renewal of a Memorandum of Understanding with Temple University to enroll five residents per year
- Fully utilize and insure the continuation of a Memorandum of Understanding with the University of Pennsylvania Community College to provide college preparatory training for 20 residents per year
- Fully utilize the 200 available Youthworks summer job slots and insure its annual continuation
- Place 50% of pre-apprenticeship graduates into certified apprenticeship programs; place 30% into construction employment
- Place at least 100 residents in Section 3 or other private sector employment each year
- Solicit an annual commitment of \$50,000 from private lending institutions to fund a loan pool allowing the establishment of 10 resident owned businesses.
- Increase homeownership within the scope of approved Homeownership Programs by 3%.
- Fully integrate successful Regional Opportunities Counseling Program with targeted enrollment of providing assistance to 80 families during the first year.
- Continue to ensure accessible housing for persons with disabilities, including PHA's program to make individual accommodations, as needed and to make a minimum of 5% of units accessible that are undergoing modernization.

**Annual PHA Plan**  
**PHA Fiscal Year 2000**

[24 CFR Part 903.7]

**i. Annual Plan Type:**

**Standard Plan**

**Streamlined Plan:**

- High Performing PHA**
- Small Agency (<250 Public Housing Units)**
- Administering Section 8 Only**

**Troubled Agency Plan**

**ii. Executive Summary of the Annual PHA Plan**

The focus of Fiscal Year 2000 activities at the Philadelphia Housing Authority will be to increase the effective number and quality of affordable housing units available to eligible low income families by improving maintenance and management operations, reducing overhead costs and accelerating the schedule of redevelopment activities. Most FY 2000 activities will center on improving the usage of the systems, teams, procedures and reorganized administrative structure that have been implemented over the past eighteen months. By seeking to complete implementation of the recently initiated new systems and introducing additional ones described herein, the PHA will improve further the delivery of services to the residents of the PHA communities and the families on the waiting lists.

New initiatives planned to increase the number and quality of units available include: implementing a comprehensive capital and redevelopment investment strategy to coordinate and prioritize the modernization and redevelopment of both PHA's scattered sites and conventional inventories in coordination with other neighborhood revitalization efforts, and implementing a comprehensive homeownership development strategy. Management initiatives will include exploring the development of site based waiting lists for senior properties and redeveloped properties and transitioning from ceiling rents to flat rents. The PHA will also be working to increase the utilization and availability of supportive services by consolidating their availability through a unified service delivery model. The unified service delivery model will help improve the self-sufficiency of PHA residents and deconcentrate poverty in PHA communities.

In FY 2000, the PHA will be strengthening two subsidiary nonprofits to reduce overhead costs, increase resident business and employment opportunities and improve housing and service delivery. The Philadelphia Housing Authority Development Corporation will be contracted with to manage and staff the PHA's renovation programs while providing employment and training opportunities to PHA

residents. The PHA will contract with Tenant Support Services, Inc. (TSSI) to provide outreach, screening and job placement for PHA residents in pre-apprenticeship and apprenticeship programs and other self sufficiency activities of the PHA. TSSI will also be responsible for resident relations and advocacy. The PHA will also be establishing a third subsidiary land holding company to help streamline the consolidation and revitalization of the PHA scattered sites inventory.

In order to accomplish all that it needs to during FY 2000 and to accommodate the unique nature of the PHA inventory, PHA is submitting a streamlined Demolition and Disposition approach that will allow PHA to submit demolition and disposition applications directly to the Special Applications Center. All scattered site properties are potentially subject to demolition or disposition for master planning purposes, therefore a list of the entire scattered site inventory has been added to our library of supporting documents for public review. When a site or lot is identified for demolition or disposition, PHA will subsequently submit an application directly to SAC.

With this Agency Plan, four procedural waivers are also being submitted to HUD. These waivers are as follows:

1. Project-base up to 50% of its Section 8 assistance;
2. Allow PHAS data to be submitted separately for alternatively managed and mixed finance properties, which will allow PHA to analyze the performance of AMEs versus PHA management;
3. Establish an Exception Payment Standard of 120% for the purposes of promoting new construction or substantial rehabilitation projects; and
4. Assign Annual Contributions Contracts routinely to newly acquired scattered site addresses to replace units lost due to HOPE VI, 202 and scattered sites consolidation activities. The number of replacement units will be capped by the number of units that were owned, assisted, or operated by PHA as of October 1, 1999, in accordance with Section 519 of the Quality Housing and Work Responsibility Act of 1998.

### **iii. Annual Plan Table of Contents**

[24 CFR Part 903.7 9 (r)]

Provide a table of contents for the Annual Plan, including attachments, and a list of supporting documents available for public inspection.

#### **Table of Contents**

<b>Annual Plan</b>	<u>Page #</u>
i. Annual Plan Type	1
ii. Executive Summary	1
iii. Table of Contents	2
1. Housing Needs	7

2. Financial Resources	14
3. Policies on Eligibility, Selection and Admissions	15
4. Rent Determination Policies	23
5. Operations and Management Policies	27
6. Grievance Procedures	28
7. Capital Improvement Needs	29
8. Demolition and Disposition	31
9. Designation of Housing	32
10. Conversions of Public Housing	33
11. Homeownership	34
12. Community Service Programs	36
13. Crime and Safety	38
14. Pets (Inactive for January 1 PHAs)	40
15. Civil Rights Certifications (included with PHA Plan Certifications)	40
16. Audit	40
17. Asset Management	41
18. Other Information	41

## Attachments

Indicate which attachments are provided by selecting all that apply. Provide the attachment's name (A, B, etc.) in the space to the left of the name of the attachment. Note: If the attachment is provided as a **SEPARATE** file submission from the PHA Plans file, provide the file name in parentheses in the space to the right of the title.

### Required Attachments:

- A. Admissions Policy for Deconcentration (PA002a01a and PA002a01b)
- B. FY 2000 Capital Fund Program Annual Statement (PA002b02 – see tabs)

### Optional Attachments:

- C. PHA Management Organizational Chart (PA002c01)
- D. FY 2000 Capital Fund Program 5 Year Action Plan (PA002d02 – see tabs)
- E. Public Housing Drug Elimination (PHDEP) Plan (PA002e02)
- F. Comments of Resident Advisory Board or Boards (PA002f02)
- G. Site Based Waiting List Plan (PA002g02)

- H. Force Account Use and Management Plan (PA002h01)
- I. Section 8 Rent Reasonableness Procedures (PA002i02)
- J. Comprehensive Unified Service Delivery System for Section 8 and other PHA Self Sufficiency Activities (PA002j01)
- K. Demolition and Disposition Procedure for Consolidation and Revitalization of Scattered Sites Inventory and Reassignment of Annual Contribution Contracts (PA002k02a and PA002k02b)
- L. Asset Development-Asset Management Strategy for Scattered Site Public Housing 1999-2004 (PA002l01a and PA002l01b – hard copy maps)
- M. Community-Based Master Planning Process for Redevelopment of Scattered Sites Neighborhoods (PA002m01)
- N. Establishment of Five Regional Service and Enforcement Centers (PA002n01)
- O. Institutionalization of Asset Management and Oversight Function within PHA for Alternatively Managed properties (PA002o02)
- P. Separation of PHAS submission for Alternatively Managed properties from PHA managed properties (PA002p02)
- Q. Project Base up to 50% of PHA allocation of Tenant Based Section 8 Vouchers to Allow Implementation of Scattered Sites Plan (PA002q02)
- R. Affirmative Marketing Strategy for Increasing Representation of Minorities other than African Americans and for increasing number of Families with Disabilities on Waiting List (PA002r01)
- S. Exception Rents for participants in ROC Counseling, and Families with Disabled Members (PA002s02)
- T. Leveraging of Annual Capital Fund Allocation to Expedite Redevelopment of PHA Properties (PA002t01)
- U. Waiver Request (PA002u01)

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
Volume 1	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5 Year and Annual Plans
Volume 1	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
Volume 1	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions' initiatives to affirmatively further fair housing that require the PHA's involvement.	5 Year and Annual Plans
Volume 1	Consolidated Plan for the jurisdiction/s in which the PHA is located (which includes the Analysis of Impediments to Fair Housing Choice (AI) and any additional backup data to support statement of housing needs in the jurisdiction	Annual Plan: Housing Needs
Volume 2	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources;
Procedures Manual	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Eligibility, Selection, and Admissions Policies
Volume 1	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
Annual Plan Attachment	Public Housing Deconcentration and Income Mixing Documentation: 1. PHA board certifications of compliance with deconcentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and 2. Documentation of the required deconcentration and income mixing analysis	Annual Plan: Eligibility, Selection, and Admissions Policies
Procedures Manual	Public housing rent determination policies, <input checked="" type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
Not Applicable this year	Schedule of flat rents offered at each public housing development <input type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
Volume 1	Section 8 rent determination (payment standard) policies <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination

### List of Supporting Documents Available for Review

Applicable & On Display	Supporting Document	Applicable Plan Component
Procedures Manual	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation)	Annual Plan: Operations and Maintenance

Procedures Manual	Public housing grievance procedures <input type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
Volume 1	Section 8 informal review and hearing procedures <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Grievance Procedures
Volume 2	The HUD-approved Capital Fund/Comprehensive Grant Program Annual Statement (HUD 52837) for the active grant year	Annual Plan: Capital Needs
NA	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
Proposed provided as attachment	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
Volume 4	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans or any other approved proposal for development of public housing	Annual Plan: Capital Needs
Volume 3	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition
Volume 2	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
Volume 2	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act	Annual Plan: Conversion of Public Housing
Volume 5	Any cooperative agreement between the PHA and the TANF agency	Annual Plan: Community Service & Self-Sufficiency
Volume 5	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
Not Applicable	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Community Service & Self-Sufficiency
Volume 5	The most recent Public Housing Drug Elimination Program (PHDEP) semi-annual performance report for any open grant and most recently submitted PHDEP application (PHDEP Plan)	Annual Plan: Safety and Crime Prevention
Volume 5	The most recent fiscal year audit of the PHA conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h), the results of that audit and the PHA's response to any findings	Annual Plan: Annual Audit
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)
Volume 6	Homeownership Programs	Annual Plan: Homeownership
Volume 6	Scattered Site Inventory	Annual Plan: Demolition and Disposition
Volume 6	Resident Survey Follow Up Plan	Annual Plan: Resident Service and Satisfaction

# 1. Statement of Housing Needs

[24 CFR Part 903.7 9 (a)]

## A. Housing Needs of Families in the Jurisdiction/s Served by the PHA

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the PHA, provide a statement of the housing needs in the jurisdiction by completing the following table. In the "Overall" Needs column, provide the estimated number of renter families that have housing needs. For the remaining characteristics, rate the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being "no impact" and 5 being "severe impact." Use N/A to indicate that no information is available upon which the PHA can make this assessment.

Housing Needs of Families in the Jurisdiction by Family Type							
Family Type	Overall	Afford-ability	Supply	Quality	Access-ibility	Size	Loca-tion
Income <= 30% of AMI	78,268	5	5	5	5	3	4
Income >30% but <=50% of AMI	33,269	5	5	5	5	3	3
Income >50% but <80% of AMI	41,012	5	5	5	5	2	3
Elderly	36,767	4	4	3	5	1	3
Families with Disabilities	65,300	5	5	3	5	2	2
African American	106,800	4	3	4	5	3	4
Hispanic	12,900	4	3	4	5	3	4
Race/Ethnicity							
Race/Ethnicity							

What sources of information did the PHA use to conduct this analysis? (Check all that apply; all materials must be made available for public inspection.)

- Consolidated Plan of the Jurisdiction/s  
Indicate year: FY2000
- U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset
- American Housing Survey data  
Indicate year: 1995
- Other housing market study  
Indicate year:
- Other sources: (list and indicate year of information)

## B. Housing Needs of Families on the Public Housing and Section 8 Tenant- Based Assistance Waiting Lists

<b>Housing Needs of Families on the Waiting List</b>			
Waiting list type: (select one) <input type="checkbox"/> Section 8 tenant-based assistance <input checked="" type="checkbox"/> Public Housing <input type="checkbox"/> Combined Section 8 and Public Housing <input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total*	10,021	93.1	< 1%
Extremely low income <=30% AMI	9,332	93.1	
Very low income (>30% but <=50% AMI)	614	6.1	
Low income (>50% but <80% AMI)	75	.8	
Families with children	6,962	69	
Elderly families	375	3.7	
Families with Disabilities	2,224	22	
Race/ethnicity	310	3.1	WHITE
Race/ethnicity	9,337	93.2	AFRICAN AMERICAN

<b>Housing Needs of Families on the Waiting List</b>			
Race/ethnicity	288	2.9	HISPANIC
Race/ethnicity	46	.5	ASIAN, PACIFIC ISL.&NATIVE AM
Race/ethnicity	40	.4	OTHER

\* Families on Waiting List

Characteristics by Bedroom Size (Public Housing Only)			
0 BR	2,423	24.2	
1BR	119	1.2	
2 BR	7,187	71.7	
3 BR	153	1.5	
4 BR	122	1.2	
5 BR	12	.1	
5+ BR	5	.05	
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes: How long has it been closed (# of months)? 105 Does the PHA expect to reopen the list in the PHA Plan year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Purge is currently underway to determine if reopening the waiting list is feasible this year Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Families needing 0, 1, and 2 BR units			

<b>Housing Needs of Families on the Waiting List</b>			
Waiting list type: (select one) <input checked="" type="checkbox"/> Section 8 tenant-based assistance <input type="checkbox"/> Public Housing <input type="checkbox"/> Combined Section 8 and Public Housing <input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total*	10,393		<1%
Extremely low income <=30% AMI	9,926	95.5	
Very low income (>30% but <=50% AMI)	432	4.2	
Low income (>50% but <80% AMI)	35	.34	
Families with children	6,528	62	

<b>Housing Needs of Families on the Waiting List</b>			
Elderly families	460	4.43	
Families with Disabilities	1,558	15	

\* Families on Waiting List

Race/ethnicity	563	5.4	WHITE
Race/ethnicity	9,332	89.8	AFRICAN AMERICAN
Race/ethnicity	398	3.8	HISPANIC
Race/ethnicity	55	.5	ASIAN & PACIFIC ISLANDERS
Race/ethnicity	45	.4	OTHER

Is the waiting list closed (select one)?  No  Yes

If yes:

How long has it been closed (# of months)? Since 1988

Does the PHA expect to reopen the list in the PHA Plan year?  No  Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed?  No  Yes

### C. Strategy for Addressing Needs

In the upcoming year the PHA will be focusing its attention on maximizing the number of affordable units available to the PHA by reducing the number of long term vacancies, reducing the turnaround time for routine vacancies, redeveloping obsolete properties so that they meet current needs and are an integrated part of the surrounding community, reassigning Annual Contribution Contracts to maintain the number of units in the PHA inventory, and marketing to groups under-represented on the waiting list in comparison to the availability of units. Additionally, PHA intends to attract more private property owners to provide Section 8 rental units for eligible families, establish five regional Service and Enforcement Centers for Section 8 recipients, as well as landlords, and develop new marketing approaches to ensure that PHA's services are known to all Philadelphians in need. The components of this strategy were developed in consultation with resident groups, and other public and private nonprofit housing agencies and reflects the PHA's objective of using all available resources as efficiently as possible to accomplish its overall mission.

#### (1) Strategies

**Need: Shortage of affordable housing for all eligible populations**

**Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:**

- Employ effective maintenance and management policies to minimize the number of public housing units off-line
- Reduce turnover time for vacated public housing units
- Reduce time to renovate public housing units

- Seek replacement of public housing units lost to the inventory through mixed finance development
- Seek replacement of public housing units lost to the inventory through Section 8 replacement housing resources
- Maintain or increase Section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
- Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required
- Maintain or increase Section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration
- Maintain or increase Section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
- Participate in the Consolidated Plan development process to ensure coordination with broader community strategies
- Other (list below)

**Strategy 2: Increase the number of affordable housing units by:**

- Apply for additional Section 8 vouchers should they become available
- Leverage affordable housing resources in the community through the creation of mixed - finance housing
- Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- Improving Systems and Resource usage so that more existing units are available for occupancy
- Solicit additional landlord participation in nonimpacted areas of the city

**Need: Specific Family Types: Families at or below 30% of median**

**Strategy 1: Target available assistance to families at or below 30 % of AMI**

- Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing
- Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based Section 8 assistance
- Employ admissions preferences aimed at families with economic hardships based on PHA's current local and need-based preference system as outlined in the Administrative Plan adopted on July 1996.
- Adopt rent policies to support and encourage work
- Other: (list below)

**Need: Specific Family Types: Families at or below 50% of median**

**Strategy 1: Target available assistance to families at or below 50% of AMI**

- Employ admissions preferences aimed at families who are working
- Adopt rent policies to support and encourage work
- Other: (list below)

**Need: Specific Family Types: The Elderly**

**Strategy 1: Target available assistance to the elderly:**

- Implement approved Comprehensive Elderly only designation plan
- Apply for special-purpose vouchers targeted to the elderly, should they become available
- Develop Marketing Strategy to attract more eligible elderly families as applicants including site based waiting lists for senior only properties

**Need: Specific Family Types: Families with Disabilities**

**Strategy 1: Target available assistance to Families with Disabilities:**

- Seek designation of public housing for families with disabilities
- Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
- Apply for special-purpose vouchers targeted to families with disabilities, should they become available
- Affirmatively market to local nonprofit agencies that assist families with disabilities
- Develop Marketing Strategy to attract more eligible families with disabilities as applicants
- Encourage joint ventures with nonprofit providers of services and housing for the disabled to provide additional subsidized housing for the disabled

**Need: Specific Family Types: Races or ethnicities with disproportionate housing needs**

**Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:**

- Affirmatively market to races/ethnicities shown to have disproportionate housing needs
- Other: (list below)

**Strategy 2: Conduct activities to affirmatively further fair housing**

- Counsel Section 8 tenants as to location of units outside of areas of poverty, minority concentration or a high concentration of Section 8 residents and assist them to locate those units

- Market the Section 8 program to owners outside of areas of poverty /minority concentrations or areas with high concentrations of residents with Section 8 certificates
- Other: (list below)

**Other Housing Needs & Strategies: (list needs and strategies below)**

**(2) Reasons for Selecting Strategies**

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

- Funding constraints
- Staffing constraints
- Limited availability of sites for assisted housing
- Extent to which particular housing needs are met by other organizations in the community
- Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA
- Influence of the housing market on PHA programs
- Community priorities regarding housing assistance
- Results of consultation with local or state government
- Results of consultation with residents and the Annual Plan Advisory Board
- Results of consultation with advocacy groups
- Other: (list below)



## **2. Statement of Financial Resources**

[24 CFR Part 903.7 9 (b)]

<b>Financial Resources: Planned Sources and Uses</b>		
<b>Sources</b>	<b>Planned \$</b>	<b>Planned Uses</b>
<b>1. Federal Grants (FY 2000 grants)</b>		
a) Public Housing Operating Fund	102,964,684	
b) Public Housing Capital Fund	84,058,658	
c) HOPE VI Revitalization	35,000,000	
d) HOPE VI Demolition	5,000,000	
e) Annual Contributions for Section 8 Assistance incl. Mod. Rehab.	78,565,919	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	6,437,276	
g) Resident Opportunity and Self- Sufficiency Grants	\$700,254	
h) Community Development Block Grant	0	
i) HOME	0	
<b>Other Federal Grants (list below)</b>		
a) Congregate Housing	109,650	Support Services
b) Head Start (US-HHS)	823,787	Support Services
<b>2. Prior Year Federal Grants (unobligated funds only) (list below)</b>		
	ALL FUNDS TO BE OBLIGATED	
<b>3. Public Housing Dwelling Rental Income</b>	13,260,000	Public Housing Operations
<b>4. Other income (list below)</b>		
Interest Income-Public Housing	3,510,719	Public Hsng Operations
Interest Income-Sec.8 Op. Reserves	178,818	Section 8 Operations
<b>5. Non-federal sources (list below)</b>		
Child Care Food Program	143,000	Support Services
Summer Feeding Program	538,045	Support Services
Senior Program	649,700	Support Services
Adult Basic Education	24,541	Support Services
City Capital contributions to redev.	5,100,000	Redevelopment

<b>Financial Resources: Planned Sources and Uses</b>		
<b>Sources</b>	<b>Planned \$</b>	<b>Planned Uses</b>
<b>Total resources</b>	<b>\$337,065,051</b>	

### **3. PHA Policies Governing Eligibility, Selection, and Admissions**

[24 CFR Part 903.7 9 (c)]

#### **A. Public Housing**

##### **(1) Eligibility**

a. When does the PHA verify eligibility for admission to public housing? (select all that apply)

- When families approach number 150 on the waiting list
- When families are within a certain time of being offered a unit
- Other: (describe)

b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?

- Criminal or Drug-related activity
- Rental history
- Housekeeping
- Credit History
- Verity of Application
- Ability to understand and comply with the lease
- Successful completion of pre occupancy training

c.  Yes  No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

d.  Yes  No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?

e.  Yes  No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

##### **(2)Waiting List Organization**

a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)

- Community-wide list
- Sub-jurisdictional lists
- Site-based waiting lists for Senior only, and Alternatively Managed properties
- Other (describe)

b. Where may interested persons apply for admission to public housing?

- PHA main administrative office
- PHA development site management office-for sites with site based waiting lists
- Admissions Department  
3010 Market Street, 2<sup>nd</sup> Floor – for all PHA managed sites

c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection (3)

**Assignment**

1. How many site-based waiting lists will the PHA operate in the coming year?  
Up to 58
  
2.  Yes  No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?  
If yes, how many lists? Up to 58
  
3.  Yes  No: May families be on more than one list simultaneously  
If yes, how many lists? No Limit – See Attachment G (PA002g01)
  
4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?
  - PHA main administrative office
  - All PHA development management offices
  - Management offices at developments with site-based waiting lists
  - At the development to which they would like to apply
  - Admissions Department  
3010 Market Street, 2<sup>nd</sup> Floor

**(3) Assignment**

- a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)
  - One
  - Two
  - Three or More
  
- b.  Yes  No: Is this policy consistent across all waiting list types?
  
- c. If answer to b is no, list variations for any other than the primary public housing waiting list/s for the PHA:

**(4) Admissions Preferences**

- a. Income targeting:
  - Yes  No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

b. Transfer policies:

In what circumstances will transfers take precedence over new admissions? (list below)

- 1 Emergencies
- 3 Overhoused
- 3 Underhoused
- 1 Medical justification
- 1 Administrative reasons determined by the PHA (e.g., to permit modernization work)
- NO Resident choice: (state circumstances below)
- 2 Reasonable Accommodation for disability

c. Preferences

- 1.  Yes  No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If “no” is selected, skip to subsection (5) Occupancy)
- 2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)
  - 50% of families admitted each year will be families who can verify that they have been involuntarily displaced, are living in substandard housing or a homeless shelter or are paying more than 50% of their income in rent.
  - 50% of families admitted each year will be families who are working at least 20 hours per week, is “work ready” as defined in A&O Policy, or is older than 62 years or is receiving disability benefits.

Former Federal preferences:

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences: (select below)

- Working families and those unable to work because of age or disability
- Veterans and veterans’ families
- Residents who live and/or work in the jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs

- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Families whose head of household is “work ready” having successfully completed acceptable vocational training or was employed until recently

3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

1 Date and Time – for all applicants currently on the waiting list; during the course of the year, if the waiting list is reopened, applicants that apply will be placed on the waiting list based on the date and time of their application, in accordance with the latest HUD-approved Tenant Selection and Assignment Plan.

Former Federal preferences:

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- 1 Substandard housing
- 1 Homelessness
- 1 High rent burden

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
- 1 Families whose head of household is “work ready” having successfully completed acceptable vocational training or was employed until recently

4. Relationship of preferences to income targeting requirements:

- The PHA applies preferences within income tiers
- Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**(5) Occupancy**

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- The PHA-resident lease
- The PHA’s Admissions and (Continued) Occupancy policy

- PHA briefing seminars or written materials
- Other source (list)  
PreOccupancy Training

b. How often must residents notify the PHA of changes in family composition?  
(select all that apply)

- At an annual reexamination and lease renewal
- Any time family composition changes
- At family request for revision
- Other (list)

**(6) Deconcentration and Income Mixing**

a.  Yes  No: Did the PHA’s analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote deconcentration of poverty or income mixing?

b.  Yes  No: Did the PHA adopt any changes to its admissions policies based on the results of the required analysis of the need to promote deconcentration of poverty or to assure income mixing?

c. If the answer to b was yes, what changes were adopted? (select all that apply)

- Adoption of site-based waiting lists  
If selected, list targeted developments below:
- Employing waiting list “skipping” to achieve deconcentration of poverty or income mixing goals at targeted developments  
If selected, list targeted developments below:
- Employing new admission preferences at targeted developments  
If selected, list targeted developments below:
- Other (list policies and developments targeted below)

d.  Yes  No: Did the PHA adopt any changes to other policies based on the results of the required analysis of the need for deconcentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- Additional affirmative marketing
- Actions to improve the marketability of certain developments
- Adoption or a djustment of ceiling rents for certain developments
- Adoption of rent incentives to encourage deconcentration of poverty and income-mixing
- Assist current residents in working towards self sufficiency and general income increase

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts
- List (any applicable) developments below: IN ALL DEVELOPMENTS

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts
- List (any applicable) developments below:

## B. Section 8

### (1) Eligibility

a. What is the extent of screening conducted by the PHA? (select all that apply)

- Criminal or drug-related activity only to the extent required by law or regulation
- Criminal and drug-related activity, more extensively than required by law or regulation
- More general screening than criminal and drug-related activity (list factors below)
- Other (list below)

b.  Yes  No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

c.  Yes  No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?

d.  Yes  No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

e. Indicate what kinds of information you share with prospective landlords? (select all that apply)

- Criminal or drug-related activity  
 Other (describe below) PHA will provide the prospective landlord with the family's current and prior address.

### **(2) Waiting List Organization**

a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)

- None  
 Federal public housing  
 Federal moderate rehabilitation  
 Federal project-based certificate program  
 Other federal or local program (list below)

b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)

- PHA main administrative office  
 Admissions Office  
3010 Market Street, 2<sup>nd</sup> Floor

### **(3) Search Time**

a.  Yes  No: Does the PHA give extensions on standard 60-day period to search for a unit?

If yes, state circumstances below:

Up to 2 30-day extensions will be granted if the client has exercised due diligence in his or her housing search

For families requiring special disability accommodations, an initial 120 period will be allowed to search for a unit and a 120 day extension will be granted if client has exercised due diligence in his or her housing search

### **(4) Admissions Preferences**

a. Income targeting

Yes  No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?

b. Preferences

1.  Yes  No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of

application) (if no, skip to subcomponent (5) Special purpose section 8 assistance programs)

2. Which of the following admission preferences does the PHA plan to employ in the coming year?  
25% of the vouchers issued each year will issued to families that are working or work ready as certified by the PIC of Philadelphia, 25% will be issued to all other working or work ready families, 25% to Transitionally Housed Families, 25% to families that are involuntarily displaced, paying more than 50% of their income in rent, living in substandard housing or homeless.

Former Federal preferences

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing including transitionally housed homeless families
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences (select all that apply)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in your jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those having successfully completed educational, training, or upward mobility programs
- Victims of reprisals or hate crimes

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

1 Date and Time – for all applicants currently on the waiting list; during the course of the year, if the waiting list is reopened, applicants that apply will be placed on the waiting list based on the date and time of their application, in accordance with the latest HUD-approved Tenant Selection and Assignment Plan.

Former Federal preferences

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- 1 Substandard housing, including transitionally housed homeless families
- 1 Homelessness
- 1 High rent burden

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
  - 1 Those having successfully completed educational, training, or upward mobility programs
4. Among applicants on the waiting list with equal preference status, how are applicants selected? (select one)
- Date and time of application
  - Drawing (lottery) or other random choice technique
5. If the PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one)
- This preference has previously been reviewed and approved by HUD
  - The PHA requests approval for this preference through this PHA Plan
6. Relationship of preferences to income targeting requirements: (select one)
- The PHA applies preferences within income tiers
  - Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**(5) Special Purpose Section 8 Assistance Programs**

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

- The Section 8 Administrative Plan
- Briefing sessions and written materials
- Other (list below)

b. How does the PHA announce the availability of any special-purpose section 8 programs to the public?

- Through published notices
- Other (list below)

## **4. PHA Rent Determination Policies**

[24 CFR Part 903.7 9 (d)]

### **A. Public Housing**

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

#### **(1) Income Based Rent Policies**

a. Use of discretionary policies: (select one)

- The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))

---or---

- The PHA employs discretionary policies for determining income based rent (If selected, continue to question b.)

b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- \$0  
 \$1-\$25  
 \$26-\$50

2.  Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below :

c. Rents set at less than 30% of adjusted income

1.  Yes  No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

2. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply)

For the earned income of a previously unemployed household member

For increases in earned income

Fixed amount (other than general rent-setting policy)

If yes, state amount/s and circumstances below:

Fixed percentage (other than general rent-setting policy)

If yes, state percentage/s and circumstances below:

For household heads

For other family members

For transportation expenses

For the non-reimbursed medical expenses of non-disabled or non-elderly families

Other (describe below)

e. Ceiling rents

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income) (select one)

Yes for all developments

Yes but only for some developments

No

2. For which kinds of developments are ceiling rents in place? (select all that apply)

For all developments

For all general occupancy developments (not elderly or disabled or elderly only)

- For specified general occupancy developments
- For certain parts of developments; e.g., the high-rise portion
- For certain size units; e.g., larger bedroom sizes
- Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents  
(select all that apply)

- Market comparability study
- Fair market rents (FMR)
- 95<sup>th</sup> percentile rents
- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service
- The "rental value" of the unit
- Other (list below)

f. Rent re-determinations :

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)\_\_\_\_\_
- Other (list below)

g.  Yes  No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

**(2) Flat Rents NOT APPLICABLE THIS YEAR – USING CEILING RENTS**

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.)

- The section 8 rent reasonableness study of comparable housing
- Survey of rents listed in local newspaper
- Survey of similar unassisted units in the neighborhood

- Other (list/describe below)

## B. Section 8 Tenant-Based Assistance

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

### (1) Payment Standards

Describe the voucher payment standards and policies .

a. What is the PHA's payment standard? (select the category that best describes your standard)

- At or above 90% but below 100% of FMR
- 100% of FMR - With a Waiver for Exception Payment Standards to 120% - See Attachment U (PA002u01).
- Above 100% but at or below 110% of FMR
- Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)

- FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
- The PHA has chosen to serve additional families by lowering the payment standard
- Reflects market or submarket
- Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)

- FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area
- Reflects market or submarket
- To increase housing options for families
- Other (list below)

d. How often are payment standards reevaluated for adequacy? (select one)

- Annually
- Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

- Success rates of assisted families
- Rent burdens of assisted families
- Other (list below)

**(2) Minimum Rent**

a. What amount best reflects the PHA's minimum rent? (select one)

- \$0
- \$1-\$25
- \$26-\$50

b.  Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

**5. Operations and Management**

[24 CFR Part 903.7 9 (e)]

**A. PHA Management Structure**

Describe the PHA's management structure and organization.

(select one)

- An organization chart showing the PHA's management structure and organization is attached.
- A brief description of the management structure and organization of the PHA follows:

**B. HUD Programs Under PHA Management**

<b>Program Name</b>	<b>Units or Families Served at Year Beginning 4-1-00</b>	<b>Expected Turnover*</b>
Public Housing	13,049	15%
Section 8 Vouchers	5776	15%
Section 8 Certificates	3747	15%
Section 8 Mod Rehab	1132	15%

Special Purpose Section 8 Certificates/Vouchers (list individually)		
FUP	354	
Designated Housing	100	
Mainstream	46	
Schuylkill	250	
RW Johnson	125	
Vacancy Consolidation	500	
MLK Relocation & Repl	260	
Rich. Allen Relo&Repl	605	
Passyunk Relo&Repl	692	
Cambridge Relo&Repl	372	
Scattered Sites	11	
Catherine St Conv.	32	
PSS	50	
Public Housing Drug Elimination Program (PHDEP)	10,000	
Other Federal Programs (List Individually)		
Congregate Housing Program	50	
Youth Entrepreneurial Program	10	
Apprenticeship Demonstration Programs (LIUNA)	28	
Youth Apprenticeship Program (AFSCME)	20	
Youth Apprenticeship Program	8	
ED/SS	100	
ED/SS	60	
Service Coordinator	400	

\* Resident Families

### C. Management and Maintenance Policies

List the PHA's public housing management and maintenance policy documents, manuals and handbooks that contain the Agency's rules, standards, and policies that govern maintenance and management of public housing, including a description of any measures necessary for the prevention or eradication of pest infestation (which includes cockroach infestation) and the policies governing Section 8 management.

(1) Public Housing Maintenance and Management: PHA Procedures Manual

(2) Section 8 Management: PHA Administrative Plan

## **6. PHA Grievance Procedures**

[24 CFR Part 903.7 9 (f)]

### **A. Public Housing**

1.  Yes  No: Has the PHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

If yes, list additions to federal requirements below:

2. Which PHA office should residents or applicants to public housing contact to initiate the PHA grievance process? (select all that apply)
- PHA main administrative office
  - PHA development management offices
  - Other (list below)

### **B. Section 8 Tenant-Based Assistance**

1.  Yes  No: Has the PHA established informal review procedures for applicants to the Section 8 tenant-based assistance program and informal hearing procedures for families assisted by the Section 8 tenant-based assistance program in addition to federal requirements found at 24 CFR 982?

If yes, list additions to federal requirements below:

2. Which PHA office should applicants or assisted families contact to initiate the informal review and informal hearing processes? (select all that apply)
- PHA main administrative office
  - PHA Section 8 Office at 3010 Market Street

## **7. Capital Improvement Needs**

[24 CFR Part 903.7 9 (g)]

Exemptions from Component 7: Section 8 only PHAs are not required to complete this component and may skip to Component 8.

### **A. Capital Fund Activities**

Exemptions from sub-component 7A: PHAs that will not participate in the Capital Fund Program may skip to component 7B. All other PHAs must complete 7A as instructed.

**(1) Capital Fund Program Annual Statement**

Using parts I, II, and III of the Annual Statement for the Capital Fund Program (CFP), identify capital activities the PHA is proposing for the upcoming year to ensure long-term physical and social viability of its public housing developments. This statement can be completed by using the CFP Annual Statement tables provided in the table library at the end of the PHA Plan template **OR**, at the PHA’s option, by completing and attaching a properly updated HUD-52837.

Select one:

The Capital Fund Program Annual Statement is provided as an attachment to the PHA Plan at Attachment B (file name: PA002b02)

-or-

The Capital Fund Program Annual Statement is provided below: (if selected, copy the CFP Annual Statement from the Table Library and insert here)

**(2) Optional 5-Year Action Plan**

Agencies are encouraged to include a 5-Year Action Plan covering capital work items. This statement can be completed by using the 5 Year Action Plan table provided in the table library at the end of the PHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

a.  Yes  No: Is the PHA providing an optional 5-Year Action Plan for the Capital Fund? (if no, skip to sub-component 7B)

b. If yes to question a, select one:

The Capital Fund Program 5-Year Action Plan is provided as an attachment to the PHA Plan at Attachment D (PA002d02)

-or-

The Capital Fund Program 5-Year Action Plan is provided below: (if selected, copy the CFP optional 5 Year Action Plan from the Table Library and insert here)

**B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)**

Applicability of sub-component 7B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

Yes  No: a) Has the PHA received a HOPE VI revitalization grant? (if no, skip to question c; if yes, provide responses to question b for each grant, copying and completing as many times as necessary)

b) Status of HOPE VI revitalization grant (complete one set of questions for each grant) SEE ASSET MANAGEMENT TABLE(File Name PA002v01b)

1. Development name:
2. Development (project) number:
3. Status of grant: (select the statement that best describes the current status)
  - Revitalization Plan under development
  - Revitalization Plan submitted, pending approval
  - Revitalization Plan approved
  - Activities pursuant to an approved Revitalization Plan underway

Yes  No: c) Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?  
Developments under consideration for HOPE VI applications in Fy 2000 include:  
Tasker, Cambridge, Scattered sites in East North Philadelphia  
Properties under consideration for HOPE VI Demolition grant:  
Passyunk, Mill Creek, selected Scattered Sites

Yes  No: d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?  
If yes, list developments or activities below:  
Spring Garden Scattered Sites, Mt Sinai, Ingliss House and St. Anthony's, Sarah Allen plus other projects as developers respond to ongoing solicitations for developers wishing to use ACC's to develop replacement housing

Yes  No: e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?  
If yes, list developments or activities below:  
Planning and Packaging for Passyunk Special Funding

## **8. Demolition and Disposition**

[24 CFR Part 903.7 9 (h)]

1.  Yes  No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year? (If "No", skip to component 9; if "yes", complete one activity description for each development.)

2. Activity Description

- Yes  No: Has the PHA provided the activities description information in the optional Public Housing Asset Management Table? (If “yes”, skip to component 9. If “No”, complete the Activity Description table below.) SEE ATTACHMENT K (file name PA002k01)

<b>Demolition/Disposition Activity Description</b>	
1a. Development name:	
1b. Development (project) number:	
2. Activity type: Demolition <input type="checkbox"/> Disposition <input type="checkbox"/>	
3. Application status (select one) Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>	
4. Date application approved, submitted, or planned for submission: <u>                    (DD/MM/YY)                    </u>	
5. Number of units affected:	
6. Coverage of action (select one) <input type="checkbox"/> Part of the development <input type="checkbox"/> Total development	
7. Timeline for activity: a. Actual or projected start date of activity: b. Projected end date of activity:	

**9. Designation of Public Housing for Occupancy by Elderly Families or Families with Disabilities or Elderly Families and Families with Disabilities**

[24 CFR Part 903.7 9 (i)]

1.  Yes  No: Has the PHA designated or applied for approval to designate or does the PHA plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities or will apply for designation for occupancy by only elderly families or only families with disabilities, or by elderly families and families with disabilities as provided by section 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year? (If “No”, skip to component 10. If “yes”, complete one activity description for each development, unless the PHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

2. Activity Description

Yes  No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? If “yes”, skip to component 10. If “No”, complete the Activity Description table below .

<b>Designation of Public Housing Activity Description</b>	
1a. Development name:	
1b. Development (project) number:	
2. Designation type:	
Occupancy by only the elderly	<input type="checkbox"/>
Occupancy by families with disabilities	<input type="checkbox"/>
Occupancy by only elderly families and families with disabilities	<input type="checkbox"/>
3. Application status (select one)	
Approved; included in the PHA’s Designation Plan	<input type="checkbox"/>
Submitted, pending approval	<input type="checkbox"/>
Planned application	<input type="checkbox"/>
4. Date this designation approved, submitted, or planned for submission: (DD/MM/YY)	
5. If approved, will this designation constitute a (select one)	
<input type="checkbox"/> New Designation Plan	
<input type="checkbox"/> Revision of a previously-approved Designation Plan?	
6. Number of units affected:	
7. Coverage of action (select one)	
<input type="checkbox"/> Part of the development	
<input type="checkbox"/> Total development	

## **10. Conversion of Public Housing to Tenant-Based Assistance**

[24 CFR Part 903.7 9 (j)]

Exemptions from Component 10; Section 8 only PHAs are not required to complete this section.

### **A. Assessments of Reasonable Revitalization Pursuant to section 202 of the HUD FY 1996 HUD Appropriations Act**

1.  Yes  No: Have any of the PHA's developments or portions of developments been identified by HUD or the PHA as covered under section 202 of the HUD FY 1996 HUD Appropriations Act? (If "No", skip to component 11; if "yes", complete one activity description for each identified development, unless eligible to complete a streamlined submission. PHAs completing streamlined submissions may skip to component 11.)

#### 2. Activity Description

- Yes  No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? If "yes", skip to component 11. If "No", complete the Activity Description table below.

<b>Conversion of Public Housing Activity Description</b>	
1a. Development name:	
1b. Development (project) number:	
2. What is the status of the required assessment?	<input type="checkbox"/> Assessment underway <input type="checkbox"/> Assessment results submitted to HUD <input type="checkbox"/> Assessment results approved by HUD (if marked, proceed to next question) <input type="checkbox"/> Other (explain below)
3. <input type="checkbox"/> Yes <input type="checkbox"/> No: Is a Conversion Plan required? (If yes, go to block 4; if no, go to block 5.)	
4. Status of Conversion Plan (select the statement that best describes the current status)	<input type="checkbox"/> Conversion Plan in development <input type="checkbox"/> Conversion Plan submitted to HUD on: (DD/MM/YYYY) <input type="checkbox"/> Conversion Plan approved by HUD on: (DD/MM/YYYY) <input type="checkbox"/> Activities pursuant to HUD-approved Conversion Plan underway

5. Description of how requirements of Section 202 are being satisfied by means other than conversion (select one)

- Units addressed in a pending or approved demolition application (date submitted or approved: \_\_\_\_\_)
- Units addressed in a pending or approved HOPE VI demolition application (date submitted or approved: \_\_\_\_\_)
- Units addressed in a pending or approved HOPE VI Revitalization Plan (date submitted or approved: \_\_\_\_\_)
- Requirements no longer applicable: vacancy rates are less than 10 percent
- Requirements no longer applicable: site now has less than 300 units
- Other: (describe below)

**B. Reserved for Conversions pursuant to Section 22 of the U.S. Housing Act of 1937**

**C. Reserved for Conversions pursuant to Section 33 of the U.S. Housing Act of 1937**

**11. Homeownership Programs Administered by the PHA**

[24 CFR Part 903.79 (k)]

**A. Public Housing**

Exemptions from Component 11A: Section 8 only PHAs are not required to complete 11A.

1.  Yes  No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to small PHA or high performing PHA status. PHAs completing streamlined submissions may skip to component 11B.)

2. Activity Description

- Yes  No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? (If “yes”, skip to component 12. If “No”, complete the Activity Description table below.)

<b>Public Housing Homeownership Activity Description (Complete one for each development affected)</b>	
1a. Development name:	
1b. Development (project) number:	
2. Federal Program authority:	<input type="checkbox"/> HOPE I <input type="checkbox"/> 5(h) <input type="checkbox"/> Turnkey III <input type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99)
3. Application status: (select one)	<input type="checkbox"/> Approved; included in the PHA's Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (DD/MM/YYYY)	
5. Number of units affected:	
6. Coverage of action: (select one)	<input type="checkbox"/> Part of the development <input type="checkbox"/> Total development

## B. Section 8 Tenant Based Assistance

1.  Yes  No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If "No", skip to component 12; if "yes", describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. High performing PHAs may skip to component 12.)

### 2. Program Description:

#### a. Size of Program

- Yes  No: Will the PHA limit the number of families participating in the section 8 homeownership option?

If the answer to the question above was yes, which statement best describes the number of participants? (select one)

- 25 or fewer participants  
 26 - 50 participants

- 51 to 100 participants: An amended Section 8 Homeownership submission will be sent to HUD to include the new targeted number of families
- more than 100 participants

b. PHA-established eligibility criteria

- Yes  No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

If yes, list criteria below:

PHA proposes to modify HUD employment requirements to extend eligibility to seasonally employed families and those subject to temporary layoffs.

## **12. PHA Community Service and Self-Sufficiency Programs**

[24 CFR Part 903.7 9 (l)]

### **A. PHA Coordination with the Welfare (TANF) Agency**

1. Cooperative agreements:

- Yes  No: Has the PHA has entered into a cooperative agreement with the TANF Agency, to share information and/or target supportive services (as contemplated by section 12(d)(7) of the Housing Act of 1937)?

If yes, what was the date that agreement was signed? 08/20/99

2. Other coordination efforts between the PHA and TANF agency (select all that apply)

- Client referrals
- Information sharing regarding mutual clients (for rent determinations and otherwise)
- Coordinate the provision of specific social and self-sufficiency services and programs to eligible families
- Jointly administer programs
- Partner to administer a HUD Welfare-to-Work voucher program
- Joint administration of other demonstration program
- Small grants for boots, tools, childcare

### **B. Services and programs offered to residents and participants**

#### **(1) General**

a. Self-Sufficiency Policies

Which, if any of the following discretionary policies will the PHA employ to enhance the economic and social self-sufficiency of assisted families in the following areas? (select all that apply)

- Public housing rent determination policies
- Public housing admissions policies
- Section 8 admissions policies
- Preference in admission to section 8 for certain public housing families
- Preferences for families working or engaging in training or education programs for non-housing programs operated or coordinated by the PHA
- Preference/eligibility for public housing homeownership option participation

- Preference/eligibility for section 8 homeownership option participation
- Other policies (list below)

b. Economic and Social self-sufficiency programs

- Yes  No: Does the PHA coordinate, promote or provide any programs to enhance the economic and social self-sufficiency of residents? (If “yes”, complete the following table; if “no” skip to sub-component 2, Family Self Sufficiency Programs. The position of the table may be altered to facilitate its use. )

<b>Services and Programs</b>				
Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office / PHA main office / other provider name)	Eligibility (public housing or section 8 participants or both)
Reimbursed cost day care with DPW	120	Participation in training	Development office	Public housing
Head Start	85	Waiting list	Development office	Public housing
Pre Apprenticeship program	70	Waiting list	Development office	Public housing
Nurse’s Aide Training	100	Waiting list	Development office	Public housing
LIUNA	28	Waiting list	Development office	Public housing
A.B.E.	33	Waiting list	Development office	Public housing

**(2) Family Self Sufficiency program/s**

a. Participation Description

<b>Family Self Sufficiency (FSS) Participation</b>		
Program	Required Number of Participants (start of FY 2000 Estimate)	Actual Number of Participants (As of: 9/1/99)
Public Housing	NONE	
Section 8	1200	462

- b.  Yes  No: If the PHA is not maintaining the minimum program size required by HUD, does the most recent FSS Action Plan address the steps the PHA plans to take to achieve at least the minimum program size?  
If no, list steps the PHA will take below:  
Increase FSS program Intake staff from one to three;

Consolidate Section 8 FSS activities with Comprehensive Service Delivery for all PHA clients – see Attachment J (file name PA002j01)

Five Regional Service and Counseling Centers to be established – see Attachment N (file name PA002n01)

Expand recruitment of Section 8 Special Program participants: Project Based residents, recipients of relocation, family unification, Support Housing Vouchers, and ROC program participants. This specialized recruitment will be in partnership with agencies, PHA staff or contractors already working with these populations.

### C. Welfare Benefit Reductions

1. The PHA is complying with the statutory requirements of section 12(d) of the U.S. Housing Act of 1937 (relating to the treatment of income changes resulting from welfare program requirements) by: (select all that apply)
- Adopting appropriate changes to the PHA's public housing rent determination policies and train staff to carry out those policies
  - Informing residents of new policy on admission and reexamination
  - Actively notifying residents of new policy at times in addition to admission and reexamination.
  - Establishing or pursuing a cooperative agreement with all appropriate TANF agencies regarding the exchange of information and coordination of services
  - Establishing a protocol for exchange of information with all appropriate TANF agencies
  - Other: (list below)

<b>D. Reserved for Community Service Requirement pursuant to section 12(c) of the U.S. Housing Act of 1937</b>
--

### **13. PHA Safety and Crime Prevention Measures**

[24 CFR Part 903.79 (m)]

Exemptions from Component 13: High performing and small PHAs not participating in PHDEP and Section 8 Only PHAs may skip to component 15. High Performing and small PHAs that are participating in PHDEP and are submitting a PHDEP Plan with this PHA Plan may skip to sub-component D.

#### **A. Need for measures to ensure the safety of public housing residents**

1. Describe the need for measures to ensure the safety of public housing residents (select all that apply)
- High incidence of violent and/or drug-related crime in some or all of the PHA's developments
  - High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments
  - Residents fearful for their safety and/or the safety of their children
  - Observed lower-level crime, vandalism and/or graffiti
  - People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime
  - Other (describe below)
2. What information or data did the PHA use to determine the need for PHA actions to improve safety of residents (select all that apply).
- Safety and security survey of residents
  - Analysis of crime statistics over time for crimes committed "in and around" public housing authority

- Analysis of cost trends over time for repair of vandalism and removal of graffiti
- Resident reports
- PHA employee reports
- Police reports
- Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
- Other (describe below)

3. Which developments are most affected? (list below)

Westpark Apartments, Mantua Hall, Richard Allen, Norris, Blumberg, Queen Lane, Wilson Park, West Park Plaza, Cambridge, Mill Creek, Paschall, Tasker, Johnson, Spring Garden, Champlost, Haddington, and Harrison all have crime rates greater than that of the city as a whole.

**B. Crime and Drug Prevention activities the PHA has undertaken or plans to undertake in the next PHA fiscal year**

1. List the crime prevention activities the PHA has undertaken or plans to undertake: (select all that apply)

- Contracting with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities at Mixed Finance and alternatively managed properties
- Crime Prevention Through Environmental Design
- Activities targeted to at-risk youth, adults, or seniors
- Volunteer Resident Patrol/Block Watchers Program
- DARE
- Community Policing with resident training

2. Which developments are most affected? (list below)

Westpark Apartments, Mantua Hall, Richard Allen, Norris, Blumberg, Queen Lane, Wilson Park, West Park Plaza, Cambridge, Mill Creek, Paschall, Tasker, Johnson, Spring Garden, Champlost, Haddington, and Harrison all have crime rates greater than that of the city as a whole.

**C. Coordination between PHA and the police**

1. Describe the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities: (select all that apply)

- Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plan
- Police provide crime data to housing authority staff for analysis and action

- Police have established a physical presence on housing authority property (e.g., community policing office, officer in residence)
- Police regularly testify in and otherwise support eviction cases
- Police regularly meet with the PHA management and residents
- Agreement between PHA and local law enforcement agency for provision of above-baseline law enforcement services
- Philadelphia Police Department officers participate with PHA police officers in DARE program
- Philadelphia Police Department officers participate with PHA police officers in Community Policing initiatives

2. Which developments are most affected? (list below)

Same as above

#### **D. Additional information as required by PHDEP/PHDEP Plan**

PHAs eligible for FY 2000 PHDEP funds must provide a PHDEP Plan meeting specified requirements prior to receipt of PHDEP funds.

- Yes  No: Is the PHA eligible to participate in the PHDEP in the fiscal year covered by this PHA Plan?
- Yes  No: Has the PHA included the PHDEP Plan for FY 2000 in this PHA Plan?
- Yes  No: This PHDEP Plan is an Attachment. (Attachment Filename: PA002e01)

### **14. RESERVED FOR PET POLICY**

[24 CFR Part 903.7 9 (n)]

### **15. Civil Rights Certifications**

[24 CFR Part 903.7 9 (o)]

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations.

### **16. Fiscal Audit**

[24 CFR Part 903.7 9 (p)]

1.  Yes  No: Is the PHA required to have an audit conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h))? (If no, skip to component 17.)
2.  Yes  No: Was the most recent fiscal audit submitted to HUD?
3.  Yes  No: Were there any findings as the result of that audit?

4.  Yes  No: If there were any findings, do any remain unresolved?  
If yes, how many unresolved findings remain? 1
5.  Yes  No: Have responses to any unresolved findings been submitted to HUD?  
If not, when are they due (state below)?

## **17. PHA Asset Management**

[24 CFR Part 903.7 9 (q)]

Exemptions from component 17: Section 8 Only PHAs are not required to complete this component. High performing and small PHAs are not required to complete this component.

1.  Yes  No: Is the PHA engaging in any activities that will contribute to the long-term asset management of its public housing stock , including how the Agency will plan for long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs that have not been addressed elsewhere in this PHA Plan?
  
2. What types of asset management activities will the PHA undertake? (select all that apply)
  - Not applicable
  - Private management of Mixed Finance Redevelopment Properties
  - Development-based accounting
  - Comprehensive stock assessment
  - Extensive use of Force Account for Capital Preventive Maintenance and Replacement, Scattered Site Rehabilitation, and Capital Vacancy Turnaround
  - Streamlined Demolition and disposition Procedure for Consolidation and Management of Scattered Sites Inventory
  - Waiver request for implementation of Scattered Site Asset Management Strategy with flexible reassignment of ACC's to promote efficient management
  - Institutionalization of Asset Management Procedures and Oversight within PHA for Mixed Finance and alternatively managed properties
  
3.  Yes  No: Has the PHA included descriptions of asset management activities in the optional Public Housing Asset Management Table?  
See Attachments for descriptions

## **18. Other Information**

[24 CFR Part 903.7 9 (r)]

### **A. Resident Advisory Board Recommendations**

1.  Yes  No: Did the PHA receive any comments on the PHA Plan from the Resident Advisory Board/s?
  
2. If yes, the comments are: (if comments were received, the PHA MUST select one)
  - Attached at Attachment (File name) PA002f01
  - Provided below:

3. In what manner did the PHA address those comments? (select all that apply)

Considered comments, but determined that no changes to the PHA Plan were necessary.

The PHA changed portions of the PHA Plan in response to comments  
List changes below:

In Section 12. Community Service: PHA will take residents' concerns regarding the upcoming community service requirement into consideration as it designs a program once the final rule is published.

In Section 11. Homeownership: as described in the Asset Management Table, a Homeownership strategy for Abbotsford is now being explored.

In Section 3. PHA Policies Governing Eligibility, Selection and Admissions: a limited use of a lottery is now being considered once waiting lists are reopened.

Other: (list below)

## B. Description of Election process for Residents on the PHA Board

1.  Yes  No: Does the PHA meet the exemption criteria provided section 2(b)(2) of the U.S. Housing Act of 1937? (If no, continue to question 2; if yes, skip to sub-component C.)

2.  Yes  No: Was the resident who serves on the PHA Board elected by the residents? (If yes, continue to question 3; if no, skip to sub-component C.)

### 3. Description of Resident Election Process

a. Nomination of candidates for place on the ballot: (select all that apply)

- Candidates were nominated by resident and assisted family organizations
- Candidates could be nominated by any adult recipient of PHA assistance
- Self-nomination: Candidates registered with the PHA and requested a place on ballot
- Other: (describe)

b. Eligible candidates: (select one)

- Any recipient of PHA assistance
- Any head of household receiving PHA assistance
- Any adult recipient of PHA assistance
- Any adult member of a resident or assisted family organization
- Other (list)

c. Eligible voters: (select all that apply)

- All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)
- Representatives of all PHA resident and assisted family organizations
- Other (list)

### C. Statement of Consistency with the Consolidated Plan

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

1. Consolidated Plan jurisdiction: (provide name here)

City of Philadelphia

2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

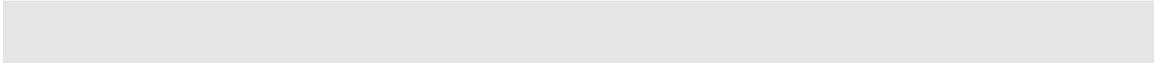
- The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
- The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
- Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
  - creation of new housing units through vacant structure rehabilitation
  - housing stock preservation in context of comprehensive neighborhood strategic plans for improving neighborhood wide strategic plans for improving economic conditions and social service delivery
  - providing Day Care, Head Start and social programs directed to the 48% of PHA residents under 18
  - promote homeownership for first time homebuyers in a neighborhood context
  - leverage private sector resources to preserve and improve affordable housing for low and very low income families
  - form working partnerships with existing neighborhood community development corporations to revitalize Philadelphia's communities

3. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

- collaboration with the Philadelphia Office of Housing and Community Development and the Redevelopment Authority in the development of replacement housing for 300 demolished scattered sites units
- use of CDBG funds to renovate scattered sites units in CDBG target areas in conjunction with other neighborhood renovation activities

- improvement of public housing is one of six top priorities of the City's overall CDBG program
- subsidizing land acquisition and site preparation for the new construction of 152 units of replacement public housing associated with the Raymond Rosen site
- subsidizing land acquisition and construction costs for the development of 416 units of replacement public housing associated with the Southwark Plaza site

**D. Other Information Required by HUD**



<b>Optional Public Housing Asset Management Table</b>								
<b>Name, Number and Location</b>	<b>Number and Type of Units</b>	<b>Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B</b>	<b>Development Activities Component 7b</b>	<b>Demolition/ Disposition Component 8</b>	<b>Designated Housing Component 9</b>	<b>Conversion Component 10</b>	<b>Home-ownership Component 11a</b>	<b>Other (Describe) Component 17</b>
<b>James Weldon Johnson House PA002001</b>	535 Family							
<b>Tasker Homes PA002002</b>	957 Family							
<b>Tasker Homes PA002008</b>	77 Family			77 Units Awaiting Demolition				
<b>Richard Allen Homes PA002003</b>	1,135 Family		HOPE VI Site: Revised Plan proposal awaiting HUD approval	Demolition of 938 Dwelling Units and Community Center	Gladys B. Jacobs designated elderly built off site. Approved by HUD 12/29/97.	Activities underway as HOPE VI Project; 605 Units subject to conversion to tenant-based assistance or demolition		
<b>Raymond Rosen PA002010</b>	502 Family		Redevelopment Underway					
<b>Wilson Park PA002013</b>	741 Family, Low-rise; Elderly, High-rise		5 Unit Conversions	12 Awaiting Demolition	258 Unit Elderly Designation Approved			
<b>Norris I Apartments PA002014</b>	157 Family High Rise		HOPE VI under consideration in conjunction with neighboring Scattered Sites					
<b>Harrison Plaza PA002015</b>	300 Family High and Low Rise							
<b>Cambridge Plaza PA002016</b>	372 Family High and Low Rise		Section 202 Site, under consideration as HOPE VI Project. 372 Units to be demolished.			Relocation activities underway	May include homeownership component.	
<b>Mill Creek Apartments PA002017</b>	179 Family High Rise		Section 202 Site, under consideration as HOPE VI Project.	179 High Rise Units Pending Demolition		Activities underway		
<b>Arch Homes PA002018</b>	77 Family							
<b>Spring Garden Apartments PA002020</b>	203 Family							

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Schuylkill Falls PA002021</b>	266 Family		Hope VI Site: Revitalization Plan Approved.	448 Units Demolished; 266 Units to be Demolished.				
<b>Liddonfield Homes I PA002023</b>	412 Family Low Rise							
<b>Queen Lane I Apartments PA002024</b>	120 Family		Homeownership Proposal to be Submitted for 19 Units				Homeownership Proposal to be Submitted for 19 Units	
<b>Hill Creek Apartments I PA002029</b>	258 Family							
<b>Abbottsford Homes PA002030</b>	700 Family			12 Units Demolished			Homeownership Under Consideration	
<b>Bartram Village PA002031</b>	500 Family							
<b>Oxford Village PA002032</b>	200 Mixed							
<b>Whitehall Apartments I PA002034</b>	189 Family							
<b>Haddington Homes PA002035</b>	150 Family							
<b>Martin Luther King Plaza PA002036</b>	538 Family		Hope VI Site of 247 Units; Revitalization Plan Submitted and Approved; Tax Credit Application approved for \$620,194 and 2nd 9% Tax Credit application submitted June 2000. Acquisition by RDA of Scattered Site parcels for redevelopment.	537 Units Demolished and Long-Term Ground Lease		Implementation of Section 202 through HOPE VI	Homeownership Under Consideration	
<b>Morton Homes PA002037</b>	65 Family							
<b>Hill Creek II Apartments PA002038</b>	82 Family							

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Westpark apartments PA002039</b>	327 Family High Rise			Reduced by 54 Unit Conversions				
<b>Norris II Apartments PA002040</b>	169 Family		HOPE VI under consideration in conjunction with neighboring Scattered Sites					
<b>Mill Creek II Apartments PA002041</b>	265 Family Low Rise							
<b>Champlost Homes PA002042</b>	102 Family							
<b>Queen Lane Homes II PA002043</b>	19 Family						Homeownership proposal to be submitted	
<b>Mantua Hall PA002045</b>	152 Family			Reduced by 1 Unit Conversion				
<b>Haverford Homes PA002046</b>	24 Family							
<b>Morton Homes II PA002049</b>	185 Family							
<b>Blumberg Apartments PA002050</b>	510 High/Low Rise: Family & Elderly				94 Units Approved for Elderly Designation			
<b>WhitmanPark PA002051</b>	Originally 120 Units, Total development slated for homeownership		Homeownership development; plan to complete sales in FY 2000	61 Units Sold			Turnkey III released for occupancy 1980-1982	
<b>Passyunk Homes PA002052</b>	692 Family		Section 202 Site. All Units to be Demolished	294 Demolished and 14 Unit Conversions		Activities Underway		
<b>Southwark Plaza PA002053</b>	874 Family		Re-Development Site	709 Units Demolished				
<b>Parkview Apartments PA002055A</b>	20 Elderly Low Rises				20 Units Approved for Elderly Designation			

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Fairhill Apartments PA002055B</b>	294 Family			Reduced by 4 Unit Conversions				
<b>Liddonfield Homes II PA002058</b>	51 Elderly							
<b>Paschall Homes PA002061</b>	223 Family							
<b>Point Breeze Court PA002062</b>	71 Family				71 Units Approved for Elderly Only			
<b>Katie B. Jackson PA002063</b>	59 Elderly 9 Family		Extension requested for 1992 HOPE I Planning Grant for Homeownership Feasibility		59 Units Approved for Elderly Only Designation		Homeownership Conversion Feasibility Study Underway	
<b>Whitehall Apartments II PA002064</b>	69 Family							
<b>Collegeview Homes PA002065</b>	54 Elderly				54 Units Approved for Elderly Designation Only			
<b>Holmecrest Apartments PA002066</b>	84 Elderly				84 Units Approved for Elderly Designation Only			
<b>Emlen Arms PA002076</b>	172 Elderly High Rise				172 Units Approved for Elderly Designation Only			
<b>Bentley Hall PA002077</b>	100 Family				100 Units Approved for Elderly Designation Only			
<b>Plymouth Hall PA002079</b>	69 Elderly High Rise				69 Units Approved for Elderly Designation Only			
<b>Germantown House PA002083</b>	220 Elderly High Rise				220 Units Approved for Elderly Designation Only			
<b>West Park Plaza PA002093</b>	66 Elderly							

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Brown Street Village PA002096</b>	Originally 87 Units; total development slated for homeownership		Homeownership development. Site to be fully sold in FY 2000.	75 Units Sold			Turnkey III Released for Occupancy in 1980-1982.	
<b>Cecil B. Moore Homes PA002100</b>	30 Family		Homeownership conversion plan to be submitted for all 30 Units.					
<b>Herbert Arlene Homes PA002104</b>	32 Family		Homeownership conversion plan to be submitted for all 32 Units.					
<b>Gladys B. Jacobs PA002114</b>	80 Family				80 Units Approved for Elderly Only.			
<b>Raymond Rosen Off-Site PA002126</b>	152 Family		152 Units will be developed on properties including parcels acquired from RDA					
<b>Scattered Sites PA002004</b>	1,869 Family		33 Units sold under 5H since 1984	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002005</b>	21 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002012</b>	988 Family Units		11 Units sold under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Scattered Sites PA002025</b>	41 Family Units		1 Unit Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002060</b>	173 Family Units		7 Units Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002067</b>	412 Family Units		9 Units Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002069</b>	958 Family Units		4 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002078</b>	14 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002080</b>	604 Family Units		14 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Scattered Sites PA002081</b>	514 Family Units		8 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002085</b>	446 Family Units		6 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002087</b>	14 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002088</b>	379 Family Units		7 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002091</b>	248 Family Units		5 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	
<b>Scattered Sites PA002092</b>	95 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by 9/30/2000.	

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and II Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
<b>Mt Sinai</b>	37 Elderly Units				37 Elderly Units Proposed			
<b>St Anthony's Senior Residence</b>	38 Elderly Units				38 Elderly Units Proposed			
* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.								

## **ATTACHMENT A** **POLICY FOR DECONCENTRATION**

### **Overview**

Section 513 of the Quality Housing and Work Responsibility Act (QHWRA), enacted October 21, 1999 requires Public Housing Agencies to submit with their annual plan an admissions policy designed to provide for deconcentration of poverty and income mixing in public housing developments. The policy must be designed to bring lower income residents into higher income developments and higher income residents into lower income developments.

The Final Rule on Public Housing Agency Plans published in 24 CFR Part 903 requires that Public Housing Agencies determine and compare the relative tenant incomes of each development occupied predominantly by families with children by determining the average household income in all such developments combined and define higher income developments as those with where the average family income is under this average. Public Housing Agencies are then required to consider what admissions policies or incentives, if any, will be needed to bring higher-income families into lower-income developments and vice versa.

The Philadelphia Housing Authority has completed such an analysis and reports that the analysis shows that there are three properties that exceed the average income for predominantly family properties by more than 15%. These are:

Schuylkill Falls,  
Arlene, and  
Champlost.

Six properties are more than 15% less than the average income for predominantly family properties. There are:

Mantua Hall  
Westpark Apartments  
Whitehall Apartments  
Paschall  
Tasker, and  
Abbottsford

The results of this analysis are documented in Table A: PHA Properties Ranked from Lowest Average Family Income to Highest Family Income.

Further study of the demographics of these properties indicates that even at Champlost, the property with the highest average income of predominantly family properties, less than 40% of the families have a household income of greater than 30% of median. This analysis is documented at Table B: PHA Properties Ranked from Lowest Percentage of Families with Incomes Greater Than 30% of Median to Highest percentage. So, even at the property with the highest average income, the Philadelphia Housing Authority (PHA) is not at risk of using the concentration of extremely low income families at certain properties, while maintaining other properties for very low income and low income families, in order to accomplish the other income targeting requirements that are also part of Section 513 of QHWRA.

The PHA Public Housing Waiting List is currently closed except for smaller bedroom sizes. An analysis of the waiting list shows that over 93% of the families on the waiting list have an adjusted family income of less than 30% of median. So, wait list manipulation policies will not have a significant impact on achieving any improvement in the income mixing at PHA properties. The most effective policy that the PHA can and will pursue in order to improve the income mix at PHA properties will be to reorganize and increase the effectiveness of its efforts to help as many current residents as possible to work towards self sufficiency in pursuing training opportunities and overcome barriers to successful employment. In Attachment J and Attachment N of this Plan has provided an outline of how it will be reorganizing to accomplish this.

PHA is currently completing a market analysis for the purposes of establishing flat rents next year and completing a purge of the waiting list to determine the feasibility of reopening the waiting list. Once Flat Rents have been implemented, PHA will have one more tool to use in retaining higher income families in public housing. If it is determined to be feasible to reopen the waiting list, PHA will be able to explore the feasibility of implementing waiting list manipulation mechanisms to increase the deconcentration within PHA properties.

As described in the body of the Plan the PHA gives a preference to working or work ready families who will be offered the next available unit; if the family chooses not to accept this unit, it will go to the bottom of the list. If, in a future year, this preference policy results in the percentage of families earning more than 30% of median at a particular property to approach 60%, policy changes will be made to insure that there is not segregation of families according to income levels. Currently, this policy is expected to result in a general increase in the income levels for all PHA properties.

Table A: PHA Properties Ranked from Lowest Average Family Income to Highest Family Income				
TOTAL INCOME	NO. of HOUSEHOLDS	AV. INCOME	PROPERTY	
891,883	133	\$6,706	Mantua Hall	
2,149,884	276	\$7,789	Westpark Apartments	
1,672,365	214	\$7,815	Whitehall Apartments	
1,673,376	208	\$8,045	Paschall	
6,410,354	781	\$8,208	Tasker Homes	
2,681,751	324	\$8,277	Abbottsford	85% of Av.
3,889,701	465	\$8,365	Bartram Village	
3,523,516	420	\$8,389	Passyunk	
3,392,144	402	\$8,438	Liddonfield Homes	
1,600,594	187	\$8,559	Blumberg	
1,823,815	213	\$8,563	Norris Apartments	
191,759	22	\$8,716	Haverford	
1,697,130	192	\$8,839	Spring Garden	
2,087,937	236	\$8,847	Hill Creek Apartments	
2,441,329	272	\$8,975	Cambridge	
2,209,377	246	\$8,981	Mill Creek Apartments	
2,717,580	302	\$8,999	Richard Allen	
3,377,524	374	\$9,031	Wilson Park	
264,543	29	\$9,122	Cecil B. Moore	
435,718	47	\$9,271	Arch	
4,682,764	495	\$9,460	James Weldon Johnson	Average
1,342,292	137	\$9,798	Haddington Homes	
1,795,162	182	\$9,864	Oxford Village	
2,325,131	232	\$10,022	Morton Homes	
1,213,855	119	\$10,200	Queen Lane Apts.	
2,486,782	237	\$10,493	Raymond Rosen	
3,111,352	284	\$10,955	Harrison	
49,635,944	4514	\$10,996	Scattered Sites	115% of Av.
1,081,074	95	\$11,380	Schuylkill Falls	
379,372	31	\$12,238	Arlene	
799,236	59	\$13,546	Champlost	
113,985,243	11,728		TOTAL	
Average income in predominantly family properties			\$9,719	
115% of average income			\$11,177	
85% of average income			\$8,261	
*Southwark to be included when data available				

Table B: PHA Family Properties Ranked from Lowest Percentage of Families with Incomes Greater Than 30% of Median to Highest Percentage						
No. of Occupied Units	No. of Families >=30% of Median	Percentage of Families >=30% of Median	Property Name			
133	4	3%	Mantua			
214	12	6%	Whitehall			
781	61	8%	Tasker			
276	23	8%	Westpark Apartments			
47	4	9%	Arch			
208	18	9%	Paschall			
402	36	9%	Liddonfield Homes			
187	18	10%	Blumberg			
465	47	10%	Bartram Village			
213	22	10%	Norris			
29	3	10%	Cecil B. Moore			
420	46	11%	Passyunk Homes			
246	28	11%	Mill Creek Apts			
374	43	11%	Wilson Park			
324	42	13%	Abbottsford			
192	24	13%	Spring Garden Apartments			
302	39	13%	Richard Allen			
236	31	13%	Hill Creek Apts			
272	33	13%	Cambridge Plaza			
137	18	13%	Haddington Homes			
495	67	14%	James W. Johnson			
237	33	14%	Raymond Rosen			
182	27	15%	Oxford Village			
119	18	15%	Queen Lane Apartments			
22	4	18%	Haverford			
284	52	18%	Harrison Plaza			
4514	834	18%	Scattered Sites			
232	44	19%	Morton Homes			
95	20	21%	Schuylkill Falls			
31	8	26%	Arlene			
59	22	37%	Champlost			
11,728	1,681	14%	TOTAL			

**Annual Statement/Performance and Evaluation Report  
Capital Fund Part I: Summary**

U.S. Department of Housing  
and Urban Development  
Office of Public and Indian Housing

OMB Approval No. 2577-0157

**HA Name:  
PHILADELPHIA HOUSING AUTHORITY**

**Capital Fund Number:  
PA26P00250100**

**FFY of Grant Approval  
2000**

Original Annual Statement

Reserve for Disasters/Emergencies

Performance and Evaluation Report for Program Year Ending:

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>2</sup>	
		Original	Revised <sup>1</sup>	Obligated	Expended
1	Total Non-CGP Funds				
2	1406 Operations				
3	1408 Management Improvements	10,745,000			
4	1410 Administrative Costs	8,124,250			
5	1411 Audit	0			
6	1415 Liquidated Damages	0			
7	1430 Consultant Fees	2,785,000			
8	1440 Site Acquisition	1,000,000			
9	1450 Site Improvements	5,524,998			
10	1460 Dwelling Structures	43,475,002			
11	1465 Dwelling Equipment	0			
12	1470 Non-Dwelling Space	1,350,000			
13	1475 Non-Dwelling Equipment	1,700,000			
14	1485 Demolition	0			
15	1490 Replacement Reserve	0			
16	1495 Relocation	100,000			
17	1498 New Construction	3,296,183			
18	1502 Contingency	3,142,072			
19	Amt of annual Grant (Sum of lines 2-18)	81,242,505			
20	Amt of line 19 Related to LBP Activities				
21	Amount of line 19 Related to Section 504 Compliance				
22	Amount of line 19 Related to Security				
23	Amt of line 19 Related to Energy Conservation Measures				
Signature of Executive Director and Date:		Signature of Public Housing Director/Office of Native American Programs Administrator & Date:			

<sup>1</sup> To be completed for Performance & Evaluation Report or Revised Annual Statement

<sup>2</sup> To be completed for Performance and Evaluation Report

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
			<b>Management Improvements</b>							
PHA-Wide	000	700167	Resident Services Salaries and Benefits	1408		660,000				
PHA-Wide	000	700787	Lobby Monitors: Program to enhance site security.	1408		550,000				
PHA-Wide	000	700164	Police Staff Salaries and Benefits	1408		3,550,000				
PHA-Wide	000	700169	Drug Elimination Officers Salaries and Benefits	1408		1,225,000				
PHA-Wide	000	700168	PHA Development Staff Manager	1408		80,000				
PHA-Wide	000	700852	Asset Management Certification Training	1408		250,000				
PHA-Wide	000	700162	Resident Newsletter: Consultant assistance in developing effective newsletters for PHA Wide distribution of a resident newsletter and also newsletters for targeted PHA audiences, such as residents affected by relocation. Funding is for consultant services only.	1408		100,000				
PHA-Wide	000	700161	Resident Surveys: Consultant assistance in developing and evaluating resident surveys aimed at identifying areas of management improvements. Funding is for consultant services only.	1408		50,000				
PHA-Wide	000	700176	Computer Software Acquisition, Installation and Training	1408		1,500,000				
PHA-Wide	000	700606	Program Development Specialists: Identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		230,000				
PHA-Wide	000	701485	Resident Outreach: Provide staff to coordinate the provision of social services to develop and strengthen initiatives to create jobs, linkages with local city services, and to recruit businesses and other economic opportunities for public housing residents.	1408		275,000				
PHA-Wide	000	700796	PHA-Wide Staff Training: Staff training for professional skill building.	1408		250,000				
PHA-Wide	000	700366	Vocational/Economic Development	1408		90,000				
PHA-Wide	000	700792	Technical Capital Improvement Planning and Training	1408		25,000				
PHA-Wide	000	700175	Building Trades Staff Skills Training in Carpentry, Electrical and Plumbing:	1408		50,000				
PHA-Wide	000	701096	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		60,000				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
PHA-Wide	000	701093	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		100,000				
PHA-Wide	000	700367	Pre-Apprenticeship Program: Continue Program of Pre-Apprenticeship in Building Trades.	1408		1,500,000				
PHA-Wide	000	700177	Site-Based Management Implementation and Training	1408		100,000				
PHA-Wide	000	700182	Database Management Consultant	1408		100,000				
<b>Total Preliminary Management Improvements Cost</b>						<b>10,745,000</b>				
PHA-Wide	000	700183	Administrative Salaries and Benefits	1410		8,124,250				
<b>Total Preliminary Administrative Cost</b>						<b>8,124,250</b>				
PHA-Wide	000	700185	Planning, Architectural, and Engineering Fees and Professional Services	1430		1,750,000				
PHA-Wide	000	700855	Environmental Issues: LBP Testing and Asbestos Monitoring	1430		1,000,000				
PHA-Wide	000	701082	Termite Investigation	1430	20 Units	35,000				
<b>Total Preliminary Consultant Fees</b>						<b>2,785,000</b>				
PHA-Wide	000	700165	Property Purchases: Acquire properties which provide an opportunity to add to a cohesive neighborhood and are below TDC. Sites to be determined.	1440	10 Units	1,000,000				
<b>Total Property Acquisition</b>						<b>1,000,000</b>				
PHA-Wide	000	700173	Fuel Tank Removal and Replacement	1450	5 Tanks	500,000				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
PHA-Wide	000	700876	Install Back Flow Preventors	1450	Varies	150,000				
PHA-Wide	000	701423	Repair / Replace Exterior Plumbing Lines	1450	6,000 lf	200,000				
PHA-Wide	000	700174	504 Site Modifications/Fair Housing	1450	Varies	200,000				
PHA-Wide	000	700877	Fire Code Compliance (Water Mains and Hydrant)	1450	Varies	275,000				
PHA-Wide	000	700992	Landscaping including Tree Trimming	1450	1000 Trees	1,000,000				
PHA-Wide	000	701099	Concrete and Pavement	1450	250,000 sf	1,000,000				
PHA-Wide	000	701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	65,000 sf	500,000				
PHA-Wide	000	700978	Window Replacement	1460	500 Windows	750,000				
PHA-Wide	000	701434	Roof Repair/Replacement	1460	37,500 sf	750,000				
PHA-Wide	000	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	1,750,000				
PHA-Wide	000	701098	504 Unit Modification/Fair Housing	1460	20 Units	500,000				
PHA-Wide	000	701081	Flooring	1460	20,000 sf	100,000				
PHA-Wide	000	700878	Plumbing Upgrades	1460	375 Units	300,000				
PHA-Wide	000	700875	Electrical Upgrades	1460	125 Units	250,000				
PHA-Wide	000	700874	Combustion Upgrades	1460	500 Units	550,000				
PHA-Wide	000	701095	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	500 Units	400,000				
PHA-Wide	000	700883	Pump Replacement	1460	10 Pumps	100,000				
PHA-Wide	000	701165	Elevator Upgrades	1460	2-4 Elevators	750,000				
PHA-Wide	000	701089	Repair/Replace Metal Handrails and Railings	1460	80 Units	125,000				
PHA-Wide	000	701090	Fire Safety	1460	150 Sprinklers Alarms	150,000				
PHA-Wide	000	700179	Environmental Hazard Abatement	1460	Varies	1,000,000				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
<b>PHA-WIDE DWELLING IMPROVEMENTS</b>						<b>11,300,000</b>				
PHA-Wide	000	701486	Modernization of Non-Dwelling Space for Security Upgrades	1470	2-3 Developments	350,000				
PHA-Wide	000	701463	Equipment for Security Upgrades	1475	2-3 Developments	500,000				
PHA-Wide	000	700614	Telephone Upgrades	1475	10 Sites	100,000				
PHA-Wide	000	700180	Computer Upgrades, GIS and Auto Cadd Equipment	1475		500,000				
PHA-Wide	000	700798	Community Space Furniture and Equipment	1475	20 Sites	200,000				
PHA-Wide	000	701204	Administrative and Field Office Furniture and Equipment	1475	20 Sites	200,000				
PHA-Wide	000	701203	Maintenance Equipment Including Vehicles	1475	4-6 Vehicles	200,000				
<b>PHA-WIDE NON DWELLING EQUIPMENT</b>						<b>2,050,000</b>				
PHA-Wide	000	700854	Relocation	1495		100,000				
PHA-Wide	000	700797	Contingency	1502		3,142,072				
<b>PHA-WIDE SUBTOTAL</b>						<b>38,246,322</b>				
Tasker Homes	002	701060	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	500-560 Units (Phased)	4,000,000				
Tasker Homes	002	701487	<b>Non-Dwelling Structure Modernization:</b> Renovations to the Senior Citizen Center	1470	1 Senior Citizen Center Building	1,000,000				
<b>TASKER HOMES SUBTOTAL PA2-002</b>						<b>5,000,000</b>				
Richard Allen	003	701488	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including redesign of courtyards, tree trimming, repair/replacement of walkways, repair/resurface of parking lot and roadways.	1450	20,000 sq ft	100,000				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Richard Allen	003	701489	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	178 Total Units (Mixed Financing) Phased	1,000,000			
<b>RICHARD ALLEN SUBTOTAL PA2-003</b>						<b>1,100,000</b>			
Scattered Sites	004	700881	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	75 Exterior Unit Sites Improvements	523,695			
Scattered Sites	004	700453	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	75 Units	4,713,252			
Scattered Sites	004	701490	<b>New Development</b>	1498	21 Units	2,196,183			
<b>SCATTERED SITES SUBTOTAL PA2-004</b>						<b>7,433,130</b>			
Scattered Sites	005	701400	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	5,868			
Scattered Sites	005	700454	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	52,817			
<b>SCATTERED SITES SUBTOTAL PA2-005</b>						<b>58,685</b>			
Scattered Sites	012	701401	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	40 Exterior Unit Sites Improvements	277,217			

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Scattered Sites	012	700455	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	40 Units	2,494,955			
<b>SCATTERED SITES SUBTOTAL PA2-012</b>						<b>2,772,172</b>			
Harrison Plaza	015	701495	<b>Occupied Unit Rehab:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to windows, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths.	1460	200 Units	1,000,000			
<b>HARRISON PLAZA PA2-015</b>						<b>1,000,000</b>			
Cambridge Plaza	016	701492	<b>New Development</b>	1498	124 Total Units (Mixed Financing) Phased	1,100,000			
<b>CAMBRIDGE PLAZA SUBTOTAL PA2-016</b>						<b>1,100,000</b>			
Scattered Sites	025	701494	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	2 Exterior Unit Sites Improvements	11,737			
Scattered Sites	025	700456	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	2 Units	105,633			
<b>SCATTERED SITES SUBTOTAL PA2-025</b>						<b>117,370</b>			
Abbotsford	030	701039	<b>Site Improvements:</b> Develop new landscaping, walkways, parking lots and roadways.	1450	40,000 sf	200,000			
Abbotsford	030	701309	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	236 Units (Phased)	4,800,000			

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
<b>ABBOTTSFORD APARTMENTS SUBTOTAL PA2-030</b>						<b>5,000,000</b>			
Whitehall Apartments I	034	701389	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	258 Units (Phased)	6,000,000			
<b>WHITEHALL APARTMENTS I SUBTOTAL PA2-034</b>						<b>6,000,000</b>			
Mill Creek II	041	701496	<b>Occupied Unit Rehab:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to windows, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths.	1460	200 Units	1,000,000			
<b>MILL CREEK II SUBTOTAL PA2-041</b>						<b>1,000,000</b>			
Scattered Sites	060	701409	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	7 Exterior Unit Sites Improvements	48,345			
Scattered Sites	060	700457	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	7 Units	435,108			
<b>SCATTERED SITES SUBTOTAL PA2-060</b>						<b>483,453</b>			
Scattered Sites	067	701410	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	16 Exterior Unit Sites Improvements	115,135			
Scattered Sites	067	700458	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	16 Units	1,036,211			

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
<b>SCATTERED SITES SUBTOTAL PA2-067</b>						<b>1,151,346</b>				
Scattered Sites	069	701411	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	38 Exterior Unit Sites Improvements	268,554				
Scattered Sites	069	700459	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	38 Units	2,416,988				
<b>SCATTERED SITES SUBTOTAL PA2-069</b>						<b>2,685,542</b>				
Scattered Sites	078	701413	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,912				
Scattered Sites	078	700462	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	35,211				
<b>SCATTERED SITES SUBTOTAL PA2-078</b>						<b>39,123</b>				
Scattered Sites	080	701414	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	24 Exterior Unit Sites Improvements	170,745				
Scattered Sites	080	700460	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	24 Units	1,536,712				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
<b>SCATTERED SITES SUBTOTAL PA2-080</b>						<b>1,707,457</b>			
Scattered Sites	081	701415	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	21 Exterior Unit Sites Improvements	144,198			
Scattered Sites	081	700461	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	21 Units	1,297,780			
<b>SCATTERED SITES SUBTOTAL PA2-081</b>						<b>1,441,978</b>			
Germantown House	083	701493	<b>Unit Conversion:</b> Conversion of efficiency units into one bedroom units.	1460	150 Efficiencies Converted to 100 One-Bedroom Units (Phased)	600,000			
<b>GERMANTOWN HOUSE SUBTOTAL PA2-083</b>						<b>600,000</b>			
Scattered Sites	085	701417	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	18 Exterior Unit Sites Improvements	124,915			
Scattered Sites	085	700463	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	18 Units	1,124,239			
<b>SCATTERED SITES SUBTOTAL PA2-085</b>						<b>1,249,154</b>			
Scattered Sites	087	701418	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,912			

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised	Funds Obligated	Funds Expended	Status of Proposed Work
Scattered Sites	087	700464	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	35,211				
<b>SCATTERED SITES SUBTOTAL PA2-087</b>						<b>39,123</b>				
Scattered Sites	088	701419	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	105,913				
Scattered Sites	088	700465	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	953,214				
<b>SCATTERED SITES SUBTOTAL PA2-088</b>						<b>1,059,127</b>				
Scattered Sites	091	701420	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	10 Exterior Unit Sites Improvements	69,304				
Scattered Sites	091	700466	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	10 Units	623,739				
<b>SCATTERED SITES SUBTOTAL PA2-091</b>						<b>693,043</b>				
Scattered Sites	092	701421	<b>Comprehensive Site Improvements.</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	4 Exterior Unit Sites Improvements	26,548				

Annual Statement / Performance and Evaluation Report

U.S. Department of Housing

Capital Fund

PA26P00250100

and Urban Development

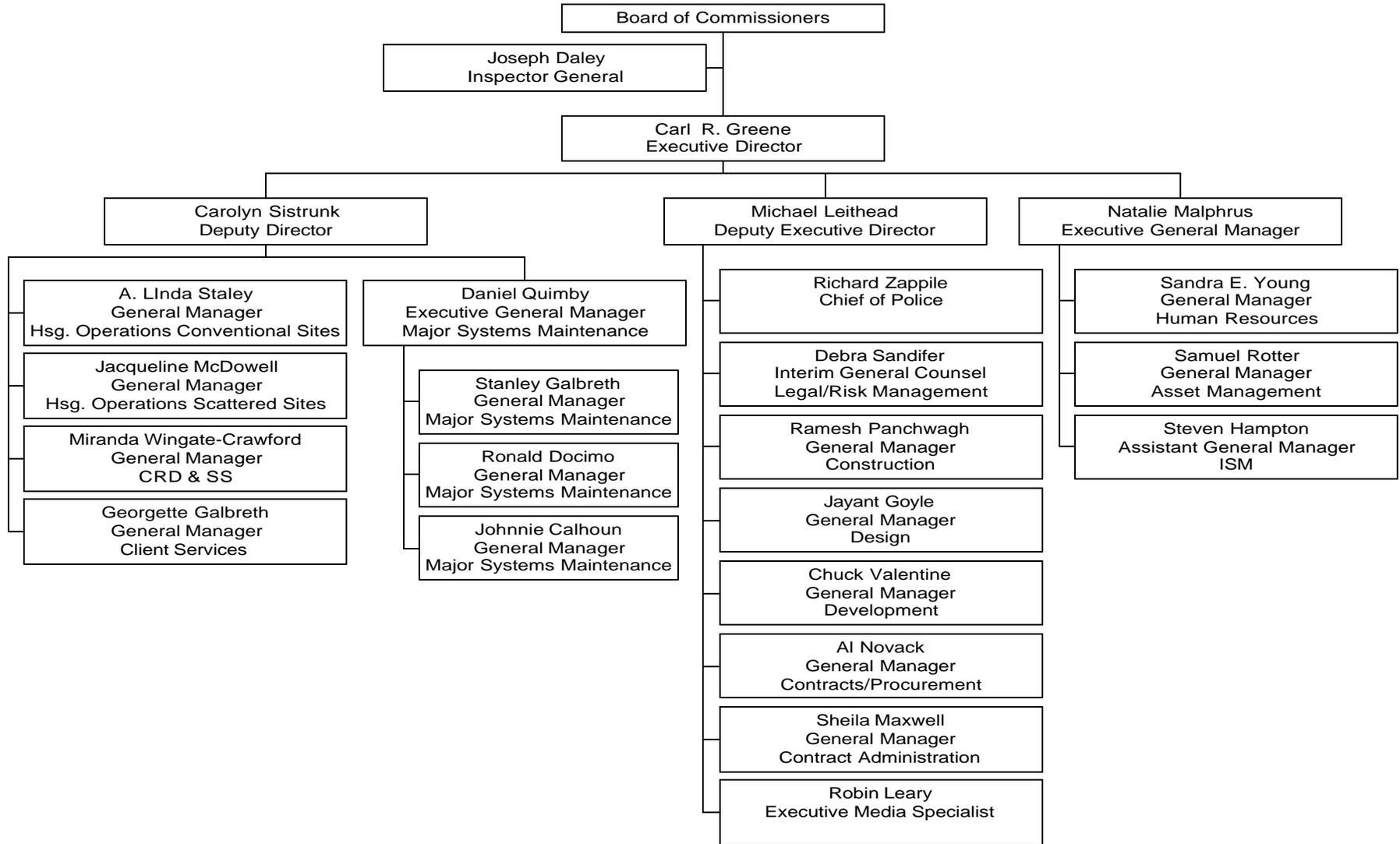
Part II: Supporting Pages

Office of Public and Indian Housing

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Scattered Sites	092	700467	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	4 Units	238,932			
<b>SCATTERED SITES SUBTOTAL PA2-092</b>						<b>265,480</b>			
<b>GRAND TOTAL</b>						<b>81,242,505</b>			

Signature of Executive Director & Date:  X	Signature of Public Housing Director of Native American Programs Administrator & Date:  X
--	---

PHILADELPHIA HOUSING AUTHORITY





**Five Year Action Plan**

**Part I: Summary**

**Capital Fund**

**U.S. Department of Housing  
and Urban Development**

OMB Approval No. 2566-0157 (exp 7/31/98)

Office of Public and Indian Housing

HA Name: Philadelphia Housing Authority				<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION
	Work Statement for CFP 50100 FFY:2000	Work Statement for CFP FFY:2001	Work Statement for CFP FFY:2002	Work Statement for CFP FFY:2003	Work Statement for CFP FFY:2004
A. Development Number / Name					
000 PHA-Wide	11,300,000	10,550,000	11,050,000	11,050,000	11,050,000
<u>Conventional Sites</u>					
	0	1,713,588	700,000	0	0
002 Tasker Homes	5,000,000	4,500,000	4,500,000	4,000,000	4,000,000
003 Richard Allen Homes (Under Modernization)	1,100,000	1,100,000	1,100,000	1,100,000	0
010 Raymond Rosen (Under Modernization)	0	7,000,000	0	0	0
013 Wilson Park (Under Modernization)	0	0	4,000,000	3,500,000	5,000,000
014 Norris Homes High Rise	0	0	0	0	0
015 Harrison Plaza	1,000,000	0	0	0	0
017 Mill Creek I High Rise	0	0	0	0	0
018 Arch Homes	0	0	0	0	0
020 Spring Garden	0	0	0	0	0
021 Schuylkill Falls	0	0	0	0	0
023 Liddonfield I	0	0	0	0	0
024 Queen Lane I	0	0	0	0	0
029 Hill Creek I (Under Modernization)	0	4,000,000	4,000,000	4,000,000	0
030 Abbottsford (Under Modernization)	5,000,000	4,000,000	8,500,000	9,000,000	0
031 Bartram Village	0	0	0	0	0
032 Oxford Village	0	0	0	500,000	0
034 Whitehall Apartments I	6,000,000	6,000,000	8,000,000	0	0
035 Haddington Homes	0	0	0	0	0
036 Martin Luther King Plaza	0	0	0	0	0
037 Morton Homes I	0	0	0	0	0
038 Hill Creek II	0	0	0	0	0
039 Westpark Apartments	0	3,000,000	0	500,000	500,000
040 Norris Homes Low Rise	0	0	0	1,500,000	0
041 Mill Creek II Low Rise	1,000,000	0	0	0	0
042 Champlost Homes	0	0	0	0	0
043 Queen Lane II	0	0	0	400,000	0
045 Mantua Hall	0	0	0	65,879	0

**Five Year Action Plan**

**Part I: Summary**

**Capital Fund**

**U.S. Department of Housing  
and Urban Development**

OMB Approval No. 2566-0157 (exp 7/31/98)

Office of Public and Indian Housing

HA Name: Philadelphia Housing Authority				<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION
	Work Statement for CFP 50100 FFY:2000	Work Statement for CFP FFY:2001	Work Statement for CFP FFY:2002	Work Statement for CFP FFY:2003	Work Statement for CFP FFY:2004
046 Haverford Homes	0	0	0	0	0
049 Morton Homes II	0	0	0	12,143	0
050 Blumberg	0	0	0	3,000,000	3,000,000
052 Passyunk Homes	0	0	0	0	0
055A Parkview	0	0	0	0	0
055B Fairhill	0	0	0	0	0
056 Liddonfield II	0	0	0	0	0
061 Paschall Apartments	0	0	0	0	0
062 Point Breeze	0	0	0	0	0
063 Katie B. Jackson	0	0	0	0	0
064 Whitehall Apartments II	0	0	0	0	0
065 Collegeview	0	0	0	0	0
066 Holmecrest	0	0	0	0	0
076 Emlen Arms	0	0	0	0	0
077 Bentley Hall	0	0	0	0	0
079 Plymouth Hall	0	0	0	0	0
083 Germantown House	600,000	900,000	0	0	0
100 Cecil B. Moore	0	0	0	0	0
104 Arlene Homes	0	0	0	0	0
<i>Conventional Site Subtotal</i>	<i>19,700,000</i>	<i>32,213,588</i>	<i>30,800,000</i>	<i>27,578,022</i>	<i>12,500,000</i>
<u>Scattered Sites</u>					
2004 Scattered Site	5,236,947	3,806,977	4,035,777	5,028,014	9,302,471
2005 Scattered Site	58,685	42,661	45,224	56,343	104,243
2012 Scattered Site	2,772,172	2,015,219	2,136,334	2,661,574	4,924,253
2025 Scattered Site	117,370	85,322	90,450	112,687	208,486
2060 Scattered Site	483,453	351,442	372,566	464,165	858,765
2067 Scattered Site	1,151,346	836,966	887,267	1,105,412	2,045,153
2069 Scattered Site	2,685,542	1,952,244	2,069,573	2,578,399	4,770,371
2078 Scattered Site	39,123	28,441	30,149	37,562	69,495
2080 Scattered Site	1,707,457	1,241,229	1,315,826	1,639,336	3,032,983
2081 Scattered Site	1,441,978	1,048,239	1,111,238	1,384,447	2,561,405

**Five Year Action Plan**  
**Part I: Summary**  
**Capital Fund**

**U.S. Department of Housing  
and Urban Development**

OMB Approval No. 2566-0157 (exp 7/31/98)

Office of Public and Indian Housing

HA Name: Philadelphia Housing Authority				<input checked="" type="checkbox"/> ORIGINAL	<input type="checkbox"/> REVISION
	Work Statement for CFP 50100 FFY:2000	Work Statement for CFP FFY:2001	Work Statement for CFP FFY:2002	Work Statement for CFP FFY:2003	Work Statement for CFP FFY:2004
2085 Scattered Site	1,249,154	908,068	962,642	1,199,317	2,218,892
2087 Scattered Site	39,123	28,441	30,149	37,562	69,495
2088 Scattered Site	1,059,127	769,928	816,200	1,016,871	1,881,343
2091 Scattered Site	693,043	503,804	534,083	665,393	1,231,063
2092 Scattered Site	265,480	192,990	204,594	254,896	471,582
<i>Scattered Site Subtotal</i>	<i>19,000,000</i>	<i>13,811,971</i>	<i>14,642,072</i>	<i>18,241,978</i>	<i>33,750,000</i>
B. Physical Improvements Subtotal (1450, 1460, 1470)	50,000,000	56,575,559	56,492,072	56,870,000	57,300,000
C. Management Improvements (1408)	10,745,000	9,245,000	9,245,000	9,245,000	9,415,000
D. HA-Wide Non-Dwelling Structures and Equipment (1470, 1475)	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
E. Administration (1410)	8,124,250	8,124,250	8,124,250	8,124,250	8,124,250
F. Other (1411,1415,1430,1440,1495,1502)	7,027,072	4,147,696	4,231,183	3,853,255	4,353,255
G. Operations	0	0	0	0	0
H. Demolition (1485)	0	0	0	0	0
I. Replacement Reserve (1490)	0	0	0	0	0
J. Mod Used for New Development (1498)	3,296,183	1,100,000	1,100,000	1,100,000	0
K. Total CGP Funds	81,242,505	81,242,505	81,242,505	81,242,505	81,242,505
L. Total Non-CGP Funds					
<b>M. Grand Total</b>	<b>81,242,505</b>	<b>81,242,505</b>	<b>81,242,505</b>	<b>81,242,505</b>	<b>81,242,505</b>

Signature of Executive Director & Date

Signature of Public Housing Director/Office of Native American Programs Administrator & Date:

Facsimile of Form HUD-52834 (10/96)  
ref Handbook 7485.3

Part II: Supporting Pages

and Urban Development

Management and Physical Needs Work Statements

Office of Public and Indian Housing

Capital Fund

Work Statement for Year 2FFY: 2001

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
			<b>Management Improvements</b>			
	PHA-Wide	000	Resident Services Salaries and Benefits	1408		\$660,000
	PHA-Wide	000	Lobby Monitors: Program to enhance site security.	1408		\$550,000
	PHA-Wide	000	Police Staff Salaries and Benefits	1408		\$3,550,000
	PHA-Wide	000	Drug Elimination Officers Salaries and Benefits	1408		\$1,225,000
	PHA-Wide	000	PHA Development Staff Manager	1408		\$80,000
	PHA-Wide	000	Asset Management Certification Training	1408		\$250,000
	PHA-Wide	000	Resident Newsletter: Consultant assistance in developing effective newsletters for PHA Wide distribution of a resident newsletter and also newsletters for targeted PHA audiences, such as residents affected by relocation. Funding is for consultant services only.	1408		\$100,000
	PHA-Wide	000	Resident Surveys: Consultant assistance in developing and evaluating resident surveys aimed at identifying areas of management improvements. Funding is for consultant services only.	1408		\$50,000
	PHA-Wide	000	Program Development Specialists: Continue to program to identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		\$230,000
	PHA-Wide	000	Resident Outreach: Provide staff to coordinate the provision of social services to develop and strengthen initiatives to create jobs, linkages with local city services, and to recruit businesses and other economic opportunities for public housing residents.	1408		\$275,000
See	PHA-Wide	000	PHA-Wide Staff Training: Staff training for professional skill building.	1408		\$250,000
	PHA-Wide	000	Vocational Economic Development	1408		\$90,000
Annual	PHA-Wide	000	Technical Capital Improvement Planning and Training	1408		\$25,000
	PHA-Wide	000	Building Trades Staff Skills in Carpentry, Electrical and Plumbing	1408		\$50,000
Statement	PHA-Wide	000	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		\$60,000

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		\$100,000
	PHA-Wide	000	Pre-Apprenticeship Program	1408		\$1,500,000
	PHA-Wide	000	Site-Based Management Implementation and Training	1408		\$100,000
	PHA-Wide	000	Database Development/Management: Consultant Services	1408		\$100,000
			<b>Preliminary Management Improvement Costs</b>			<b>\$9,245,000</b>
	PHA-Wide	000	<b>Preliminary Administrative Costs</b>	1410		<b>\$8,124,250</b>
			<b>Consultant Fees</b>			
	PHA-Wide	000	Planning, Architectural, Engineering Fees and Professional Services	1430		\$1,250,000
	PHA-Wide	000	Environmental Services	1430		\$500,000
	PHA-Wide	000	Termite Investigation	1430	20 Units	\$35,000
			<b>Preliminary Consultant Costs</b>			<b>\$1,785,000</b>
	PHA-Wide	000	Site Acquisition	1440	10 Units	\$1,000,000
			<b>Preliminary Site Acquisition</b>			<b>\$1,000,000</b>
	PHA-Wide	000	Fuel Tank Removal and Replacement	1450	10 Tanks	\$500,000
	PHA-Wide	000	Install Backflow Preventors	1450	Varies	\$150,000
		000	Install Exterior Plumbing Lines	1450	6,00 lf	\$200,000
	PHA-Wide	000	504 Site Modifications	1450	Varies	\$200,000
	PHA-Wide	000	Fire Code Compliance (Water Mains and Hydrants)	1450	Varies	\$275,000
	PHA-Wide	000	Landscaping including tree-trimming	1450	750 Trees	\$750,000
	PHA-Wide	000	Concrete and Pavement	1450	187,500 sf	\$750,000
	PHA-Wide	000	Repair building exterior brick and stucco surfaces, caulking and brickpointing	1460	65,000 sf	\$500,000
	PHA-Wide	000	Window Replacement	1460	500 Windows	\$750,000
	PHA-Wide	000	Roof Repair / Replacement	1460	37,500 sf	\$750,000
	PHA-Wide	000	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	\$1,750,000
	PHA-Wide	000	504 Unit Modification/Fair Housing	1460	20 Units	\$500,000
	PHA-Wide	000	Flooring	1460	20,000 sf	\$100,000
	PHA-Wide	000	Plumbing Upgrades	1460	375 Units	\$300,000
	PHA-Wide	000	Electrical Upgrades	1460	125 Units	\$250,000
	PHA-Wide	000	Combustion Upgrades	1460	500 Units	\$550,000
	PHA-Wide	000	HVAC Upgrades	1460	500 Units	\$400,000

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Pump Replacement	1460	10 Pumps	\$100,000
	PHA-Wide	000	Elevator Upgrades	1460	2-4 Elevators	\$750,000
	PHA-Wide	000	Repair/Replace Handrails and Railings	1460	80 Units	\$125,000
	PHA-Wide	000	Fire Safety	1460	150 Sprinklers	\$150,000
	PHA-Wide	000	Hazardous Materials Abatement	1460	Varies	\$750,000
			<b>Preliminary PHA-Wide Site and Dwelling Structure Improvements</b>			<b>\$10,550,000</b>
	PHA-Wide	000	Modernization of Non-Dwelling Space for Security Upgrades	1470	2-3 Developments	\$350,000
	PHA-Wide	000	Equipment for Security Upgrades	1475	2-3 Developments	500,000
	PHA-Wide	000	Telephone Upgrades	1475	10 Sites	100,000
	PHA-Wide	000	Computer Upgrades, GIS and Auto Cadd Equipment	1475		500,000
	PHA-Wide	000	Community Space Furniture and Equipment	1475	20 Sites	200,000
	PHA-Wide	000	Administrative and Field Office Furniture and Equipment	1475	20 Sites	200,000
	PHA-Wide	000	Maintenance Equipment Including Vehicles	1475	8-10 Vehicles	200,000
			<b>Preliminary PHA-Wide Non-Dwelling Equipment and Structures Improvements</b>			<b>\$2,050,000</b>
	PHA-Wide	000	Contingency	1502		\$1,362,696
			<b>TOTAL PHA-WIDE COSTS</b>			<b>\$33,116,946</b>
	Johnson Homes	001	<b>Comprehensive Site Improvements:</b> Replace retaining walls. Repair/replace sidewalks and parking areas.	1450	20,000 sf	\$100,000
	Johnson Homes	001	<b>Non-Dwelling Structure Improvements:</b> Work includes installation of a Community Center elevator and accessibility accommodations.	1470	Community Center	\$1,613,588
			<b>TOTAL FOR JOHNSON HOMES PA-001</b>			<b>\$1,713,588</b>
	Tasker	002	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	200,000 sf	\$1,000,000
	Tasker	002	<b>Comprehensive Unit Modernization:</b> Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	550 Units Phased	\$3,500,000
			<b>TOTAL FOR TASKER HOMES PA-002</b>			<b>\$4,500,000</b>
	Richard Allen	003	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	20,000 sf	\$100,000
	Richard Allen	003	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	178 Total Units (Mixed Financing) Phased	\$1,000,000
			<b>TOTAL FOR RICHARD ALLEN HOMES PA-003</b>			<b>\$1,100,000</b>

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	004	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	54 Exterior Unit Sites Improvements	\$380,698
	Scattered Sites	004	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	54 Units	\$3,426,279
			<b>TOTAL FOR SCATTERED SITES PA-004</b>			<b>\$3,806,977</b>
	Scattered Sites	005	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Site Improvement	\$4,266
	Scattered Sites	005	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	\$38,395
			<b>TOTAL FOR SCATTERED SITES PA-005</b>			<b>\$42,661</b>
	Raymond Rosen	010	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	200,000 sf	\$1,000,000
	Raymond Rosen	010	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	308 Units	\$6,000,000
			<b>RAYMOND ROSEN SUBTOTAL PA-010</b>			<b>\$7,000,000</b>
	Scattered Sites	012	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	29 Exterior Unit Sites Improvements	\$201,521
	Scattered Sites	012	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	29 Units	\$1,813,698
			<b>TOTAL FOR SCATTERED SITES PA-012</b>			<b>\$2,015,219</b>
	Cambridge Plaza	016	<b>New Development</b>	1498	124 Total Units (Mixed Financing) Phased	\$1,100,000
			<b>TOTAL FOR CAMBRIDGE PLAZA PA-016</b>			<b>\$1,100,000</b>

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	025	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Site Improvement	\$8,532
	Scattered Sites	025	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	\$76,790
<b>TOTAL FOR SCATTERED SITES PA-025</b>						<b>\$85,322</b>
	Hill Creek I	029	<b>Comprehensive Unit Modernization:</b> Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	60 Units (Phase II)	\$4,000,000
<b>TOTAL FOR HILL CREEK I PA-029</b>						<b>\$4,000,000</b>
	Abbotsford	030	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	100,000 sf	\$500,000
	Abbotsford	030	<b>Comprehensive Unit Modernization:</b> Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, combustion upgrades, plumbing upgrades, painting, windows, and doors.	1460	236 Units (Phased)	\$3,500,000
<b>TOTAL FOR ABBOTSFORD HOMES PA-030</b>						<b>\$4,000,000</b>
	Whitehall Apt I	034	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	258 Units (Phased)	\$6,000,000
<b>WHITEHALL APARTMENTS SUBTOTAL PA-034</b>						<b>\$6,000,000</b>
	Westpark Apartments	039	<b>Occupied Unit Rehab:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to windows, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths.	1460	327 Units	\$3,000,000
<b>WESTPARK APARTMENTS SUBTOTAL PA-039</b>						<b>\$3,000,000</b>
	Scattered Sites	060	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	5 Exterior Unit Sites Improvements	\$35,142
	Scattered Sites	060	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	5 Units	\$316,300
<b>TOTAL FOR SCATTERED SITES PA-060</b>						<b>\$351,442</b>

**Work Statement for Year 2FFY: 2001**

Work  
Statement for  
Year 1 FFY  
2000

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
Scattered Sites	067	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	12 Exterior Unit Sites Improvements	\$83,697
Scattered Sites	067	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	12 Units	\$753,269
<b>TOTAL FOR SCATTERED SITES PA-067</b>					<b>\$836,966</b>
Scattered Sites	069	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	28 Exterior Unit Sites Improvement	\$195,224
Scattered Sites	069	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	28 Units	\$1,757,020
<b>TOTAL FOR SCATTERED SITES PA-069</b>					<b>\$1,952,244</b>
Scattered Sites	078	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Site Improvement	\$2,844
Scattered Sites	078	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	\$25,597
<b>TOTAL FOR SCATTERED SITES PA-078</b>					<b>\$28,441</b>
Scattered Sites	080	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	18 Exterior Unit Sites Improvements	\$124,123

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	080	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	18 Units	\$1,117,106
			<b>TOTAL FOR SCATTERED SITES PA-080</b>			<b>\$1,241,229</b>
	Scattered Sites	081	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	\$104,824
	Scattered Sites	081	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	\$943,415
			<b>TOTAL FOR SCATTERED SITES PA-081</b>			<b>\$1,048,239</b>
	Germantown House	083	<b>Dwelling Unit Modernization:</b> Conversion of efficiency units into one bedroom units.	1460	150 Efficiencies Converted to 100 One-Bedroom Units (Phased)	900,000
			<b>TOTAL FOR GERMANTOWN HOUSE PA-083</b>			<b>\$900,000</b>
	Scattered Sites	085	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	\$90,807
	Scattered Sites	085	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	\$817,261
			<b>TOTAL FOR SCATTERED SITES PA-087</b>			<b>\$908,068</b>
	Scattered Sites	087	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Site Improvement	\$2,844

**Work Statement for Year 2FFY: 2001**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	087	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	\$25,597
			<b>TOTAL FOR SCATTERED SITES PA-087</b>			<b>\$28,441</b>
	Scattered Sites	088	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	11 Exterior Unit Sites Improvements	\$76,992
	Scattered Sites	088	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	11 Units	\$692,936
			<b>TOTAL FOR SCATTERED SITES PA-088</b>			<b>\$769,928</b>
	Scattered Sites	091	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	7 Exterior Unit Sites Improvements	\$50,380
	Scattered Sites	091	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	7 Units	\$453,424
			<b>TOTAL FOR SCATTERED SITES PA-091</b>			<b>\$503,804</b>
	Scattered Sites	092	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	3 Exterior Unit Sites Improvements	\$19,298
	Scattered Sites	092	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	3 Units	\$173,692



**Five-Year Action Plan**

**U.S. Department of Housing**

OMB Approval No. 2577--0157 (exp.7/31/98)

**Part II: Supporting Pages**

**and Urban Development**

**Management and Physical Needs  
Work Statements**

Office of Public and Indian Housing

**Capital Fund**

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
			<b>Management Improvements</b>			
	PHA-Wide	000	Resident Services Salaries and Benefits	1408		\$660,000
	PHA-Wide	000	Lobby Monitors: Program to enhance site security.	1408		\$550,000
	PHA-Wide	000	Police Staff Salaries and Benefits	1408		\$3,550,000
See	PHA-Wide	000	Drug Elimination Officers Salaries and Benefits	1408		\$1,225,000
	PHA-Wide	000	PHA Development Staff Manager	1408		\$80,000
Annual	PHA-Wide	000	Asset Management Certification Training	1408		\$250,000
	PHA-Wide	000	Resident Newsletter: Consultant assistance in developing effective newsletters for PHA Wide distribution of a resident newsletter and also newsletters for targeted PHA audiences, such as residents affected by relocation. Funding is for consultant services only.	1408		\$100,000
Statement	PHA-Wide	000	Resident Surveys: Consultant assistance in developing and evaluating resident surveys aimed at identifying areas of management improvements. Funding is for consultant services only.	1408		\$50,000
	PHA-Wide	000	Program Development Specialists: Continue to program to identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		\$230,000
	PHA-Wide	000	Resident Outreach: Provide staff to coordinate the provision of social services to develop and strengthen initiatives to create jobs, linkages with local city services, and to recruit businesses and other economic opportunities for public housing residents.	1408		\$275,000
	PHA-Wide	000	PHA-Wide Staff Training: Staff training for professional skill building.	1408		\$250,000
	PHA-Wide	000	Vocational Economic Development	1408		\$90,000
	PHA-Wide	000	Technical Capital Improvement Planning and Training	1408		\$25,000
	PHA-Wide	000	Building Trades Staff Skills in Carpentry, Electrical and Plumbing	1408		\$50,000
	PHA-Wide	000	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		\$60,000

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		\$100,000
	PHA-Wide	000	Pre-Apprenticeship Program	1408		\$1,500,000
	PHA-Wide	000	Site-Based Management Implementation and Training	1408		\$100,000
	PHA-Wide	000	Database Development/Management: Consultant Services	1408		\$100,000
			<b>Preliminary Management Improvement Costs</b>			<b>\$9,245,000</b>
	PHA-Wide	000	<b>Preliminary Administrative Costs</b>	1410		<b>\$8,124,250</b>
			<b>Consultant Fees</b>			
	PHA-Wide	000	Planning, Architectural, Engineering Fees and Professional Services	1430		\$1,250,000
	PHA-Wide	000	Environmental Services	1430		\$1,000,000
	PHA-Wide	000	Termite Investigation	1430	20 Units	\$35,000
			<b>Preliminary Consultant Fees</b>			<b>\$2,285,000</b>
	PHA-Wide	000	Site Acquisition	1440	10 Units	\$1,000,000
						<b>\$1,000,000</b>
	PHA-Wide	000	Fuel Tank Removal and Replacement	1450	5 Tanks	\$500,000
	PHA-Wide	000	Install Backflow Preventors	1450	Varies	\$150,000
	PHA-Wide	000	Install Exterior Plumbing Lines	1450	6,0000 lf	\$200,000
	PHA-Wide	000	504 Site Modifications	1450	Varies	\$200,000
	PHA-Wide	000	Fire Code Compliance (Water Mains and Hydrants)	1450	Varies	\$275,000
	PHA-Wide	000	Landscaping including tree-trimming	1450	1,000 Trees	\$1,000,000
	PHA-Wide	000	Concrete and Pavement	1450	250,000 sf	\$1,000,000
	PHA-Wide	000	Repair building exterior brick and stucco surfaces, caulking and brickpointing	1460	65,000 sf	\$500,000
	PHA-Wide	000	Window Replacement	1460	500 Windows	\$750,000
	PHA-Wide	000	Roof Repair / Replacement	1460	37,500 sf	\$750,000
	PHA-Wide	000	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	\$1,750,000
	PHA-Wide	000	504 Unit Modification/Fair Housing	1460	20 Units	\$500,000
	PHA-Wide	000	Flooring	1460	20,000 sf	\$100,000
	PHA-Wide	000	Plumbing Upgrades	1460	375 Units	\$300,000
	PHA-Wide	000	Electrical Upgrades	1460	125 Units	\$250,000

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Combustion Upgrades	1460	500 Units	\$550,000
	PHA-Wide	000	HVAC Upgrades	1460	500 Units	\$400,000
	PHA-Wide	000	Pump Replacement	1460	10 Pumps	\$100,000
	PHA-Wide	000	Elevator Upgrades	1460	2-4 elevators	\$750,000
	PHA-Wide	000	Repair/Replace Handrails and Railings	1460	80 Units	\$125,000
	PHA-Wide	000	Fire Safety	1460	150 Sprinklers	\$150,000
	PHA-Wide	000	Hazardous Materials Abatement	1460	Varies	\$750,000
			<b>Preliminary PHA-Wide Site and Dwelling Structure Improvements</b>			<b>\$11,050,000</b>
	PHA-Wide	000	Modernization of Non-Dwelling Space for Security Upgrades	1470	2-3 Developments	\$350,000
	PHA-Wide	000	Equipment for Security Upgrades	1475	2-3 Developments	500,000
	PHA-Wide	000	Telephone Upgrades	1475	10 sites	100,000
	PHA-Wide	000	Computer Upgrades, GIS and Auto Cadd Equipment	1475		500,000
	PHA-Wide	000	Community Space Furniture and Equipment	1475	20 Sites	200,000
	PHA-Wide	000	Administrative and Field Office Furniture and Equipment	1475	20 Sites	200,000
	PHA-Wide	000	Maintenance Equipment Including Vehicles	1475	4-6 Vehicles	200,000
			<b>Preliminary PHA-Wide Non-Dwelling Equipment and Structures Improvements</b>			<b>\$2,050,000</b>
	PHA-Wide	000	Contingency	1502		\$946,183
			<b>TOTAL PHA-WIDE COSTS</b>			<b>\$33,700,433</b>
	Johnson Homes	001	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	70,000 sf	\$700,000
			<b>TOTAL FOR JOHNSON HOMES PA-001</b>			<b>\$700,000</b>
	Tasker	002	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	200,000 sf	\$1,000,000
	Tasker	002	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	500-560 Units (Phased)	\$3,500,000
			<b>TOTAL FOR TASKER HOMES PA-002</b>			<b>\$4,500,000</b>
	Richard Allen	003	Comprehensive Site Improvements: Work includes items listed on the Physical Needs Assessment	1450	20,000 sf	\$100,000
	Richard Allen	003	Comprehensive Unit Modernization: Work includes items listed on the Physical Needs Assessment.	1460	178 Total Units (Mixed Financing) Phased	1,000,000
			<b>TOTAL FOR RICHARD ALLEN HOMES PA-003</b>			<b>\$1,100,000</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	004	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	58 Exterior Unit Sites Improvements	\$403,578
	Scattered Sites	004	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	58 Units	3,632,199
			<b>TOTAL FOR SCATTERED SITES PA-004</b>			<b>4,035,777</b>
	Scattered Sites	005	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	\$4,522
	Scattered Sites	005	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	40,702
			<b>TOTAL FOR SCATTERED SITES PA-005</b>			<b>\$45,224</b>
	Scattered Sites	012	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	31 Exterior Unit Sites Improvements	213,633
	Scattered Sites	012	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	31 Units	1,922,701
			<b>TOTAL FOR SCATTERED SITES PA-012</b>			<b>2,136,334</b>
	Wilson	013	<b>Comprehensive Unit Renovation:</b> Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	295 Units (Phased)	4,000,000
			<b>TOTAL FOR WILSON PARK PA-013</b>			<b>4,000,000</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Cambridge Plaza	016	New Development	1498	124 Total Units (Mixed Financing) Phased	1,100,000
	<b>CAMBRIDGE PLAZA SUBTOTAL PA-016</b>					<b>1,100,000</b>
	Scattered Sites	025	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	9,045
	Scattered Sites	025	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	81,405
	<b>TOTAL FOR SCATTERED SITES PA-025</b>					<b>90,450</b>
	Hill Creek I	029	Comprehensive Dwelling Structure Modernization: Work includes items listed on the Physical Needs Assessment.	1460	60 Units (Phased)	4,000,000
	<b>TOTAL FOR HILL CREEK I PA-029</b>					<b>4,000,000</b>
	Abbottsford	030	Comprehensive Unit Renovation Phase III: Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	236 Units (Phased)	8,500,000
	<b>TOTAL FOR ABBOTTSFORD HOMES PA-030</b>					<b>8,500,000</b>
	Whitehall Apt I	034	Comprehensive Dwelling Structure Modernization: Work includes items listed on the Physical Needs Assessment.	1460	258 Units (Phased)	8,000,000
	<b>WHITEHALL APARTMENTS I PA-034</b>					<b>8,000,000</b>
	Scattered Sites	060	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	5 Exterior Unit Sites Improvements	37,256
	Scattered Sites	060	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	5 Units	335,310
	<b>TOTAL FOR SCATTERED SITES PA-060</b>					<b>372,566</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	067	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	13 Exterior Unit Sites Improvements	88,726
	Scattered Sites	067	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	13 Units	798,541
			<b>TOTAL FOR SCATTERED SITES PA-067</b>			<b>887,267</b>
	Scattered Sites	069	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	30 Exterior Unit Sites Improvements	206,957
	Scattered Sites	069	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	30 Units	1,862,616
			<b>TOTAL FOR SCATTERED SITES PA-069</b>			<b>2,069,573</b>
	Scattered Sites	078	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,014
	Scattered Sites	078	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	27,135
			<b>TOTAL FOR SCATTERED SITES PA-78</b>			<b>30,149</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	080	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	19 Exterior Unit Sites Improvements	131,582
	Scattered Sites	080	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	19 Units	1,184,244
			<b>TOTAL FOR SCATTERED SITES PA-080</b>			<b>1,315,826</b>
	Scattered Sites	081	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	16 Exterior Unit Sites Improvements	111,124
	Scattered Sites	081	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	16 Units	1,000,114
			<b>TOTAL FOR SCATTERED SITES PA-081</b>			<b>1,111,238</b>
	Scattered Sites	085	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	14 Exterior Unit Sites Improvements	96,264
	Scattered Sites	085	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	14 Units	866,378
			<b>TOTAL FOR SCATTERED SITES PA-085</b>			<b>962,642</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	087	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,014
	Scattered Sites	087	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	27,135
			<b>TOTAL FOR SCATTERED SITES PA-087</b>			<b>30,149</b>
	Scattered Sites	088	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	12 Exterior Unit Sites Improvements	81,620
	Scattered Sites	088	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	12 Units	734,580
			<b>TOTAL FOR SCATTERED SITES PA-088</b>			<b>816,200</b>
	Scattered Sites	091	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	8 Exterior Unit Sites Improvements	53,408
	Scattered Sites	091	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	8 Units	480,675
			<b>TOTAL FOR SCATTERED SITES PA-091</b>			<b>534,083</b>

**Work Statement for Year 3 FFY: 2002**

Work Statement for Year 1 FFY 2000	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	092	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	3 Exterior Unit Sites Improvements	20,458
	Scattered Sites	092	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	3 Units	184,136
<b>TOTAL FOR SCATTERED SITES PA-092</b>						<b>204,594</b>
<b>YEAR THREE PRELIMINARY GRAND TOTAL</b>						<b>81,242,505</b>

Part II and III: Supporting Pages

and Urban Development

Management and Physical Needs  
Work Statements

Office of Public and Indian Housing

Capital Fund

Work Statement for Year 4 FFY: 2003

Work Statement for Year 1 FFY 2000	Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
	PHA-Wide	000	<b>Management Improvements</b>			
	PHA-Wide	000	Resident Services Salaries and Benefits	1408		\$660,000
	PHA-Wide	000	Lobby Monitors: Program to enhance site security.	1408		\$550,000
	PHA-Wide	000	Police Staff Salaries and Benefits	1408		\$3,550,000
See	PHA-Wide	000	Drug Elimination Officers Salaries and Benefits	1408		\$1,225,000
	PHA-Wide	000	PHA Development Staff Manager	1408		\$80,000
Annual	PHA-Wide	000	Asset Management Certification Training	1408		\$250,000
	PHA-Wide	000	Resident Newsletter: Consultant assistance in developing effective newsletters for PHA Wide distribution of a resident newsletter and also newsletters for targeted PHA audiences, such as residents affected by relocation. Funding is for consultant services only.	1408		\$100,000
Statement	PHA-Wide	000	Resident Surveys: Consultant assistance in developing and evaluating resident surveys aimed at identifying areas of management improvements. Funding is for consultant services only.	1408		\$50,000
	PHA-Wide	000	Program Development Specialists: Continue to program to identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		\$230,000
	PHA-Wide	000	Resident Outreach: Provide staff to coordinate the provision of social services to develop and strengthen initiatives to create jobs, linkages with local city services, and to recruit businesses and other economic opportunities for public housing residents.	1408		\$275,000
	PHA-Wide	000	PHA-Wide Staff Training: Staff training for professional skill building.	1408		\$250,000
	PHA-Wide	000	Vocational Economic Development	1408		\$90,000
	PHA-Wide	000	Technical Capital Improvement Planning and Training	1408		\$25,000
	PHA-Wide	000	Building Trades Staff Skills in Carpentry, Electrical and Plumbing	1408		\$50,000
	PHA-Wide	000	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		\$60,000

**Work Statement for Year 4 FFY: 2003**

Work Statement for Year 1 FFY 2000	Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		\$100,000
	PHA-Wide	000	Pre-Apprenticeship Program	1408		\$1,500,000
	PHA-Wide	000	Site-Based Management Implementation and Training	1408		\$100,000
	PHA-Wide	000	Database Development/Management: Consultant Services	1408		\$100,000
			<b>Preliminary Management Improvement Costs</b>			<b>\$9,245,000</b>
	PHA-Wide		<b>Preliminary Administrative Costs</b>	1410		<b>\$8,124,250</b>
			<b>Consultant Fees</b>			
	PHA-Wide	000	Planning, Architectural, Engineering Fees and Professional Services	1430		\$1,250,000
	PHA-Wide	000	Environmental Services	1430		\$1,000,000
	PHA-Wide	000	Termite Investigation	1430	20 Sites	\$35,000
			<b>Preliminary Consultant Fees</b>			<b>\$2,285,000</b>
	PHA-Wide	000	Site Acquisition	1440	10 Units	\$1,000,000
			<b>Preliminary Site Acquisition</b>			<b>\$1,000,000</b>
	PHA-Wide	000	Fuel Tank Removal and Replacement	1450	5 Tanks	\$500,000
	PHA-Wide	000	Install Backflow Preventors	1450	Varies	\$150,000
	PHA-Wide	000	Install Exterior Plumbing Lines	1450	6,000 lf	\$200,000
	PHA-Wide	000	504 Site Modifications	1450	Varies	\$200,000
	PHA-Wide	000	Fire Code Compliance (Water Mains and Hydrants)	1450	Varies	\$275,000
	PHA-Wide	000	Landscaping including tree-trimming	1450	1,000 Trees	\$1,000,000
	PHA-Wide	000	Concrete and Pavement	1450	250,000 sf	\$1,000,000
	PHA-Wide	000	Repair building exterior brick and stucco surfaces, caulking and brickpointing	1460	65,000 sf	\$500,000
	PHA-Wide	000	Window Replacement	1460	500 Windows	\$750,000
	PHA-Wide	000	Roof Repair / Replacement	1460	37,500 sf	\$750,000
	PHA-Wide	000	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	\$1,750,000

**Work Statement for Year 4 FFY: 2003**

Work Statement  
for Year 1 FFY  
2000

Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
PHA-Wide	000	504 Unit Modification/Fair Housing	1460	20 Units	\$500,000
PHA-Wide	000	Flooring	1460	20,000 sf	\$100,000
PHA-Wide	000	Plumbing Upgrades	1460	375 Units	\$300,000
PHA-Wide	000	Electrical Upgrades	1460	125 Units	\$250,000
PHA-Wide	000	Combustion Upgrades	1460	500 Units	\$550,000
PHA-Wide	000	HVAC Upgrades	1460	500 Units	\$400,000
PHA-Wide	000	Pump Replacement	1460	10 Pumps	\$100,000
PHA-Wide	000	Elevator Upgrades	1460	2-4 Elevators	\$750,000
PHA-Wide	000	Repair/Replace Handrails and Railings	1460	80 Units	\$125,000
PHA-Wide	000	Fire Safety	1460	150 Sprinklers	\$150,000
PHA-Wide	000	Hazardous Materials Abatement	1460	Varies	\$750,000
<b>Preliminary PHA-Wide Site and Dwelling Structure Improvements</b>					<b>\$11,050,000</b>
PHA-Wide	000	Modernization of Non-Dwelling Space for Security Upgrades	1470	2-3 Developments	\$350,000
PHA-Wide	000	Equipment for Security Upgrades	1475	2-3 Developments	500,000
PHA-Wide	000	Telephone Upgrades	1475	10 Sites	100,000
PHA-Wide	000	Computer Upgrades, GIS and Auto Cadd Equipment	1475		500,000
PHA-Wide	000	Community Space Furniture and Equipment	1475	20 Sites	200,000
PHA-Wide	000	Administrative and Field Office Furniture and Equipment	1475	20 Sites	200,000
PHA-Wide	000	Maintenance Equipment Including Vehicles	1475	4-6 Vehicles	200,000
<b>Preliminary PHA-Wide Non-Dwelling Equipment and Structures Improvements</b>					<b>\$2,050,000</b>
PHA-Wide	000	Contingency	1502		\$568,255
<b>Total PHA-Wide Improvements</b>					<b>32,754,250</b>
Tasker Homes	002	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	200,000 sf	1,000,000
Tasker Homes	002	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	500-560 Units (Phased)	3,000,000
<b>TOTAL FOR TASKER HOMES PA-002</b>					<b>4,000,000</b>
Richard Allen Homes	003	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment	1450	20,000 sf	100,000
Richard Allen Homes	003	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	178 Total Units (Mixed Financing) Phased	1,000,000
<b>RICHARD ALLEN HOMES PA-003</b>					<b>1,100,000</b>

**Work Statement for Year 4 FFY: 2003**

Work Statement for Year 1 FFY 2000	Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
	Scattered Sites	004	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	72 Exterior Unit Sites Improvements	502,801
	Scattered Sites	004	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	72 Units	4,525,213
			<b>TOTAL FOR SCATTERED SITES PA-004</b>			<b>5,028,014</b>
	Scattered Sites	005	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	5,634
	Scattered Sites	005	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	50,709
			<b>TOTAL FOR SCATTERED SITES PA-005</b>			<b>56,343</b>
	Scattered Sites	012	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	38 Exterior Unit Sites Improvements	266,157
	Scattered Sites	012	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	38 Units	2,395,417
			<b>TOTAL FOR SCATTERED SITES PA-012</b>			<b>2,661,574</b>

**Work Statement for Year 4 FFY: 2003**

Work Statement for Year 1 FFY 2000	Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
	Wilson Park	013	<b>Comprehensive Unit Modernization:</b> Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	295 Units (Phased)	3,500,000
			<b>TOTAL FOR WILSON PARK PA-013</b>			<b>3,500,000</b>
	Cambridge Plaza	016	<b>New Development</b>	1498	124 Total Units (Mixed Financing) Phased	1,100,000
			<b>CAMBRIDGE PLAZA SUBTOTAL PA-016</b>			<b>1,100,000</b>
	Scattered Sites	025	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	2 Exterior Unit Sites Improvement	11,268
	Scattered Sites	025	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	2 Units	101,419
			<b>TOTAL FOR SCATTERED SITES PA-025</b>			<b>112,687</b>
	Hill Creek I	029	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.	1460	60 Units	4,000,000
			<b>TOTAL FOR HILL CREEK I PA-029</b>			<b>4,000,000</b>
	Abbottsford	030	<b>Comprehensive Unit Renovation/Phase IV:</b> Work includes LBP abatement, kitchens, bathrooms, living areas, floors, walls, ceilings, electrical upgrades, heating upgrades, plumbing upgrades, painting, windows, and doors.	1460	236 Units (Phased)	9,000,000
			<b>TOTAL FOR ABBOTTSFORD PA-030</b>			<b>9,000,000</b>
	Oxford Village	032	<b>Kitchen Upgrades:</b> Work corresponds to items listed on the Physical Needs Assessment including new kitchen cabinets, countertops, recirculating range hoods, replace kitchen ranges as needed.	1460	200 Units	500,000
			<b>OXFORD VILLAGE SUBTOTAL PA-032</b>			<b>500,000</b>
	Westpark Apartments	039	<b>Security Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment.	1470	1 Development	500,000
			<b>WESTPARK APARTMENTS</b>			<b>500,000</b>

**Work Statement for Year 4 FFY: 2003**

Work Statement  
for Year 1 FFY  
2000

Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
Norris Homes Low Rise	040	<b>Comprehensive Site Improvements:</b> Provide upgrades in landscaping, walkways, and parking areas.	1450	300,00 sf	1,500,000
<b>TOTAL FOR NORRIS APARTMENTS PA-040</b>					<b>1,500,000</b>
Queen Lane II	043	<b>Security Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment.	1460	1 Development	400,000
<b>TOTAL FOR QUEEN LANE II</b>					<b>400,000</b>
Mantua Hall	045	<b>Roof Repair / Replacement:</b> Work corresponds to items listed on the Physical Needs Assessment.	1460	6,000 sf	\$65,879
<b>MANTUA HALL SUBTOTAL PA-045</b>					<b>\$65,879</b>
Morton Homes II	049	<b>Roof Repair / Replacement:</b> Work corresponds to items listed on the Physical Needs Assessment.	1460	1,000 sf	12,143
<b>TOTAL FOR MORTON HOMES II PA-049</b>					<b>12,143</b>
Blumberg	050	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	30 Units (Phased)	3,000,000
<b>TOTAL FOR BLUMBERG PA-050</b>					<b>3,000,000</b>
Scattered Sites	060	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	7 Exterior Unit Sites Improvements	46,416
Scattered Sites	060	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	7 Units	417,749
<b>TOTAL FOR SCATTERED SITES PA-060</b>					<b>464,165</b>
Scattered Sites	067	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	16 Exterior Unit Sites Improvements	110,541

**Work Statement for Year 4 FFY: 2003**

Work Statement  
for Year 1 FFY  
2000

Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
Scattered Sites	067	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	16 Units	994,871
<b>TOTAL FOR SCATTERED SITES PA-067</b>					<b>1,105,412</b>
Scattered Sites	069	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	37 Exterior Unit Sites Improvements	257,839
Scattered Sites	069	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	37 Units	2,320,560
<b>TOTAL FOR SCATTERED SITES PA-069</b>					<b>2,578,399</b>
Scattered Sites	078	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,756
Scattered Sites	078	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	33,806
<b>TOTAL FOR SCATTERED SITES PA-078</b>					<b>37,562</b>
Scattered Sites	080	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	23 Exterior Unit Sites Improvements	163,933

**Work Statement for Year 4 FFY: 2003**

Work Statement for Year 1 FFY 2000	Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
	Scattered Sites	080	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	23 Units	1,475,403
			<b>TOTAL FOR SCATTERED SITES PA-080</b>			<b>1,639,336</b>
	Scattered Sites	081	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	20 Exterior Unit Sites Improvements	138,444
	Scattered Sites	081	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	20 Units	1,246,003
			<b>TOTAL FOR SCATTERED SITES PA-081</b>			<b>1,384,447</b>
	Scattered Sites	085	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	17 Exterior Unit Sites Improvements	119,931
	Scattered Sites	085	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	17 Units	1,079,386
			<b>TOTAL FOR SCATTERED SITES PA-085</b>			<b>1,199,317</b>
	Scattered Sites	087	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,756

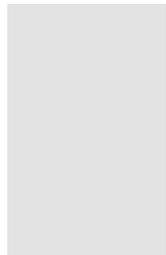
**Work Statement for Year 4 FFY: 2003**

Work Statement  
for Year 1 FFY  
2000

Devel Name	Devel Number	General Description of Major Work Categories	Devel Acct #	Quantity	Estimated Cost
Scattered Sites	087	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	33,806
<b>TOTAL FOR SCATTERED SITES PA-087</b>					<b>37,562</b>
Scattered Sites	088	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	101,687
Scattered Sites	088	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	915,184
<b>TOTAL FOR SCATTERED SITES PA-088</b>					<b>1,016,871</b>
Scattered Sites	091	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	10 Exterior Unit Sites Improvements	66,539
Scattered Sites	091	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	10 Units	598,854
<b>TOTAL FOR SCATTERED SITES PA-091</b>					<b>665,393</b>
Scattered Sites	092	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	4 Exterior Unit Sites Improvement	25,488

**Work Statement for Year 4 FFY: 2003**

Work Statement for Year 1 FFY 2000  
 Devel Name



Scattered Sites

Devel Number

092

General Description of Major Work Categories

**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.

Devel Acct #

1460

Quantity

4 Units

Estimated Cost

229,408

**TOTAL FOR SCATTERED SITES PA-092**  
**YEAR FOUR PRELIMINARY GRAND TOTAL**

**254,896**  
**81,242,505**

Parts II and III: Supporting Pages

and Urban Development

Management and Physical Needs Work Statements

Office of Public and Indian Housing

Capital Fund

Work Statement for Year 5 FFY: 2004

	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
<b>Work Statement for Year 1 FFY 2000</b>						
	PHA-Wide	000	<b>Management Improvements</b>			
See	PHA-Wide	000	Resident Services Salaries and Benefits	1408		\$660,000
	PHA-Wide	000	Lobby Monitors: Program to enhance site security.	1408		\$550,000
Annual	PHA-Wide	000	Police Staff Salaries and Benefits	1408		\$3,550,000
	PHA-Wide	000	Drug Elimination Officers Salaries and Benefits	1408		\$1,225,000
Statement	PHA-Wide	000	PHA Development Staff Manager	1408		\$250,000
	PHA-Wide	000	Asset Management Certification Training	1408		\$250,000
	PHA-Wide	000	Resident Newsletter: Consultant assistance in developing effective newsletters for PHA Wide distribution of a resident newsletter and also newsletters for targeted PHA audiences, such as residents affected by relocation. Funding is for consultant services only.	1408		\$100,000
	PHA-Wide	000	Resident Surveys: Consultant assistance in developing and evaluating resident surveys aimed at identifying areas of management improvements. Funding is for consultant services only.	1408		\$50,000
	PHA-Wide	000	Program Development Specialists: Continue to program to identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		\$230,000
	PHA-Wide	000	Resident Outreach: Provide staff to coordinate the provision of social services to develop and strengthen initiatives to create jobs, linkages with local city services, and to recruit businesses and other economic opportunities for public housing residents.	1408		\$275,000
	PHA-Wide	000	PHA-Wide Staff Training: Staff training for professional skill building.	1408		\$250,000
	PHA-Wide	000	Vocational Economic Development	1408		\$90,000
	PHA-Wide	000	Technical Capital Improvement Planning and Training	1408		\$25,000
	PHA-Wide	000	Building Trades Staff Skills in Carpentry, Electrical and Plumbing	1408		\$50,000
	PHA-Wide	000	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		\$60,000

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
PHA-Wide	000	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		\$100,000
PHA-Wide	000	Pre-Apprenticeship Program	1408		\$1,500,000
PHA-Wide	000	Site-Based Management Implementation and Training	1408		\$100,000
PHA-Wide	000	Database Development/Management: Consultant Services	1408		\$100,000
<b>Preliminary Management Improvement Costs</b>					<b>\$9,415,000</b>
			<b>Preliminary Administrative Costs</b>	1410	<b>\$8,124,250</b>
<b>Consultant Fees</b>					
PHA-Wide	000	Planning, Architectural, Engineering Fees and Professional Services	1430		\$1,250,000
PHA-Wide	000	Environmental Services	1430		\$1,000,000
PHA-Wide	000	Termite Investigation	1430	20 Units	\$35,000
<b>Preliminary Consultant Fees</b>					<b>\$2,285,000</b>
PHA-Wide	000	Site Acquisition	1440	10 Units	\$1,000,000
<b>Preliminary Site Acquisition</b>					<b>\$1,000,000</b>
PHA-Wide	000	Fuel Tank Removal and Replacement	1450	5 Tanks	\$500,000
PHA-Wide	000	Install Backflow Preventors	1450	Varies	\$150,000
PHA-Wide	000	Install Exterior Plumbing Lines	1450	6,000 lf	\$200,000
PHA-Wide	000	504 Site Modifications	1450	Varies	\$200,000
PHA-Wide	000	Fire Code Compliance (Water Mains and Hydrants)	1450	Varies	\$275,000
PHA-Wide	000	Landscaping including tree-trimming	1450	1,000 Trees	\$1,000,000
PHA-Wide	000	Concrete and Pavement	1450	250,000 sf	\$1,000,000
PHA-Wide	000	Repair building exterior brick and stucco surfaces, caulking and brickpointing	1460	65,000 sf	\$500,000
PHA-Wide	000	Window Replacement	1460	500 Windows	\$750,000
PHA-Wide	000	Roof Repair / Replacement	1460	37,500 sf	\$750,000
PHA-Wide	000	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	\$1,750,000
PHA-Wide	000	504 Unit Modification/Fair Housing	1460	20 Units	\$500,000
PHA-Wide	000	Flooring	1460	20,000 sf	\$100,000
PHA-Wide	000	Plumbing Upgrades	1460	375 Units	\$300,000
PHA-Wide	000	Electrical Upgrades	1460	125 Units	\$250,000
PHA-Wide	000	Combustion Upgrades	1460	500 Units	\$550,000
PHA-Wide	000	HVAC Upgrades	1460	500 Units	\$400,000
PHA-Wide	000	Pump Replacement	1460	10 Pumps	\$100,000

**Work Statement for Year 5 FFY: 2004**

	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost	
<b>Work Statement for Year 1 FFY 2000</b>	PHA-Wide	000	Elevator Upgrades	1460	2-4 Elevators	\$750,000	
	PHA-Wide	000	Repair/Replace Handrails and Railings	1460	80 Units	\$125,000	
	PHA-Wide	000	Fire Safety	1460	150 sprinklers	\$150,000	
	PHA-Wide	000	Hazardous Materials Abatement	1460	Varies	\$750,000	
	<b>Preliminary PHA-Wide Site and Dwelling Structure Improvements</b>						<b>\$11,050,000</b>
	PHA-Wide	000	Modernization of Non-Dwelling Space for Security Upgrades	1470	2-3 Developments	\$350,000	
	PHA-Wide	000	Equipment for Security Upgrades	1475	2-3 developments	500,000	
	PHA-Wide	000	Telephone Upgrades	1475	10 Sites	100,000	
	PHA-Wide	000	Computer Upgrades, GIS and Auto Cadd Equipment	1475	Varies	500,000	
	PHA-Wide	000	Community Space Furniture and Equipment	1475	20 Sites	200,000	
	PHA-Wide	000	Administrative and Field Office Furniture and Equipment	1475	20 Sites	200,000	
	PHA-Wide	000	Maintenance Equipment Including Vehicles	1475	4-6 Vehicles	200,000	
	<b>Preliminary PHA-Wide Non-Dwelling Equipment and Structures Improvements</b>						<b>\$2,050,000</b>
	PHA-Wide	000	Contingency	1502		\$1,068,255	
	<b>Total PHA-Wide Improvements</b>						<b>34,992,505</b>
	Tasker Homes	002	<b>Comprehensive Site Improvements:</b> Work includes items listed on the Physical Needs Assessment		1450	200,000 sf	1,000,000
	Tasker Homes	002	<b>Comprehensive Unit Modernization:</b> Work includes items listed on the Physical Needs Assessment.		1460	500-560 Units (Phased)	3,000,000
	<b>TOTAL FOR TASKER HOMES PA-002</b>						<b>4,000,000</b>
	Scattered Sites	004	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.		1450	133 Exterior Unit Sites Improvements	930,247
	Scattered Sites	004	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.		1460	133 Units	8,372,224
	<b>TOTAL FOR SCATTERED SITES PA-004</b>						<b>9,302,471</b>

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
Work Statement for Year 1 FFY 2000					
Scattered Sites	005	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	10,424
Scattered Sites	005	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	93,819
<b>TOTAL FOR SCATTERED SITES PA-005</b>					<b>104,243</b>
Scattered Sites	012	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	70 Exterior Unit Sites Improvements	492,425
Scattered Sites	012	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	70 Units	4,431,828
<b>TOTAL FOR SCATTERED SITES PA-012</b>					<b>4,924,253</b>
Wilson Park	013	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	50 Units	5,000,000
<b>TOTAL FOR WILSON PARK PA-013</b>					<b>5,000,000</b>
Scattered Sites	025	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	3 Exterior Unit Sites Improvements	20,848
Scattered Sites	025	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	3 Units	187,638
<b>TOTAL FOR SCATTERED SITES PA-025</b>					<b>208,486</b>

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
Westpark Apartments	039	<b>Security Improvements:</b> Install buiding security system.	1470	1 Development	500,000
<b>WESTPARK APARTMENTS</b>					<b>500,000</b>
Blumberg	050	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	30 Units (Phased)	3,000,000
<b>TOTAL FOR BLUMBERG PA-050</b>					<b>3,000,000</b>
Scattered Sites	060	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	12 Exterior Unit Sites Improvements	85,876
Scattered Sites	060	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	12 Units	772,889
<b>TOTAL FOR SCATTERED SITES PA-060</b>					<b>858,765</b>
Scattered Sites	067	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	29 Exterior Unit Sites Improvements	204,515
Scattered Sites	067	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	29 Units	1,840,638
<b>TOTAL FOR SCATTERED SITES PA-067</b>					<b>2,045,153</b>
Scattered Sites	069	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	68 Exterior Unit Sites Improvements	477,037

Work Statement  
 for Year 1  
 FFY 2000

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
Scattered Sites	069	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	68 Units	4,293,334
<b>TOTAL FOR SCATTERED SITES PA-069</b>					<b>4,770,371</b>
Scattered Sites	078	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	6,949
Scattered Sites	078	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	62,546
<b>TOTAL FOR SCATTERED SITES PA-078</b>					<b>69,495</b>
Scattered Sites	080	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	43 Exterior Unit Sites Improvements	303,298
Scattered Sites	080	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	43 Units	2,729,685
<b>TOTAL FOR SCATTERED SITES PA-080</b>					<b>3,032,983</b>
Scattered Sites	081	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	37 Exterior Unit Sites Improvements	256,140
Scattered Sites	081	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	37 Units	2,305,265
<b>TOTAL FOR SCATTERED SITES PA-081</b>					<b>2,561,405</b>

Work Statement  
for Year 1  
FFY 2000

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
Scattered Sites	085	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	32 Exterior Unit Sites Improvements	221,889
Scattered Sites	085	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	32 Units	1,997,003
<b>TOTAL FOR SCATTERED SITES PA-085</b>					<b>2,218,892</b>
Scattered Sites	087	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	6,949
Scattered Sites	087	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	62,546
<b>TOTAL FOR SCATTERED SITES PA-087</b>					<b>69,495</b>
Scattered Sites	088	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	27 Exterior Unit Sites Improvements	188,134
Scattered Sites	088	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	27 Units	1,693,209
<b>TOTAL FOR SCATTERED SITES PA-088</b>					<b>1,881,343</b>
Scattered Sites	091	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	18 Exterior Unit Sites Improvements	123,106

Work Statement  
for Year 1  
FFY 2000

**Work Statement for Year 5 FFY: 2004**

Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost	
<b>Work Statement for Year 1 FFY 2000</b>	Scattered Sites	091	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	18 Units	1,107,957
	<b>TOTAL FOR SCATTERED SITES PA-091</b>					<b>1,231,063</b>
	Scattered Sites	092	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	7 Exterior Unit Sites Improvements	47,157
	Scattered Sites	092	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	7 Units	424,425
	<b>TOTAL FOR SCATTERED SITES PA-092</b>					<b>471,582</b>
<b>YEAR FIVE PRELIMINARY GRAND TOTAL</b>					<b>81,242,505</b>	

# Public Housing Drug Elimination Program Plan

**Note: THIS PHDEP Plan template (HUD 50075-PHDEP Plan) is to be completed in accordance with Instructions located in applicable PIH Notices.**

**Annual PHDEP Plan Table of Contents:**

1. General Information/History
2. PHDEP Plan Goals/Budget
3. Milestones
4. Certifications

**Section 1: General Information/History**

- A. Amount of PHDEP Grant** \$4,685,319
- B. Eligibility type (Indicate with an "x")** N1 \_\_\_\_\_ N2 \_\_\_\_\_ R X
- C. FFY in which funding is requested** FFY2000
- D. Executive Summary of Annual PHDEP Plan**

In the space below, provide a brief overview of the PHDEP Plan, including highlights of major initiatives or activities undertaken. It may include a description of the expected outcomes. The summary must not be more than five (5) sentences long

PHA's PHDEP will feature a new community based policing initiative at three (3) developments, Liddonfield, West Park Apartments and Whitehall, in which the PHA Police Department will assign officers to the developments sixteen (16) hours per day and utilize Anti-Crime Teams (ACT), "Take Away Gun" Teams (TAG) and Strike Teams to address quality of life crimes and work in conjunction with the Philadelphia Police Department on a Joint Drug Task Force to investigate drug operations. The Initiative will also include "Solution Teams" composed of PHA PD, PHA management and maintenance staff and surrounding community representatives to work together to solve community problems related to drug use and crimes.

The program will also provide crime reduction services through the PHA PD Community Relations Unit which will conduct conflict resolution and domestic violence prevention training and mediation and crime prevention training at all PHA conventional developments and drug abuse prevention education by assigning a specially trained PHAPD Officer to four (4) elementary schools and a PHA day care center and operating a mobile Computer Laboratory on which PHAPD Officers will teach computer skills and drug avoidance strategies avoid at PHA conventional developments.

**E. Target Areas**

Complete the following table by indicating each PHDEP Target Area (development or site where activities will be conducted), the total number of units in each PHDEP Target Area, and the total number of individuals expected to participate in PHDEP sponsored activities in each Target Area.

PHDEP Target Areas (Name of development(s) or site)	Total # of Units within the PHDEP Target Area(s)	Total Population to be Served within the PHDEP Target Area(s)
Liddonfield, West Park Apts., Whitehall (Community Policing)	1,102	2,310
All conventional developments (Conflict Resolution & Domestic Violence)	13,717	500
All conventional developments (Drug Abuse Prevention Education and Computer Learning)	13,717	750
All conventional developments (Crime Prevention Training/Town Watch)	13,717	200
Abbotsford Homes (Contracted Security)	700	854
Abbotsford Homes (Computer Learning Center)	700	50

**F. Duration of Program**

Indicate the duration (number of months funds will be required) of the PHDEP Program proposed under this Plan (place an "x" to indicate the length of program by # of months. For "Other", identify the # of months).

**6 Months** \_\_\_\_\_ **12 Months** \_\_\_\_\_ **X** **18 Months** \_\_\_\_\_ **24 Months** \_\_\_\_\_ **Other** \_\_\_\_\_

**G. PHDEP Program History**

Indicate each FY that funding has been received under the PHDEP Program (place an “x” by each applicable Year) and provide amount of funding received. If previously funded programs have not been closed out at the time of this submission, indicate the fund balance and anticipated completion date. For grant extensions received, place “GE” in column or “W” for waivers.

Fiscal Year of Funding	PHDEP Funding Received	Grant #	Fund Balance as of Date of this Submission	Grant Extensions or Waivers	Anticipated Completion Date
FY 1995	X	PA26DEP0020195	0		
FY 1996	X	PA26DEP0020196	0		
FY 1997	X	PA26DEP0020197	\$2,349,646		11/4/2000
FY 1998	X	PA26DEP0020198	\$3,828,141		3/26/2001
FY 1999					

**Section 2: PHDEP Plan Goals and Budget**

**A. PHDEP Plan Summary**

In the space below, summarize the PHDEP strategy to address the needs of the target population/target area(s). Your summary should briefly identify: the broad goals and objectives, the role of plan partners, and your system or process for monitoring and evaluating PHDEP-funded activities. This summary should not exceed 5-10 sentences.

**PHA will join forces with the Phila. Police Department and public housing and community residents to implement a community policing initiative that includes an active, visible police presence on-site, coordinated investigation and surveillance and strict enforcement of “quality of life” laws and lease provisions to reduce crime by 2% at the targeted sites. PHA will also provide drug abuse prevention education to children throughout PHA’s conventional developments using a mobile computer laboratory and classroom presentations to deter and discourage the children’s involvement in drug activity and drug crimes.**

**PHA’s PHDEP program will be monitored by PHA’s Community Resource Development and Social Services Department and TSSI, a resident operated non-profit agency, through a combination of monthly activity reports, quarterly meetings with development residents, Resident Councils and program participants and site visits. Monitoring activities will examine progress in meeting milestones and achieving goals and objectives and identify alternate program strategies as necessary. PHA will engage an independent consultant to evaluate the program.**

**B. PHDEP Budget Summary**

Enter the total amount of PHDEP funding allocated to each line item.

FY 2000 PHDEP Budget Summary	
Budget Line Item	Total Funding
9110 - Reimbursement of Law Enforcement	
9120 - Security Personnel	\$4,009,346
9130 - Employment of Investigators	
9140 - Voluntary Tenant Patrol	
9150 - Physical Improvements	
9160 - Drug Prevention	\$ 615,846
9170 - Drug Intervention	
9180 - Drug Treatment	
9190 - Other Program Costs	\$ 60,127
<b>TOTAL PHDEP FUNDING</b>	<b>\$4,685,319.</b>

### C. PHDEP Plan Goals and Activities

In the tables below, provide information on the PHDEP strategy summarized above by budget line item. Each goal and objective should be numbered sequentially for each budget line item (where applicable). Use as many rows as necessary to list proposed activities (additional rows may be inserted in the tables). PHAs are not required to provide information in shaded boxes. Information provided must be concise—not to exceed two sentences in any column. Tables for line items in which the PHA has no planned goals or activities may be deleted.

9120 - Security Personnel					Total PHDEP Funding: \$3,801,123		
Goal(s)	1.To reduce Part 1 crimes by 2% at the targeted developments. 2. To reduce the number of crimes at Abbottsford Homes by 1%						
Objectives	1). To implement a community based policing strategy at Liddonfield, Whitehall and West Park Apts 2). To increase crime enforcement through the ACT, TAG and Strike Teams and participation in the Joint PHA PD and Philadelphia PD Drug Task Force. 3.). To provide training to public housing residents in the establishment of town watch teams and crime prevention techniques.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Establish community based policing at targeted developments			4/1/00	3/31/01	\$3,912,346		<ul style="list-style-type: none"> <li>a. PHAPD Officers assigned to targeted sites.</li> <li>b. ACT, TAG and Strike Teams operate at targeted sites on an as needed/indicated basis.</li> <li>c. Resident Council and community representatives meet monthly with assigned PHA PD officers to identify problem areas and issues.</li> <li>d. Assigned PHA PD officers meet with residents at least quarterly.</li> <li>e. Resident Council members receive training in crime prevention techniques including the establishment of town watches.</li> <li>f. Reduce Part 1 crimes by 2% at targeted developments.</li> </ul>
2. Provide contracted security guards at Abbottsford Homes			4/1/00	3/31/01	\$ 97,000		<ul style="list-style-type: none"> <li>a. Security contractor selected.</li> <li>b. Patrol routes and schedule selected and teams assigned.</li> <li>c. Patrol teams issue written warnings to residents who violate lease terms.</li> <li>d. Crimes over the 12 month period are reduced by 1%.</li> </ul>

**9160 - Drug Prevention**

**Total PHDEP Funding: \$615,430**

Goal(s)	<ol style="list-style-type: none"> <li>1. To improve the academic and employment skills of Abbotsford residents through training in computer technology.</li> <li>2. To reduce drug use and abuse by children.</li> <li>3. To reduce the number of domestic and other resident disputes by 20%.</li> </ol>						
Objectives	<ol style="list-style-type: none"> <li>1. To provide alternatives to drug crime by increasing residents math and reading skills and training them in marketable skills.</li> <li>2. To teach children in classrooms, day care centers and the Mobile Computer Laboratory about strategies to prevent their abuse of drugs.</li> </ol>						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Provide computer skills training.	50	854	4/1/00	3/31/01	\$11,000		<ol style="list-style-type: none"> <li>a. 50 residents receive computer training.</li> <li>b. 20 residents increase math and reading levels by 1 grade.</li> <li>c. 15 residents are prepared to take the GED examination.</li> <li>d. 10 residents learn job-related computer skills.</li> </ol>
2. Operate the Mobile Computer Laboratory	400	7,394	4/1/00	3/31/01	\$276,856		<ol style="list-style-type: none"> <li>a. 12 month Lab schedule set.</li> <li>b. 20 children per site at 20 sites receive computer instruction and drug abuse prevention education.</li> </ol>
3. Provide drug abuse prevention education in schools and day care center in targeted development areas	350	7,394	4/1/00	3/31/01	\$65,444		<ol style="list-style-type: none"> <li>a. 350 children receive drug abuse prevention education.</li> </ol>
4. Train Resident Council members and residents in conflict resolution and domestic violence prevention/mediation.	500	13,717	4/1/00	3/31/01	\$262,546		<ol style="list-style-type: none"> <li>a. 500 Resident Council members and residents are trained in conflict resolution and domestic violence prevention/mediation.</li> </ol>

9190 - Other Program Costs					Total PHDEP Funds: \$ 79,030		
Goal(s)	1. To operate the PHA PHDEP Program effectively and efficiently.						
Objectives	1. To determine whether the PHA PHDEP Program produces the projected results and identify changes in program activities for future years. 2. To determine whether residents feel safer in their homes and developments than they did 12 months previously. 3. To ensure the efficient, effective financial operation of the program.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Secure an independent evaluation of the PHA PHDEP program.			10/1/00	3/31/01	\$25,000		a. An independent consultant is engaged. b. An evaluation is submitted.
2. Conduct a resident survey			12/1/00	3/31/01	\$15,000		a. A consultant is engaged to conduct the survey. b. The resident sample is selected and residents receive initial notices. c. Survey results are submitted.
3. Use 30% of a PHA Accountant's time to maintain program books and records, review invoices and bills for program expenditures and prepare and submit internal and external financial status reports.			4/1/00	3/31/01	\$20,127		a. Financial management tasks are assigned to an in-house accountant. b. The accountant submits quarterly financial reports on the program's financial status.

### Section 3: Expenditure/Obligation Milestones

Indicate by Budget Line Item and the Proposed Activity (based on the information contained in Section 2 PHDEP Plan Budget and Goals), the % of funds that will be expended (at least 25% of the total grant award) and obligated (at least 50% of the total grant award) within 12 months of grant execution.

Budget Line Item #	25% Expenditure of Total Grant Funds By Activity #	Total PHDEP Funding Expended (sum of the activities)	50% Obligation of Total Grant Funds by Activity #	Total PHDEP Funding Obligated (sum of the activities)
<i>e.g Budget Line Item # 9120</i>	<i>Activities 1, 3</i>		<i>Activity 2</i>	
9110				
9120	Activities 1-2	\$3,608,411 (90%)	Activities 1-2	\$4,009,346 (100%)
9130				
9140				
9150				
9160	Activity 1-4	\$ 554,261 (90%)	Activity 1-4	\$ 615,846 (100%)
9170				
9180				
9190	Activity 1-3	\$ 54,115 (90%)	Activity 1-3	\$ 60,127 (100%)
<b>TOTAL</b>		<b>\$4,216,787 (90%)</b>		<b>\$ 4,685,319 (100%)</b>

### Section 4: Certifications

A comprehensive certification of compliance with respect to the PHDEP Plan submission is included in the “PHA Certifications of Compliance with the PHA Plan and Related Regulations.”

## **ATTACHMENT F**

### **COMMENTS OF RESIDENT ADVISORY BOARD**

The Philadelphia Housing Authority (PHA) established an Agency Plan Advisory Board (APAB) which includes residents of conventional and scattered sites properties and Section 8 recipients. The Agency Plan was presented to the assembled resident leadership including the resident council presidents from all forty-four conventional properties in a series of workshops and meetings. In general the APAB and other interested residents were in agreement with the policies and activities presented in the Five Year and Annual Plan.

Residents expressed a strong interest in the Computer Learning Centers and Homeownership Program, other issues included admission eligibility, concerns about safety, the need for additional security and questions about community service requirements.

The Section 8 recipient who was a member of the APAB and a successful FSS participant expressed a wish that the disallowance of new earned income from rent determinations provisions of QHWRA could also apply to Section 8 recipients. The Abbottsford Resident Council wrote that they wanted the Admissions and Occupancy Policy for public housing residents to require that 75% of new admissions be families earning 30% of median or less. They also suggested a number of additional preferences and suggested that successful applicants be selected by a lottery.

The Abbottsford Resident Council, which is an RMC, has requested that they be allowed to purchase their property. This will be taken into consideration and is referenced as a possible homeownership activity in this Plan.

A resident's meeting was held on June 12, 2000, from 1 PM to 4 PM to review proposed revisions to the Agency Plan. Presentations by PHA staff members focused on the issues of waivers that PHA intends to submit to HUD for the benefit of PHA residents. Residents expressed considerable interest in the Homeownership Plans and had no objections to any of the proposed revisions to the Agency Plan.

**PHILADELPHIA HOUSING AUTHORITY**  
**AGENCY PLAN - RESIDENT PARTICIPATION**  
**FEBRUARY 1, 2000**

---

The Agency Plan Board (ABAP) Members are as follows:

Ms. Valerie Banks	PHA's Scattered Sites Area III
Mr. Rudolph Herring	Katie B. Jackson Plaza
Ms. Gloria Redd	Whitehall Apartments
Ms. Sheila Poulson	Paschall Apartments
Commissioner Nellie Reynolds	Johnson Homes
Mr. Tyrone Williams	Section 8 - Scattered Sites
Ms. Elayne Robinson	Abbotsford Homes
Ms. Claire Rushing	
Ms. Vera Miller	

The first Agency Plan Advisory Committee meeting was held September 17, 1999. The members in attendance were as follows:

Ms. Sheila Poulson	Paschall Apartments
Mr. Rudolph Herring	Katie B. Jackson Plaza
Tyrone Williams	Section 8 Scattered Sites
Elayne Robinson Herring	Abbotsford Homes
Commissioner Nellie Reynolds	Johnson Homes

The APAB met to review the draft Five Year Plan, held October 15, 1999. PHA Residents attending the meeting were as follows:

Mr. Rudolph Herring	Katie B. Jackson Plaza
Elayne Robinson	Abbotsford Homes
Tyrone Williams	Section 8 Scattered Sites

The APAB received comments on the Five Year Plan and reviewed the Agency Plan, held October 28, 1999. PHA Residents attending the meeting were as follows:

Elayne Robinson	Abbotsford Homes
-----------------	------------------

Tyrone Williams                      Section 8 Scattered Sites

Sheila Poulson                      Paschall Apartments

A copy of the Agency Plan newspaper notice was posted in the October 31, 1999 Philadelphia Inquirer. The Plan and the five volumes of supporting documentation was available for public review from November 1, 1999 until December 15, 1999. The Board of Commissioners Public Hearing was scheduled for December 16, 1999.

On November 4, 1999 the APAB reviewed comments on the Agency Plan, and discussed questions and answers. PHA Residents attending the meeting was as follows:

Elayne Robinson	Abbottsford Homes
Sheila Poulson	Paschall Apartments
Rudolph Herring	Katie B. Jackson Plaza
Commissioner Nellie Reynolds	Johnson Homes

The APAB and the Resident Leadership received the Agency Plan and were invited to the November 10, 1999 Pre-Board Meeting. The Agency Plan was mailed to the Resident Leadership November 8, 1999. PHA Residents attending the meeting were as follows:

Jackie Fischer	Abbottsford Homes
Thomassee Covington	Cambridge Plaza - RAB
Claudette Bennett	Cambridge Plaza - RAB
Diane Gass	Norris - RAB
Gloria Grey	Cecil B. Moore - RAB
P. Brooks	Cecil B. Moore - RAB
Jack Lacy	Cecil B. Moore - RAB
Floyd Brooks	Cecil B. Moore
U. Miller	Abbottsford Homes
Dorothy Harrell	Abbottsford - RAB
Krista Harr	Liddonfield
Carols Cardell	Liddonfield
Jacqueline Garvin	Rosen - RAB
Yvonne Stokes	Johnson Homes
Doris Wood	Schuylkill Fall
Trellie Johnakin	Schuylkill Fall
Sheila Poulson	Paschall Homes
Edith Blacknue	Point Breeze
Mary Knight	Point Breeze
Leola Wilson	Bentley Hall
Dorphine Hayward	Hill Creek
Lucy Humberge	Hill Creek
Ellen Aguilino	Hill Creek
Rudolph Herring	Katie B. Jackson

The Comprehensive Grant 710 and Drug Elimination Plan notice was published in the Philadelphia Inquire Newspaper December 14, 1999. The notice stated - In order for PHA to receive modernization funds, a public hearing on the proposed plan must be conducted prior to submitting the plan for approval.

Copies of the Comprehensive Grant Program Plan will be available for public review beginning January 3, 2000 at 712 North 16th Street Office and 3010 Market Street 2nd Floor, between the hours of 9:00 a.m. to 3:00 p.m. The Plan will be available at each Public Housing Management and Community Based Office. The Public Hearing will be held at

PHA's Resident Affairs Auditorium 3010 Market Street

PHA Residents attended the Pre-Broad Meeting Wednesday, December 8, 1999 held at Germantown House - Senior Department. At this meeting the residents were given the Board Agenda which included the Proposed Five Year Plan. The residents in attendance were as follows:

Caroyln Warren	Herbert Arlene Homes
Satira Starks	Scattered Sites Area III
M. Rasheedah Cephas	Scattered Sites Area III
D. Overton	Scattered Sites Area III
R. Booker	Scattered Sites Area III
Ardell Brown	Germantown House
Elizabeth Spears	Germantown House
Natalie Thomas	Germantown House
Vivian Hawes	Germantown House
Leola Wilson	Bentley Hall
Rudolph Herring	Katie B. Jackson
Doris Woods	Schuylkill Falls

The Resident Leadership were called on December 15, 1999 and faxed the notice of the all day workshop, January 10, 2000 and the Public Hearing on Comp Grant 710 scheduled for January 26, 2000. In addition, they were notified of the Board of Commissioners scheduled to adopt the Agency Plan including the Comp Grant 710 and Drug Elimination Plan on February 17, 2000. Public Comments on the Comp Grant 710 and Drug Elimination can be made until February 17, 2000 12 noon.

On January 10, 2000, PHA held an all day workshop to discuss the Comp Grant 710 and Drug Elimination Plans. PHA Resident Leadership attended this workshop, they listed as follows:

Valeria Banks	Scattered Sites Area III
Claudette Bennett	Cambridge Plaza
Ardella Brown	Germantown House
Jackie Byrd	Mantua Hall
Charles Campbell	Liddonfield
Muriel Cephas	Scattered Sites Area III
Elnor Dawkins	Fairhill Apartment
Annette Dyer	Fairhill Aartment
Diane Gass	Norris Apartment
Dorothy Harrell	Abbottsford Homes
Trellie Johnakin	Schuylkill Falls
Peggy Jones	Mantua Scattered Sites Area II
Mary Knight	Tasker Homes
Noel Miller	Champlost Homes
Eva Nelson	Raymond Rosen
Sharmain Roberson	Oxford Village
Shirley Spencer	Raymond Rosen
Satira Starks	Scattered Sites III
Ann Walters	Emlen Arms Apartments
Carolyn Warren	Herbert Arlen Homes
Virginia Wilks	Richard Allen Homes
Lenora Williams	Harrison Plaza
Doris Wood	Schuylkill Falls
Rudolph Herring	Katie B. Jackson Plaza
Elayne Robinson	Abbottsford Homes
Vera Miller	Abbottsford Homes
Rose King	Mill Creek

Robert Barksdale

Plymouth Hall

January 14, 2000 PHA's Agency Plan Resident Workshop was held at 12 South 23rd Street 2:00 p.m. - 5:00 p.m. PHA Residents in attendance to this workshop were as follows:

Gloria Grey	Cecil B. Moore
M. Rasheedah Cephas	Scattered Sites Area III
Carolyn Warren	Arlene Homes
Satira Starks	Scattered Sites Area III
Elnor Dawkins	Fairhill Apartments
Annette Dyer	Fairhill Apartments
Diane Gass	Norris Apartments
Rudolph Harring	Katie B. Jackson
Robin Johnson	Scattered Sites Area II
Nellie Reynolds	Johnson Homes
Eleanor Thomas	Holmecrest
Sheila Poulson	Paschall Apartments
Asia Coney	Tasker Homes
Karen White	Haddington Homes

The Agency Plan Workshop for PHA's Residents was held February 1, 2000, 8:30 a.m. - 12 noon at 12 South 23<sup>rd</sup> Street, on the 6<sup>th</sup> Floor. The following Residents were in attendance:

Carolyn Warren	Herbert Arlene Homes
Elayne Robinson	Abbotsford Homes
Thomas Holloman	Abbotsford Homes
Dorothy Harrell	Abbotsford Homes
Corless Gray	Queen Lane Apartments
Jeanette Dyer	Fairhill Apartments
Diane Gass	Norris Apartments
Elnor Dawkins	Fairhill Apartments
Virginia Wilks	Richard Allen Homes
Kimberly Doca	Richard Allen Homes
Erika Williams	Richard Allen Homes
Laura Abrams	Richard Allen Homes

An Agency Plan Meeting for PHA Residents was held on June 12, 2000, 1 pm - 4 pm at 12 South 23<sup>rd</sup> Street, on the 6<sup>th</sup> Floor. The following residents were in attendance:

Geraldine Jones	Jerome D. Pettyview
Keva D. Howard	Leola E. Wiln
Trellie Johnakin	Kimberly Harve
Valerie Banks	
Oletia Hopkins	
Marion Wesley	
Gertrude Heath	
Jessa Peak	
Rosalyn Williams	

**ATTACHMENT G**  
**SITE-BASED WAITING LIST PLAN**

The Philadelphia Housing Authority plans to implement a system of site-based waiting lists. Properties which will have site-based waiting lists are as follows:

Mixed or Elderly Only

Gladys B. Jacobs  
Point Breeze Court  
Collegeview  
Parkview Apartments  
Emlen Arms  
Westpark Plaza  
Bentley  
Germantown  
Plymouth Hall  
Blumberg Sr.  
Katie B. Jackson  
Holmecrest  
Liddonfield Sr.  
Wilson Park

Scattered Sites - CBMOs

Alternatively managed properties which will have site based waiting lists at the completion of the redevelopment:

Richard Allen  
Cambridge  
Southwark Plaza - Approved Site-Based Waiting List  
Martin Luther King  
Schuylkill Falls  
Abbottsford  
Saint Anthony's Senior Residence  
Mt. Sinai Apartments  
Inglis House  
Spring Garden Scattered Sites Revitalization - Approved Site-Based Waiting List  
Sarah Allen  
Raymond Rosen Off-Site

Conventional Sites

Tasker  
Norris Apartments  
Harrison Plaza  
Mill Creek  
Arch Homes  
Spring Garden  
Queen Lane  
Hill Creek  
Bartram Village  
Oxford Village  
Whitehall Apartments  
Haddington Homes  
Morton Homes  
Westpark apartments  
Champlost Homes  
Mantual Hall  
Haverford Homes  
Passyunk Homes  
Fairhill  
Paschall Apartments  
Cecil B. Moore  
Arlene Homes

Any additional elderly only property, elderly only designated units in a mixed property, a redeveloped property that is alternatively managed and substantially under the control of a private developer and management company, or scattered site will also have site-based waiting lists according to the protocol described in this attachment.

Applicants for scattered sites will be able to apply at the Community Based Management Office (CBMO) serving the neighborhood(s) in which s/he is interested or at the central office. Maps of the service area for the CBMO will be on display at each CBMO and at the central admissions office. Site-based waiting lists for scattered sites may require that they be reconstituted geographically. PHA may request HUD reconstitute project numbers for Scattered Sites geographically if, upon analysis, significant efficiencies will be yielded.

There will be no limit to the number of properties for which an applicant may apply. In accordance with the current PHA Admissions and Occupancy Policy, if a resident is offered a unit at a property at which s/he has applied for occupancy, either individually or as part of a blanket application, and does not accept that unit without good cause, s/he will be placed at the bottom of the waiting list.

For properties that are alternatively managed, applicants may apply for the waiting list only at the site(s) at which they wish to live. For PHA managed properties, applicants may apply centrally or at the individual sites. If an applicant chooses to apply at the site, s/he will be informed of his/her option to apply at any other site and of the availability at the central office of information on the other sites. If an applicant applies for occupancy at a property either at the site or centrally, s/he will be provided information on that property including:

- number and size of accessible units, services provided such as security, day care, meals on wheels, or other community and supportive services, as well as, schools and service providers in the area;
- an estimate of the period of time an applicant would likely have to wait before being offered occupancy in a unit and/or income band for which s/he would qualify;
- any screening criteria including both those in the Admissions and Occupancy Policy of the PHA and any additional criteria approved as part of the Management Plan for the alternatively managed property.
- any income criteria unique to an alternatively managed redeveloped property and their impact on potential waiting time.

If an applicant applies for the waiting list at the central admissions office, s/he will be provided the information listed above for all the properties in the inventory for which s/he qualifies. In addition, the applicant will be provided a map indicating the location of each PHA property.

The PHA will continually monitor the composition of the waiting list for each property or CBMO with a site-based waiting list and implement or cause the management agent to implement marketing strategies that target eligible groups of applicants that are not adequately represented on the waiting list for that property as part of its ongoing effort to affirmatively further fair housing.

Upon re-occupancy of the redeveloped properties and upon adoption of site-based waiting lists, PHA will assess changes in racial, ethnic or disability-related tenant composition at each PHA site, that may have occurred during the implementation of the site-based waiting list, based on MTCS occupancy data that has been confirmed to be complete and accurate by an independent audit. This assessment will be submitted to HUD as part of the Annual Plan.

At least every three years, the PHA will use independent testers to assure that the site-based waiting lists are not being implemented in a discriminatory manner and that no discriminatory patterns or practices exist. In years that testing is planned, the testing protocol will be submitted to HUD as part of the Annual Plan submission and the results and any required corrective actions taken will be reported in the subsequent Annual Plan.

Redeveloped properties that are alternatively managed and substantially under the control of a private developer and management company will have Admissions and Continued Occupancy policies that are unique to each property. These policies concerning income tiering, screening criteria and preferences will be unique to each property and will not reflect the Admissions and Continued Occupancy Policies of the PHA. They will have been developed in conjunction with the PHA and will have been submitted for HUD review as part of a Mixed Finance proposal package or similar successor development requirements.

## **ATTACHMENT H**

### **FORCE ACCOUNT USE AND MANAGEMENT PLAN**

The Philadelphia Housing Authority (PHA) has had several years experience in using force account labor in the conduct of modernization and vacancy reduction activities using Comprehensive Grant Program funds. Based on that experience it has developed expert capacity at preparatory inspections, scoping and cost estimating. It can adequately predict labor costs and carefully tracks material costs. The PHA has found that the flexibility and time savings that are afforded by using force account labor, working in conjunction with the local trade unions make it the most cost effective way to pursue most modernization and capital maintenance projects at the PHA.

The PHA has developed the capacity to serve as its own main contractor without affecting the level of routine maintenance. In order to increase the cost effectiveness of using force account labor, the PHA will contract on a sole source basis with its non profit subsidiary, the Philadelphia Housing Authority Development Corporation to serve as the main contractor and employ the force account labor in cases where the scope and type of physical improvements and duration of the project would make this the most cost effective and efficient method to execute the project.

In its files, the PHA will provide documentation of the qualifications and competency of the supervisors assigned to oversee the force account labor, and payroll lists showing that the workers are employees of the PHA or its nonprofit subsidiary the Philadelphia Housing Authority Development Corporation.

The PHA or its nonprofit subsidiary will maintain adequate insurance coverage for its force account workers including worker's compensation, public liability, property damage, builder's risk and vehicular liability. The PHA will specify and apply reasonable labor performance, construction or renovation standards for all work performed under the force account.

The PHA will comply with the contracting and procurement standards set forth in 24CFR 85.36 in the acquisition of necessary materials, equipment and supplies from outside vendors required to execute the tasks assigned to force account teams.

Force account labor rates will meet or exceed the minimums established by published Davis-Bacon Wage Rates according to the type of construction activities being pursued.

Where the PHA determines it to be appropriate, force account labor will be used for all construction and renovation activities pursued in FY 2000 using CGP or Capital Fund monies.

**ATTACHMENT I**

**SECTION 8 RENT REASONABLENESS DETERMINATION PROCEDURES**

**THE PHILADELPHIA HOUSING AUTHORITY  
SECTION 8 HOUSING PROGRAMS**

TENANT BASED PROGRAMS: (Section 8 Assistance belongs to the participant family)

A rent reasonableness determination will be made for each unit in the Certificate, Voucher and Moderate Rehabilitation program:

- a.) when the unit is initially leased.
- b.) when a rent increase is requested.
- c.) whenever the published Fair Market Rent (FMR) has decreased by at least 5%. A re-determination must be performed if the FMR decrease is effective 60 days or more prior to the Housing Assistance Payment (HAP) renewal date.

PHA must certify that the approved rent is reasonable for all assisted units. If the rent requested for a new unit is determined to exceed the reasonable rent for the unit, the requested rent will not be approved and the unit will not receive Section 8 assistance. If an owner requests an increase for an existing unit, and PHA determines that the current rent exceeds the reasonable rent for the unit, the rent will be decreased.

PHA will require an annual comparability determination for all tenant-based contracts concurrent with the production of annual re-certification. This process begins approximately four months prior to the contract anniversary date. PHA will notify the owner/agent not less than 90 days prior to the contract anniversary date that the contract rent for the unit is not reasonable based on PHA's comparability study of similar unassisted units. The owner/agent will be given the option of accepting a reasonable contract rent based on the comparability study. The owner/agent must contact PHA within 10 working days of notification of his/her acceptance or rejection of the proposed contract rent. If the owner/agent fails to contact PHA concerning the proposed adjustment in contract rent within the 10 day period, PHA will automatically send the owner/agent notification of intent to terminate the HAP contract and

PHA will issue a family packet to the participant family.

The rent reasonableness determination for an initial lease will be documented on PHA's Rent Reasonableness Certification - Initial Rent form. The rent reasonableness determination for a rent increase or decrease will be documented on the Rent Reasonableness Certification - Rent Increase/Decrease form. Copies of the completed forms will be retained in the tenant folder.

Staff will certify the reasonableness of the approved rent based on comparisons with rent for comparable unassisted units, including unassisted units in the same premises as the subject unit. This information will be obtained from the rent reasonableness database maintained by PHA.

**Footnote:** Currently PHA relies on ZIP code to determine comparability. With implementation of the data collected in the Market Comparability Survey, sub-market areas will be identified by census tract or groups of census tracts.

Monthly reports generated from the database will provide updated information needed for the comparison. One report will provide median gross rents for units by size and type (i.e. 3BR row house, 1BR low-rise) in each census tract and zip code/market area. Another report will display data on actual units in each census tract and zip code/market area, including information on size, type, quality, age, amenities, and services and maintenance provided by the owner.

### **Initial Lease**

Staff will identify the census tract in which the subject unit is located and will use census tract data for the comparison. If there is no data from that census tract, or if there are fewer than three units of the same size and type in the data base, staff will use data from the zip code/market area for comparison. Staff will record:

- a.) The median gross rent for units of the same size and type as the subject unit from the first report.
- b.) All data, including the gross rent, for the unit from the census tract or zip code/market area that most closely resembles the subject unit.

If the owner has provided information on the Request for Lease Approval (RLA) regarding rents charged for other comparable units on the premises, this information, subject to verification, may be used in lieu of rents from the rent reasonableness data base.

The rent approved for the unit will be the lower of:

- a.) The average of the median and comparable unit rents, or the rent for comparable unassisted units on the premises.

b.) The requested rent.

c.) (For CERTIFICATES ONLY) the published FMR or HUD-approved exception rent.

If PHA is unable to approve the rent proposed for the unit, staff will provide assistance to the participant in negotiating a lower rent with the owner or, if that is not possible, in locating another suitable unit.

### **Rent Increase/Decrease**

Staff will identify the census tract in which the subject unit is located and will use census tract data for the comparison. If there is no data from that census tract, or if there are fewer than three units of the same size and type in the database, staff will use data from the zip code/market area for comparison. Staff will record:

a.) The median gross rent for units of the same size and type as the subject unit from the first report.

b.) All data, including the gross rent, for the unit from the census tract or zip code/market area that most closely resembles the subject unit.

If the owner has provided information on the Request for Lease Approval regarding rents charged for other comparable units on the premises, this information, subject to verification, will be used in lieu of rents from the rent reasonableness database.

The rent approved for the unit will be the lower of:

a.) The average of the median and comparable unit rents, or the rent for comparable unassisted units on the premises.

b.) The requested rent.

c.) (For CERTIFICATES and MOD REHAB ONLY) the current rent for the unit multiplied by the published Annual Adjustment Factor (AAF).

Applicable FMR and AAF data are published annually in the Federal Register, usually in October. Staff will use the latest published FMR and AAF information to calculate any rent adjustment or reasonableness comparison.

(For any units that have previously received a special rent increase, the “current” rent does not include the special increase.)

If PHA is unable to approve the requested increase, staff will notify the owner of the amount, if any, by

which the rent can be increased. If the owner is unwilling to accept that amount, staff will provide assistance to the participant in locating another suitable unit.

### **Special Rent Increases**

Under certain provisions of the Certificate and Mod Rehab program regulations, owners may request a special rent increase to cover “substantial and general” cost increases in real estate property taxes, governmental assessments, utility rates, or costs of utilities not covered by regulated rates. Any proposed increase under these provisions must be approved by HUD.

The amount of the special increase is based on the owner’s increased costs, rather than on the AAF. However, no special increase will be approved which would cause the rent for the unit to exceed the reasonable rent determined by the increase in the owner’s expenses. Using the Rent Reasonableness - Rent Increase/Decrease form, staff will determine whether the proposed rent for the unit is reasonable before submitting a request for a special rent increase to HUD.

### **Exception Payment Standards**

With HUD approval, PHA will consider exception rents for variations in rent levels that exist within individual housing markets. Exception rents can be approved for up to 120% above the published FMR. PHA will consider exception rents in the following instances:

1. The exception is needed to enable families to find housing in areas outside areas of high poverty.
2. Because the certificate or voucher holder has experienced difficulties in finding suitable housing during the term of the certificate or voucher
3. Because the unit selected offers special amenities not normally available in comparable units.

With this Agency Plan, PHA is submitting a waiver for exception payment standards to a maximum of 120% of the FMR. This waiver will be based on market rents to promote new construction and substantial rehabilitation; and on a case-by-case basis for persons with disabilities.

### **Reduction in Published FMR**

In the event of a reduction of more than 5% in the published FMR, PHA will make a determination of rent reasonableness for all assisted units on the renewal date of the HAP contract, beginning with those contracts renewing 60 days after the effective date of the reduction.

### **Project Based Certificate (PBC) Rents**

Initial rents for units assisted under the PBC Program will be established by an Appraisal performed by a State-certified appraiser in accordance with the provisions of 24CFR 983.256.

Regular and special rent increases for units assisted under the PBC program will be determined by a Comparability Study performed by the PHA in accordance with the provisions of 24CFR 983.254.

### **Data Base Maintenance**

PHA is responsible for ensuring that rental market data in the rent reasonableness database is accurate and up-to-date. Accordingly, PHA will

- a.) Remove from the active database all data more than 18 months old
- b.) Contract annually with a real estate market research firm to provide updated information on not less than 1000 apartment complexes and Realtor rentals, to be entered into the database. The information on each unit will include location, size, type, quality, age, amenities, and services, utilities and maintenance provided by the owner.
- c.) Assign staff to collect rental data from local newspapers and other local sources on not than less than 25 rental units monthly, and enter them into the database. The information on each unit will include location, size, type, quality, age amenities, and services and maintenance provided by the owner.

### **Monthly Monitoring of Rent Reasonableness Procedures**

New Contracts: Monthly, after the initial HAP check run a report of all new contracts entered into the CCS System will be generated. This report will include, at a minimum, the # of BR certified, the contract rent, utility allowance, gross rent, unit address and zip code/market area for each new contract.

The Intake/Leasing Supervisory Program Manager will pull a random sample of at least 5% of the new contracts entered for the month to verify that the rents are reasonable based on comparability information in the Rent Reasonableness Database.



## **ATTACHMENT J**

### **COMPREHENSIVE SUPPORTIVE SERVICE AND TRAINING DELIVERY SYSTEM FOR SECTION 8 RECIPIENTS AND PHA RESIDENTS**

The resources available to Philadelphia Housing Authority (PHA) clients from the Philadelphia self sufficiency and supportive services providing community are the same whether they are serving public housing residents or recipients of Section 8 assistance. The most effective way to use the available services and resources for the benefit of the individual PHA client is to insure that these services are provided as part of an individualized comprehensive package structured in conjunction with the client to meet his/her stated self sufficiency goals. For these reasons the Philadelphia Housing Authority will combine the responsibility for all self sufficiency and supportive services coordination at PHA, whether for Section 8 or public housing clients, and assign it to the Community Resource Development and Social Services Department. Section 8 Self Sufficiency staff will be assigned to this Department as will the community outreach staff of the Philadelphia Housing Authority Police Department. The objective of the Community Resource Development and Social Services Department (CRDSS) is to promote investments in developing the self sufficiency of all PHA residents by initiating and facilitating public/private partnerships that support PHA residents and the core mission of the PHA.

The Community Resource Development and Social Service Department will contract with the nonprofit Philadelphia Housing Authority subsidiary, Tenant Support Services, Inc. (TSSI) on a sole source basis to provide key components of many of the PHA self sufficiency and supportive services initiatives. TSSI is resident operated and as a nonprofit corporation will have access to funding streams not available to the PHA. Through TSSI, the PHA will work with both Section 8 clients in the Family Self Sufficiency program and with public housing residents to develop individualized packages of services and activities to allow each resident or assistance recipient to achieve maximum self sufficiency and work with the participant to insure that s/he gains access to all the appropriate services, programs and activities.

Centrally located Community Resource Development and Social Service Department staff will be responsible for determining all the services and opportunities needed and available, maximizing the use of these resources to increase the availability of needed programs and activities, developing programs and activities for which there is a demonstrated need but no existing provider, developing and managing funding sources and developing public private partnerships that will insure the long term success of each participant in PHA self sufficiency programs. In addition to these program development and management functions, CRDSS will be responsible for managing the program delivery services contract between the PHA and TSSI and providing training on available resources and how to access those resources to TSSI field workers.

CRDSS staff people will be located in each of the five regional Section 8 offices to provide self sufficiency services to Section 8 clients, and oversee and coordinate the work of the TSSI field

workers. The TSSI field workers will be responsible for outreach to the residents of PHA conventional and scattered sites properties. They will be fully trained in available resources and programs and how to access them. The field workers will be based in each of the five Regional Service and Enforcement centers and will be charged with spending at least two days a month at each of the properties to which they are assigned, organizing information distribution and briefing activities, assisting residents in accessing training or support activities and helping them individually in defining their needs and strategies for meeting those needs. By assigning outreach workers to each of the five Regional Service and Enforcement centers assistance in accessing self sufficiency services will made more available to the Section 8 recipients living across the City and is expected to increase the number of participants.

TSSI and CRDSS staff will work closely with the PHA Police Department mobile computer lab, the domestic abuse prevention specialists the conflict resolution specialists and with the local Block Captains and Neighborhood Watch teams in developing service strategies so that residents can become self sufficient as a community as well as as individuals.

The TSSI field workers will be responsible for developing property specific outreach strategies, defining achievable goals for each property to which they are assigned, achieving those goals and following through with the residents who are their clients to insure long term success. In addition TSSI field workers will be assigned to PHA sponsored training programs such as the Pre-Apprenticeship Program, and the Nursing Assistant Program to work with the participants in comprehensively meeting their self sufficiency and support needs in order to increase their chances for success.

TSSI and CRDSS will coordinate with, among others, the Mayor's Office of Community Services and its four community offices, the Department of Human Services (DHS), neighborhood based improvement associations, the Department of Public Welfare, the Philadelphia Workforce Investment Board, the Community College of Philadelphia and Temple University. One of the most important tasks and responsibilities of the central CRDSS staff will be to increase the number of training, case management, and support services available to the PHA community and make access to these opportunities as easy as possible. The most important task of TSSI staff will be to work with as many residents as possible to get them involved in training opportunities and insure that the self sufficiency needs of each resident are being met comprehensively by assisting them in receiving the individually designed package of case management, counseling and support services needed to be successful over the long term.

An important area of coordination with DHS will be to partner with them to have an effective exchange of information on children at risk and to encourage DHS to have a PHA wide interventionist parent training program. PHA will seek to have DHS assist PHA in establishing a parent training program.

The alternatively managed sites which include the sites redeveloped under a Mixed Finance protocol or HOPE VI or managed by a Resident Management Corporation will develop their own autonomous community and supportive services programs coordinating closely with the PHA and reporting their activities and results to the Asset Management Department as part of their reporting requirements which allows the PHA to pursue its ongoing oversight function.

In consolidating the responsibility for the development, coordination and delivery of self sufficiency and supportive services for both Section 8 recipients and PHA residents in a single program, PHA will be speaking to the supportive service community outside PHA with one voice which is expected to result in the availability of greater resources for PHA clients as a whole. By consolidating the service delivery system in one office without differentiating between Section 8 recipients and PHA residents an artificial distinction will be removed which is expected to result in staff developing greater expertise as staff learn from each other's experiences as a result of working in the same office. This consolidation and modification of the Section 8 Family Self Sufficiency Program with the Self sufficiency efforts for PHA residents is expected to result in a higher percentage of participation among members of both groups.

## **ATTACHMENT K**

### **COMPREHENSIVE SCATTERED SITE INVENTORY AND PROCEDURES FOR DEMOLITION AND/OR DISPOSITION OF SELECTED PROPERTIES**

The Philadelphia Housing Authority has adopted an Asset Development-Asset Management Strategy for Scattered Site Public Housing 1999-2004 which is made part of this Annual Plan at Attachment L. In order to implement this plan, the PHA hereby notifies HUD, all residents of public housing and the general public that in order to facilitate neighborhood revitalization any scattered site unit in the PHA inventory is under consideration for demolition or disposition in fiscal year 2000 as the PHA undertakes activities in accordance with and to implement the master planning activities. A complete inventory of all scattered site properties is included in the Agency Plan collection of Supporting Documents, which are available for public review. As discussions with developers and neighborhood based nonprofits continues as part of the plan implementation process a strategy may be developed that allows most of the units to be redeveloped in a package with surrounding properties which will allow them to once again be considered viable. The Annual Plan will not be amended to add scattered sites, which may be developed, disposed of or demolished. However the final disposition of the properties will be in accordance with the provisions of the Asset Development-Asset Management Plan.

In addition the PHA expects to acquire land and or units to replace scattered sites units lost to the demolition and disposition described in the preceding paragraph. All acquisition will be carried out in accordance with the provisions of the Asset Development-Asset Management Strategy for Scattered Site Public Housing 1999-2004. Demolition, disposition and acquisition activities will be undertaken that help consolidate scattered sites units into groups within reasonable proximity to each other for more efficient management, without overwhelming the neighborhood within which these groups are located. Properties, which are not cost effective to renovate, will be demolished. Property will be sold to nonprofits and other developers for renovation when their involvement will leverage additional capital not available to the PHA while still protecting the availability of the units to low income families. Land will be assembled to allow the development of small and moderate scaled multi unit developments, often of new and rehabilitated properties in order to integrate comfortably into the existing neighborhoods.

PHA will be submitting demolition and disposition applications to the Special Applications Center for approval of specific units prior to demolition or disposition. A list of all PHA Scattered Site properties is contained in the List of Supporting Documents Available for Review, and a list of currently proposed demolition and disposition activities is included with this Attachment. While it is not possible to identify all properties that will be selected for demolition or disposition at this time, PHA will submit additional specific applications to SAC as they become known to PHA. This process will enable PHA to expedite the mixed-finance and overall redevelopment process.

Additionally, PHA will develop a plan to expedite the assignment of ACCs to properties which have been previously demolished and subject to disposition, as well as properties subject to demolition and/or disposition in the future.

Properties, which the PHA proposes to demolish or dispose of during the following year, include those on the lists included in this attachment. These properties are proposed for the following activities:

- Affordable Homeownership and Rental Programs which include housing opportunities for public housing residents
- Housing opportunities for public housing eligible disabled persons
- Non-buildable vacant lots for parking and side yards to promote comprehensive revitalization in neighborhoods where other PHA owned scattered sites are located.

Prior to final disposition all required evidentiaries or options or other proposed agreements will be submitted to the Board of Commissioners and HUD as required.

The properties listed in the PHA Interim Plan for Demolition and Disposition of August 11, 1999 are incorporated in this attachment and this attachment includes an additional list of scattered site properties proposed for demolition. This list includes projects for demolition or disposition known to date for illustrative purposes; however projects which the PHA may pursue are not limited to the ones on the list of the Interim Plan and this additional list. In the upcoming year, PHA expects to be able to take advantage of a number of development opportunities, by applying directly to SAC and without being delayed by requirements to amend the Agency Plan with each demolition/disposition application.

# **Asset Development-Asset Management Strategy**

## **Table of Contents**

---

Executive Summary

I. Introduction

II. PHA Core Mission & Priorities

III. Locational Priorities & Recommendations

IV. Asset Development Recommendations

V. Implementation Work-Plan

### Appendices

Appendix A - Acknowledgments

Appendix B - Production Projections and Resource Requirements

# **Executive Summary**

# I. Challenges & Opportunities

**Issue:** Although many of Philadelphia’s low- and moderate-income neighborhoods are resilient and while their residents and public and private stakeholders invest substantial resources to rebuild and sustain a strong community, a combination of circumstances continue to constrain the goal of “community development” in such areas. The incidence of vacant and underutilized land and buildings, coupled with the gradual but noticeable decline in population and tax base, work to create neighborhoods with decreasing hope, less capital and declining market values.

**Challenge:** By virtue of its access to over a quarter billion dollars a year from HUD, and its ownership of over 20,000 conventional and scattered-site properties, PHA has an obligation to use these resources to build assets in each neighborhood impacted by these properties. With conventional public housing sites undergoing down-sizing and displaced residents seeking housing in more traditional neighborhood settings, and with a quarter of PHA’s scattered-site properties lying vacant and primarily in North Philadelphia, the opportunities to match “people with properties” and “properties with people” are enormous, but must be linked with an overall neighborhood reinvestment program for the City.

**Response:** PHA will become a partner with CDCs to make the match and deliver resources to neighborhoods impacted by its scattered-site inventory. The authority will continue the decentralization and re-engineering of its asset and property management functions to clear backlogs of work-orders on occupied units, focus on routine maintenance, and respond expeditiously to emergency repair needs. In addition, PHA will facilitate the redevelopment and appropriate re-use of vacant lots and buildings as part of a strategic planning process with neighborhoods residents and organizations serving them.

**Production:** Over the next three- to five-years, PHA, in collaboration with CDCs and other neighborhood-based developers, will target for redevelopment 1,131 vacant lots and 532 vacant buildings scattered across twenty distinct neighborhoods situated principally in North Philadelphia and West Philadelphia. The resources required to implement this development program are estimated to be \$96 million.

**Financing:** PHA will utilize its resources including Comprehensive Grant, Modernization, Annual Contributions Contract funds, and other available capital to leverage:

- Hope VI, CDBG and federal HOME funding commitments,
- Low Income Housing Tax Credit reservations to attract investor equity,
- Mortgage debt financed through tax-exempt bonds,
- PHFA and Commonwealth of Pennsylvania resources, and
- Private foundation grants and program-related investments.

## II. Major Factors & Implications

### A. PHA Scattered-Site Portfolio in Context

The incidence and physical condition of scattered-site public housing in Philadelphia, as well as the urgency to address it, should be part of an overall land-use and neighborhood stabilization strategy for the city as a whole, based in large part on the following factors and implications:

#### 1. Population Loss

- According to the U.S. Bureau of the Census and as reported in the Philadelphia Inquirer, Philadelphia experienced a net population loss of nearly 150,000 residents between 1990 and 1998, a 9 percent decline. Among the nation's largest cities, only Washington and Baltimore lost greater proportions of their residents over the same period (14 percent and 12 percent, respectively).
- Philadelphia's net population loss is in contrast to significant gains in all but one of the City's seven suburban counties in Pennsylvania and New Jersey: Bucks County grew 9 percent, Chester County by 12 percent and Gloucester County, NJ by 8 percent over the same period.
- According to recent population estimates developed by the Delaware Valley Regional Planning Commission, the neighborhoods of North Philadelphia (where the vast majority of PHA's vacant scattered-site properties currently exist) are projected to experience a net loss in population of 10,300 residents or 4.2% between the years 2000 and 2010.

***Implications:** To help stem population decline and reverse this trend, public and private institutions must coordinate policies and deploy resources to improve the quality-of-life in these neighborhoods, including public education, public safety, work force development, affordable rental and sales housing, and property maintenance.*

#### 2. Down-Sizing of Conventional Public Sites and Section 8

- Based on criteria contained within Section 202 of the Omnibus Consolidated Rescissions Act of 1996, PHA will be required to undertake extensive demolition and/or renovation activities while reducing the densities of severely distressed and non-viable conventional public housing sites, including Richard Allen Homes, Cambridge Plaza, Mill Creek Apartments, Schuylkill Falls and MLK Plaza. Given the limited availability of funds in the Comprehensive Grant Program to address redevelopment of all of these and other sites, approximately 2,000 public housing units are expected to be lost over the next several years. HUD proposes to allocate Section 8, tenant-based rental subsidies to PHA if other funding is not identified for such sites. The impacts of demolition activities and density reductions are already being felt as the waiting lists for public housing (10,046 families) and for Section 8 certificates and vouchers (11,927) are extensive.

***Implications:** According to PHA internal reports, and given the recent controversy surrounding the Section 8 Program and tenant/community relations problems, city neighborhoods will not be*

able to absorb that volume of additional Section 8 families without continuing efforts on the part of PHA, HUD, and other local housing agencies to:

- commit vouchers/certificates to displaced, working families as a first preference;
- enforce rules regarding tenant conduct and “good neighbor” policies; and
- enforce housing quality standards and rules regarding landlord responsibilities.

### 3. Scattered-Site Volume & Conditions

- Nearly one-third of PHA’s total public housing portfolio is comprised of scattered-site properties (approximately 6,400 scattered-site properties out of a total of over 20,000 public housing units, including conventional sites).
- PHA has the largest number and proportion of scattered-site properties in its portfolio than any other city in the country, followed by Baltimore whose scattered-site inventory accounts for 17% of all public housing in the city (2,848 of 17,000 units).
- One in every four PHA scattered-site properties is either a vacant building or a vacant lot; the overwhelming majority of the Authority’s 1,663 vacant scattered-sites are concentrated in North Philadelphia, including the North Central, Lower North, and Eastern North sections.

*Implications:* The costs of redeveloping and maintaining these assets as part of an inner-city and predominantly North Philadelphia stabilization effort is estimated at \$90 million.

### 4. City-Owned Vacant Properties

- Approximately 70 percent of the 6,768 publicly-owned vacant properties in neighborhoods to be given high priority by PHA are comprised of vacant lots; this volume requires attention to be focused on regular, ongoing maintenance in addition to appropriate re-use strategies.
- Of the 6,768 publicly-owned vacant properties located in the PHA-designated high priority areas in the city, the Authority owns 1,663 or 25 percent, while other units of local government -- RDA, PHDC, City of Philadelphia -- together own 5,105 or 75 percent:

*Implications:* Given the large volume of vacant properties under the control of multiple public agencies, close inter-agency coordination, along with collaboration with neighborhood-based developers must occur to ensure accuracy compatibility of information, and coordination of resource commitments and plans to transform scattered-site properties into neighborhood assets. The nature and extent of the interactions and relationships between PHA, OHCD, RDA and L&I will be crucial to the success associated with managing the assemblage, maintenance and redevelopment of these sites.

### 5. Section 8 and Scattered-Sites

- Section 8 properties, including tenant-based certificates and vouchers, are generally concentrated in areas of the city **outside** of North Philadelphia, including the neighborhoods of:

- Northwest Philadelphia/Germantown - Northeast Philadelphia
- West Philadelphia - South Philadelphia

■ Many of the recent concerns and controversies surrounding operations of the Section 8 are being addressed by PHA, including changing applicant preferences to provide available certificates and vouchers to families with at least one employed member or one employment-ready member. Other outstanding issues requiring attention concern community complaints about (a) lack of effective management and maintenance of Section 8 units by landlords and (b) “unneighborly or unlawful” conduct and activities of tenants.

**Implication:** If neighborhoods with residents receiving Section 8 rental assistance are to remain stable, PHA, HUD and Licenses & Inspections must coordinate their policies and operations to:

- intervene and provide consistent oversight and code enforcement to ensure that landlords provide regular and effective management and maintenance of these units;
- ensure that tenants receiving the assistance comply with rules and criteria established to maintain their Section 8 eligibility; and
- commit vouchers/certificates to displaced, working families as a high priority;

**Implication:** If neighborhoods in North Philadelphia are to become and remain as viable markets and stable areas for families with Section 8 certificates or vouchers (and in order to avoid re-concentration of low-income families while improving the management and maintenance of existing units receiving Section 8 rental assistance) PHA, in collaboration with CDCs, must:

- consistently manage and maintain its portfolio of occupied scattered-site units;
- repair and rehabilitate vacant scattered-site units as permanent replacement housing for eligible, displaced, conventional-site families;
- seal and subsequently demolish imminently dangerous scattered-site buildings;
- facilitate the redevelopment and reuse of vacant scattered-site lots and buildings for home-ownership targeting moderate-income families; and
- pursue the above initiatives as part of a comprehensive neighborhood stability program in collaboration with neighborhood-based organizations and their institutional partners.

## B. Asset Management Strategy

Over the past year PHA has taken steps to decentralize many of its property and asset management

functions in order to accomplish three primary objectives, namely to:

- reduce the response time for repairing **occupied** scattered-site properties;
- better coordinate the deployment of PHA resources -- funding and personnel -- for rehabilitating, repairing or demolishing **vacant** scattered-site properties; and
- improve communications and working relationships with PHA **tenants** and **residents** living in the neighborhoods in which scattered-site units are located.

Administratively, this has resulted in the creation of ten Community-Based Management Areas (CMAs) throughout the city. Serving each CMA is a site-office out of which PHA staff operate and manage properties in the portfolio and work closely with tenants of occupied scattered-site units to respond to their housing and human service needs.

Operationally, this has resulted in the organization and deployment of special home repair crews as part of the “Structured Maintenance and Repair Teams” program or SMART, which targets and schedules home repairs and rehabilitation in conjunction with CMA staff. Prior to this program, the backlog of scattered-site work orders was approximately 25,000. To-date, according to PHA, that number has been reduced to 6,100 and continues to fall. With the advent of SMART, the average turnaround time to respond and complete repairs has been reduced by nearly 40 percent. In addition, virtually all of the outstanding emergency repair orders were addressed within a 24-hour period.

Over the past year, SMART has been responsible for the completion of repairs to 397 occupied scattered-site units with repairs encompassing improvements to or replacements of major systems, windows and doors, and floors and walls, along with the installation of insulation and weather-stripping, and painting and decorating.

In November of 1998, PHA established a centralized “Customer Work Order Call-In Service” to better respond to maintenance needs of residents. Staffed with six technicians and one supervisor, this office enables residents to access PHA more readily, helps detect and eliminate duplicative work orders, and provides greater accountability for the processing and completion of home repairs in a more timely fashion. PHA’s three-year plan calls for the completion of repairs to other occupied properties at the rate of 400 to 500 units per year at an estimated cost of \$10 million to \$12.5 million based on an average per cost of \$25,000.<sup>1</sup> At this pace PHA will have completed repairs on approximately 70% of the 2,200 remaining occupied scattered-site units.

### C. Asset Development Strategy

PHA’s will consider the following reinvestment strategies and components to best address and best respond to market opportunities and neighborhood development needs in each targeted community:

---

<sup>1</sup> This average cost is based on a May, 1999 capital needs assessment of occupied scattered-site units as completed for PHA by TAG Associates/On-Sight Insight.

### 1. Housing Development Variations

- Pursue small- to moderate-scale developments to avoid high population densities.
- Utilize home-ownership and rental models to appeal to broader, mixed-income market.
- Make units available for purchase by tenants as their income rises to levels of affordability.

### 2. Land Use Variations

- Re-utilization of vacant land to help reduce housing densities and create more passive open space and green space, community gardens, side-yards for homeowners, recreational/play space, and off-street parking.

### 3. Public Housing in a Neighborhood Context

- Integrate and blend public housing structures within each neighborhood block by varying exterior colors, facade treatments, and landscaping features house-to-house.

### 4. Program Options for Vacant Properties

#### ■ Vacant Buildings

- demolition and reuse of vacant land
- conversion and rehabilitation to nonresidential use
- downsizing and rehabilitation to accommodate fewer units with more space
- conveyance from PHA portfolio to buyer or grantee with obligation to rehabilitate

#### ■ Vacant Lots

- assembling, maintaining and “land-banking” pending redevelopment plans
- beautification and conversion to garden, play lot, off-street parking
- construction for housing or other appropriate uses serving the immediate community
- conveyance from PHA to homeowner or developer with obligation to maintain

## D. Development Financing Strategy

PHA’s will pursue the following financing sources to secure and leverage the capital required to implement the component of the asset development strategy which addresses turn-over of vacant scattered-site properties:

#### PHA as Developer

Sources	% of all Resources	Financing Required	Resources/Property
Hope VI, Comprehensive Grant and/or Modernization Funds	60%	\$26,467,485	\$31,812

Investor Equity via Tax Credits and/or Bond-Mortgage Proceeds	30%	\$13,233,742	\$15,906
State Community Opportunity Program and/or CDBG Funds	10%	\$ 4,411,248	\$ 5,314
<b>Total</b>	<b>100%</b>	<b>\$44,112,475</b>	<b>\$53,032</b>

PHA will collaborate with CDCs and other selected developers to assist them in securing and leveraging the following financing to address scattered-site properties conveyed to them for redevelopment and reuse:

CDCs/Other Entities as Developer

Sources	% of all Resources Required	Financing	Resources/Property
Investor Equity via Tax Credits	60%	\$31,134,450	\$37,421
CDBG, federal HOME Funds and AHP Program Grants	20%	\$10,378,150	\$12,474
Bank Mortgage, CompGrant, PHFA Penn Homes	10%	\$ 5,189,075	\$ 6,237
Foundations/Other Funds	10%	\$ 5,189,075	\$ 6,237
<b>Total</b>	<b>100%</b>	<b>\$51,890,750</b>	<b>\$62,369</b>

### E. Geographical Priorities

PHA will focus its scattered-site, asset development strategy in the following areas of the city which have varying concentrations of PHA and City-owned vacant property:

- Eastern North/Lower North Philadelphia ..... (census tracts 155 and 145)
- North Central Philadelphia, West of Broad..... (census tracts 152 and 153)
- Norris Square/West Kensington..... (census tracts 162 and 156)
- Cecil B. Moore/Francisville Corridor..... (census tracts 147,140 and 139)
- West Philadelphia/Mantua-Belmont..... (census tracts 108 and 107)

### F. Introduction & Roll-out of Strategy

PHA will use the following process to roll-out the scattered-site redevelopment strategy and begin building a constituency for it among representative neighborhood groups and public agencies:

- Participate in a joint assessment of existing strategic plans developed for each targeted neighborhood involving CDCs, other neighborhood-based nonprofit organizations, and institutional stakeholders.
- Confirm the status of major development plans, current projects in pre-development or construction, existing community anchors, and current or prospective stakeholder support for each targeted area.
- Confirm the status of current or prospective stakeholder support for CDCs and/or other major neighborhood-based development organizations operating and servicing the area.
- Gauge each neighborhood's level of interest in and receptivity to a potential collaboration with PHA, including their readiness to commit their own resources (organizational, financial, staff) to such an effort.
- Engage in a joint discussion and assessment of current urban policy, development opportunities at the neighborhood level, and funding requirements and priorities with the Office of Housing and Community Development, the Redevelopment Authority, the Department of Licenses and Inspections and the Planning Commission.

# I. INTRODUCTION

## I. Introduction

In September, 1998 the Philadelphia Housing Authority commissioned Lamar Wilson Associates, Inc. to develop a strategy and set of priorities guiding the redevelopment of vacant properties in the Authority's 7,000+ unit portfolio of scattered-site properties in the city. A central objective of this assignment, and major theme of the strategy, is to ensure that PHA's scattered-site development program is consistent with and supportive of ongoing revitalization strategies taking place in Philadelphia neighborhoods where PHA properties, vacant and occupied, are located. In practical terms, this means communicating, coordinating and collaborating with a variety of organizations and institutions with major investments in the neighborhoods affected and, hence, a major stake in the implications and results of the strategy. Over the past several months, Lamar Wilson of Wilson Associates engaged in a series of research activities and exercises while interacting with a cadre of people, agencies and organizations for the purposes of:

- first, understanding and documenting the volume, location and general conditions of PHA's scattered-site portfolio;
- second, developing criteria for assigning priorities and focusing available resources to neighborhood areas containing concentrations of vacant scattered-site properties;
- third, articulating development goals and reinvestment strategies which address the physical and capital needs of the real estate while recognizing the market constraints presented by the surrounding neighborhood, demographic trends affecting the city as a whole, and the resource limitations at the local, state and federal levels;
- fourth, recommending specific policies, actions, and procedures to implement a more systematic and "neighborhood-friendly" redevelopment program that would enable PHA to continue to meet its "public housing" mandate while responding to a broader neighborhood revitalization constituency;
- fifth, projecting production goals and resources requirements to effectively reduce PHA's scattered-site vacancy rate to zero over a five-year period; and
- finally, proposing an agency work-plan and departmental assignments to implement the strategy.

The products of these efforts are two documents: "Locational Priorities, Strategies & Recommendations for redevelopment of PHA Scattered-Site Properties" completed in June, 1999 and this report, entitled "PHA Asset Development & Management Strategy, 1999-2004." The first report identifies priority areas in the city for special intervention by PHA and gives general characteristics of each along with an overview of neighborhood-based capacity and development opportunities evident there. References to and excerpts of that report are contained in this report.

### **Research Methodology & Process**

The development and preparation of the information, data and series of recommendations and work-

plans involved a number of research activities, meetings and work sessions, including:

- planning and review sessions with PHA Executive Director and the Asset Management Department throughout the assignment to review findings and recommendations;
- interviews of key PHA managers and staff having direct lead responsibilities in the areas related to scattered-site development and management;
- meetings and conversations with key managers and staff of other city housing agencies, a representative number of CDCs and their development partners, and financial intermediaries supporting the work of CDCs.<sup>2</sup>
- participation in PHA meetings involving PHA staff and other consultants to PHA working on assignments related to assessment of the capital needs of scattered-site and conventional-site public housing, and Hope VI planning.
- review, sorting and tabulation of PHA data reporting on scattered-site properties by address, occupancy status, unit count and number of bedrooms, and Realist data tracking city- and privately-owned properties.
- coordination of map production completed by the Philadelphia Association of Community Development Corporations (PACDC).
- facilitation of two planning charettes for PHA managers and staff to review draft reports and to discuss policy and program implications of findings and recommendations.

### **PHA Core Mission**

The key challenges facing the Philadelphia Housing Authority and its scattered-site portfolio over the next few years are:

- effective management and maintenance of existing assets in the form of occupied rental properties;
- redevelopment of vacant and under-performing properties in the portfolio in ways which contribute to the revitalization of the neighborhoods in which they are located; and
- ensuring healthy and secure living environments for their tenant populations as well as for other residents of the neighborhoods and communities in which scattered site properties are located.

### **PHA Development Goals**

The principal goals and objectives which will guide PHA's scattered-site reinvestment program over the

---

<sup>2</sup> See Appendix for list of organizations consulted.

next several years are to:

- eliminate immediate public health and safety hazards in the portfolio;
- facilitate the redevelopment of vacant and structurally intact buildings and vacant land parcels in neighborhoods as part of an overall neighborhood revitalization program;
- ensure that all occupied properties (existing and post-construction) are regularly maintained, well-managed, and generate positive net cash flow over time;
- enhance communications, coordination and collaboration among service providers and their constituents in neighborhoods targeted for investments;
- identify, marshal and access resources at the local, state and federal level to help finance scattered-site development initiatives; and
- collaborate with city and state housing agencies, neighborhood-based development organizations, and other developers to carry-out scattered-site development initiatives.

### **PHA Scattered-Site Vacancies in Context**

The incidence and condition of scattered-site public housing in Philadelphia and the urgency to address it should be part of an overall land-use and neighborhood stabilization strategy for the city as a whole, based on the following factors:

#### Scattered-Site Volume

- 32 percent of PHA's total public housing portfolio is comprised of scattered-site properties (approximately 6,400 scattered-site properties out of a total of over 20,000 public housing units, including conventional sites).
- PHA has the largest number and proportion of scattered-site properties in its portfolio than any other city in the country. The city with the next highest is Baltimore, MD whose scattered-site units account for 17% of total public housing there (2,848 of 17,000 units).
- One in every four of PHA's scattered-site properties is either a vacant building or a vacant lot.

#### Scattered-Site Properties vis-a-vis City-owned Vacant Properties

- 70 percent of the approximately 6,800 publicly-owned vacant properties in neighborhoods to be given high priority by PHA is comprised of vacant lots; this volume requires that attention be focused on regular, ongoing maintenance in addition to appropriate re-use strategies.
- other various units of city government excluding PHA own 80% of all publicly-owned vacant properties in the high priority neighborhoods; this condition requires that all public agencies need to collaborate very closely to manage the assemblage, maintenance and redevelopment of these properties as part of an overall land-use strategy for Philadelphia neighborhoods.

PHA vacancies vis-a-vis Section 8 properties

- vacant scattered-site properties owned by PHA are overwhelmingly concentrated within the neighborhoods of West Philadelphia and North Philadelphia, including:

- North Central Philadelphia
- Lower North Philadelphia
- Eastern North Philadelphia

- in contrast to the location of vacant scattered-site properties, Section 8 properties, including tenant-based certificates and vouchers, are overwhelmingly concentrated within the neighborhoods of:

- Northwest Philadelphia/Germantown
- Northeast Philadelphia
- West Philadelphia
- South Philadelphia

- recent HUD policy and resource allocations to housing authorities have placed heavy emphasize on the use of Section 8 vouchers and certificates as tools to make *private rental housing* more affordable and, hence, more accessible to traditional PHA households.

- in recent year there has also been considerable public concerns and debate about the attention to management of individual housing units by landlords and the conduct of tenants receiving Section 8 vouchers or certificates.

**Production Targets & Resource Requirements**

PHA owns and manages 6,490 total properties scattered throughout the city. Of this number, 4,827 or 74% are occupied buildings, 1,131 are vacant lots and 532 are vacant buildings. The overwhelming majority of these vacant properties -- 1,663 -- are concentrated in North Philadelphia, including the North Central, Lower North, and Eastern North sections.

Based on PHA’s goal to reduce their vacant portfolio to zero and to re-use and regularly maintain all vacant land over a three- to five-year period, the production program shown below was established. It projects the number of properties to be redeveloped or “turned-over” and is predicated on PHA developing and maintaining approximately 832 or one-half of the properties, while neighborhood-based developers will having responsibility for development of the other half.

<b>Production-Maintenance Projections</b>	Vacant Lots	Vacant Buildings	Total Properties
PHA as Development Entity	566	266	832
CDCs/Other Development Entity	566	266	832
<b>Total</b>	<b>1,132</b>	<b>532</b>	<b>1,664</b>

Using local prevailing construction, maintenance and transaction costs associated with local community development projects (including historical costs experienced by PHA), PHA's share of the costs is projected at approximately \$37 million over a five-year period or \$7 million per year.

<b>Capital Requirements</b>	Total Properties	Capital Resources	Resources/Property
PHA as Development Entity	832	\$44,112,475	\$53,032
CDCs/Other Development Entity	832	\$51,890,750	\$62,369
<b>Total</b>	<b>1,663</b>	<b>\$96,003,225</b>	<b>\$57,694</b>

The mix of financing to support rental and home-ownership development and property maintenance activities for properties controlled by PHA includes Hope VI funding awards, HUD Comprehensive Grant Program allocations to Philadelphia, and resources from the Commonwealth of Pennsylvania through the state Department of Community and economic Development's (DCED) Community Opportunity Program and allocations of additional bond issuance cap through the Pennsylvania Housing Finance Agency (PHFA) to housing authorities. The anticipated proportions and per unit funding levels are as follows:

<b>Projected Financing Sources (PHA as Developer)</b>	% of all Resources	Financing Required	Resources/Property
Hope VI, Comprehensive Grant and/or Modernization Funds	60%	\$26,467,485	\$31,812
Investor Equity via Tax Credits and/or Bond-Mortgage Proceeds	30%	\$13,233,742	\$15,906
State Community Opportunity Program and/or CDBG Funds	10%	\$ 4,411,248	\$ 5,314
<b>Total</b>	<b>100%</b>	<b>\$44,112,475</b>	<b>\$53,032</b>

PHA recognizes the increasing capacity and resourcefulness of many nonprofit and for-profit developers as well as a financing environment that has become increasingly responsive to and supportive of private-public collaborations. Accordingly, PHA will consider conveying selected buildings and parcels for redevelopment to neighborhood-based development entities in order for projects to help leverage other resources, particularly those resources which are not available to public housing and governmental agencies. As part of an overall reinvestment and management strategy, this approach will enable PHA to reduce its operating exposure while facilitating the redevelopment and reuse of vacant scattered-sites. All potential transfers of property out of PHA inventory should, however, be reviewed in light of the financial impact on operating subsidies and capital grants from HUD to PHA, particularly in the event such subsidies can not be transferred to the developer.

II. CORE MISSION  
&  
DEVELOPMENT PRIORITIES

## II. CORE MISSION & DEVELOPMENT PRIORITIES

### A. Core Mission

The Philadelphia Housing Authority's vast portfolio of real estate scattered throughout many sections and neighborhoods of the city requires that it function as a more responsible owner and manager. In the current environment in which public housing agencies operate, competition for federal Housing and Urban Development resources is extremely fierce across the country and those authorities able to form and maintain strategic alliances with local and state government, neighborhood-based organizations and private-sector interests will be better positioned to meet three critical challenges head-on. These challenges are as follows:

- to more effectively manage and maintain existing assets in the form of occupied rental properties;
- to facilitate the redevelopment of vacant and under-performing properties in the portfolio in ways which contribute to the revitalization of the neighborhoods in which they are located; and
- to ensure healthier and more secure living environments for their tenant populations as well as for other residents of the neighborhoods and communities in which scattered site properties are located.

As PHA refocuses its scattered-site public housing mission in the direction of community-based management and community development, it recognizes the needs to coordinate with other local stakeholders and institutions in the public and private sector if it is to be successful in address the challenges noted above.

### B. Development Goals & Objectives

The principal goals and objectives which will guide PHA's scattered-site reinvestment program over the next several years are outlined below:

**Goal #1:** Eliminate immediate public health and safety hazards in PHA's portfolio of scattered-sites and throughout the neighborhoods targeted by PHA for intervention and reinvestment.

#### Objectives:

- access and integrate L&I and Housing Quality Standard violation reports into scattered-site information database.
- relocate tenants of imminently dangerous occupied units, secure buildings and commission demolition.
- seal and subsequently demolish all imminently dangerous vacant units.
- clean and maintain over-grown and trash-strewn vacant lots.

**Goal #2:** Facilitate the redevelopment of vacant and structurally intact buildings and vacant land parcels in neighborhoods as part of an overall neighborhood revitalization program which: leverages other reinvestment activities on adjacent or surrounding blocks; reduces the overall density of housing for the immediate area; and targets replacement units in neighborhoods closest to the communities of tenants displaced from renovated and downsized conventional sites.

Objectives:

- redevelop, convey for the purposes of development, and/or help finance the rehabilitation of existing buildings or lots which address documented needs for affordable rental housing or home ownership, or for open space improvements.
- integrate scattered-site unit development with existing neighborhood revitalization plans which have broad-based community based support from residents, institutions and businesses of that community.
- assign priority to those properties targeted for redevelopment which are located nearest to existing community anchors and assets.
- target properties for redevelopment in order to meet the needs of a diverse population by attracting or preserving an appropriate mix of incomes.
- reserve a portion of the redeveloped units for eligible, displaced tenants of conventional sites undergoing renovation and down-sizing.
- convey, for the purposes of beautification, single vacant lots located adjacent to homeowners committed to maintaining them as private yards or off-street parking areas or to business owners committed to maintaining them as off-street parking or for permissible business expansions.
- convey, for the purposes of beautification, single vacant lots located on blocks with other open space/green space being maintained by neighborhood-based development organizations as community gardens, sitting parks or play areas.

**Goal #3:** Ensure that all rental properties (existing and post-construction) are regularly maintained, well-managed, and generate positive net cash flow over time.

Objectives:

- conduct regular inspections and perform maintenance and basic systems repairs on occupied units on a regular, ongoing basis.
- decentralize specific property management functions which enable units to be turned-over

quickly, work-orders to be carried out expeditiously, and rents to be collected efficiently.

- coordinate property management services with CDCs and Resident Councils to ensure that units are well-managed, tenants are well-served, and relationships among all residents are respectful and healthy.

- contract for property management services in geographical areas having widely scattered-site PHA occupied units to neighborhood-based management companies and community development corporations having the technical and financial capacity, organizational infrastructure, and proven sensitivity to diverse tenant populations.

- maintain centralized asset and property management functions which are cost-effective and enable PHA to track and manage rental income and operating expenses and maximize interest-earned on revenues and operating and replacement reserves.

**Goal #4:** Enhance the communications, coordination and collaboration among service providers and their constituents in neighborhoods targeted for investments to: ensure accessibility to quality supportive services; eliminate unnecessary duplication of services; and maximize the effectiveness of programs and services to community residents, especially for those having the most need and the least resources.

Objectives:

- collaborate with neighborhood-based and community-wide organizations and service providers along with PHA Resident Councils to enhance the design, redesign, delivery and usefulness of human and social services.

- identify specific human and social service needs -- especially related to education, employment, child care, and health care -- within each targeted neighborhood and match those needs with the appropriate programs, services and providers.

**Goal #5:** Identify, marshal and access an appropriate mix of resources -- public, private, corporate and philanthropic -- at the local, state and federal level to help finance the development initiatives proposed.

Objectives:

- access and link financial resources available through the following programs or financing tools:

- Comprehensive Grant/Modernization Program
- Mixed-Finance Hope VI Grant Program
- Investor Equity generated through Low Income Housing Tax Credits
- PHFA Penn HOMES
- DCED's Community Opportunities Program
- Annual Contributions Contract Subsidies

Section 8 Project-Based Subsidies  
Section 8 Certificates or Vouchers  
federal HOME Program  
CDBG Program  
Tax-Exempt Bond Program

**Goal #6:** Collaborate with city and state housing agencies, neighborhood-based nonprofit development organizations, and other developers as necessary and as appropriate to carry-out specific project or financing initiatives directly related to Goals 1 through 5.

Objectives:

- support sponsorships, co-sponsorships, collaborations or direct development of scattered site development projects with CDCs, non-profit and for-profit developers, and quasi-governmental agencies where their technical capacity and organizational infrastructure are evident, and where there is an organizational commitment to integrate public housing into the neighborhood's revitalization program.
  
- negotiate and enter into agreements of sale, options, memoranda of understanding, development agreements, partnership agreements and/or financial participation agreements as necessary to help assess and launch viable projects.

III. LOCATIONAL PRIORITIES  
&  
RECOMMENDATIONS

### III. LOCATIONAL PRIORITIES & RECOMMENDATIONS

#### A. High Vacancy Areas

The highest concentration of vacant scattered-site properties owned by the Philadelphia Housing Authority can be found within nineteen census tracts or “neighborhood areas” within the city of Philadelphia. All total, these tracts account for 75% of PHA’s entire stock of scattered-site vacant lots and vacant buildings (1,247 of 1,663 vacant properties) and 22.6% of all PHA scattered-site properties, vacant and occupied. Geographically, this vacancy concentration is prevalent in North Philadelphia, in general, and more particularly in neighborhoods comprising Lower North Philadelphia, North Central Philadelphia, and Eastern North Philadelphia. (See Maps A and B, pages 13 and 14, which show the varying concentrations of PHA vacant properties by Community Management Area and by census tract, followed by Maps C and D which show all PHA scattered-site properties and the relationships between the concentration of PHA vacant properties and the locations of tenant-based Section 8 certificates and vouchers.)

Two tracts in West Philadelphia -- the Mantua and Belmont neighborhood areas -- also contain high percentages of PHA vacant property. Moderate and low vacancy concentrations of PHA scattered-site property are dispersed throughout thirty-nine other tracts which, with few exceptions, border those in North and West Philadelphia; these area account for 321 total vacancies or approximately one-fifth of the total vacant stock.<sup>3</sup>

By virtue of their location, characteristics of the community and various other assets and opportunities -- physical, financial, and organizational -- these nineteen areas are recommended as potential sites for special intervention by PHA and for potential funding to redevelop PHA and other publicly-owned properties as part of a collaborative effort with neighborhood-based developers and other city housing agencies. The table below ranks from highest to lowest each section and corresponding census tract in this group:

<u>Rank</u>	<u>Section of the City</u>	<u>Census Tract</u>
1	Eastern North Philadelphia	155
2	North Central/Diamond-Susquehanna	152
3	North Philadelphia/Ludlow Village	145
4	Norris Square/West Kensington	162
5	Strawberry Mansion-Southwest	151
6	Strawberry Mansion	169
7	Girard College/Cecil B. Moore West	139
8	West Philadelphia/Mantua	108
<u>Rank</u>	<u>Section of the City</u>	<u>Census Tract</u>

---

<sup>3</sup> See “Locational Priorities, Strategies and Recommendations fro the Redevelopment of PHA Scattered-Site Properties” which is a companion document to this report which was prepared for PHA by Wilson Associates in June, 1999 to help advise PHA on initial neighborhoods areas and sites for intervention.

9	North Central/ Temple University	153
10	Brewerytown	137
11	Eastern North/ American St. Corridor	156
12	Cecil B. Moore Corridor	147
13	North Philadelphia/ Hartranft	164
14	Cecil B. Moore/ Francisville	140
15	North Philadelphia/ Lehigh South	168
16	Brewerytown/ Girard College	138
17	North Philadelphia/ Broad & Lehigh	167
18	Brewerytown	149
19	North Philadelphia/ 5th & Lehigh	163

B. Neighborhood Areas for Initial Intervention

PHA should consider launching a scattered-site reinvestment initiative targeted to neighborhood areas with varying incidences and concentrations of PHA and City-owned vacant property. The neighborhood areas for initial consideration are recommended as follows:

- Eastern North/Lower North Philadelphia ..... (census tracts 155 and 145)
- North Central Philadelphia, West of Broad.. (census tracts 152 and 153)
- Norris Square/West Kensington..... (census tracts 162 and 156)
- Cecil B. Moore/Francisville Corridor..... (census tracts 147,140 and 139)
- West Philadelphia/Mantua-Belmont..... (census tracts 108 and 107)

C. Neighborhood Reinvestment Strategies

PHA will consider the following reinvestment strategies and components to best address and best respond to market opportunities and neighborhood development needs in each targeted community:

- Pursue small- to moderate-scale developments to avoid high population densities.
- Utilize home-ownership and rental models to appeal to broader, mixed-income market.
- Creative re-use of vacant land to help reduce housing densities and create more passive open space and green space, community gardens, side-yards for homeowners, recreational/play space, and off-street parking.
- Integrate and blend public housing within each neighborhood block by varying exterior colors, facade treatments, and landscaping features house-to-house.

Map A - Vacancy Concentration by CMA

(6 hardcopy sets delivered to Philadelphia HUD Office)

Map B - Vacancy Concentration by Census Tract

(6 hardcopy sets delivered to Philadelphia HUD Office)

MAP C - Scattered-Site Vacancies & Section 8

(6 hardcopy sets delivered to Philadelphia HUD Office)

MAP D – Vacant Scattered Site Properties and Section 8 Vouchers/Certificates by  
Census Tract

(6 hardcopy sets delivered to Philadelphia HUD Office)

IV. ASSET DEVELOPMENT PRIORITIES  
&  
RECOMMENDATIONS

## IV. ASSET DEVELOPMENT PRIORITIES & RECOMMENDATIONS

### A. Major Factors Impacting Scattered-Site Property Development

In this section of the report, major factors and considerations impacting or expected to impact on PHA and the needs of scattered-site public housing are addressed. Many of these factors and considerations are external to PHA, and while they may be outside of the Authority's direct control, they continue to underscore the need for PHA to provide housing for very low- and low-income households. For example, the incidence of poverty particularly among low-income households in Philadelphia paying greater more than 30 percent of their limited incomes for housing, couple with the ongoing welfare-to-work requirements imposed by federal and state government, place extra importance -- and pressure -- on PHA's ability to provide and maintain affordable housing for those least able to afford it. In the current climate of welfare-to-work and increased public accountability of public agencies, it is imperative that the Authority react and respond to such needs as efficiently, effectively and expeditiously as possible if it is to carry out its public mandate.

Other factors or considerations impacting PHA are regarded as more internal to PHA and thus within its control to affect and impact. Some of these include re-deployment of property management staff, maintenance personnel and capital funds on a block-by-block basis to achieve neighborhood revitalization objectives. Others include increased collaboration with nonprofit and for-profit developers to facilitate the most appropriate redevelopment and reuse of underutilized PHA properties, as well as the preservation of Annual Contributions Contract operating subsidies and Comprehensive Grant Program revenues available from HUD.

#### 1. Market/Demographic Issues

Incidence of poverty and housing problems:

- Extremely-low and low-income renter households (i.e. families earning less than \$14,300 and between \$14,301 and \$23,800 per year, respectively) exhibit the most severe need of any income group in Philadelphia based on the City's Year 24 Consolidated Plan for fiscal year 1999. Of these 111,500 households, approximately 82,000 have a cost burden and are paying 30% or more of their gross income towards housing expenses (including utilities). And, 54,500 have a severe cost burden in which case they are paying in excess of 50% of gross income towards housing costs.
- Overall, more than three-quarters of low-income renter households have at least one housing problem in which they either a complete kitchen or bathroom, or live in overcrowded or unsafe conditions. These households also lack the income necessary to leave their current housing situation for affordable and decent housing in other neighborhoods. Without some form of rental assistance, most of these households are likely to live in inadequate housing conditions. Resources such as public housing, rental vouchers and certificates and other types of assisted housing units are critical to meeting the housing needs of these families.<sup>4</sup>

---

<sup>4</sup> Consolidated Plan for the City of Philadelphia (Fiscal Year 1999), p.17, Summary of Housing Needs by  
PA002101a February 17, 2000

## Population trends:

- According to the U.S. Bureau of the Census and as reported in the Philadelphia Inquirer, Philadelphia experienced a net population loss of nearly 150,000 residents between 1990 and 1998, a 9 percent decline. Among the nation's largest cities, only Washington and Baltimore lost greater proportions of their residents over the same time period (14 percent and 12 percent, respectively).
- Philadelphia net population loss is in contrast to significant gains in all but one of the City's seven suburban counties in Pennsylvania and New Jersey; Bucks County grew 9 percent, Chester County by 12 percent and Gloucester County by 8 percent.
- According to recent population estimates developed by the Delaware Valley Regional Planning Commission for Philadelphia, the neighborhoods of North Philadelphia where the vast majority of PHA's vacant scattered-site properties currently exist are projected to experience a combined net loss in population of 10,300 residents or 4.2% between the years 2000 and 2010.<sup>5</sup>

## Special needs of large households:

- Large households in general have a need for more living space than the typical Philadelphia rowhouse can offer. These households need access to affordable housing units that are being developed at lower densities to provide more exterior space and more bedrooms to meet inside living requirements;
- Large Latino households may be at greater risk of overcrowding. High poverty rates among Latino families also suggest that they may be less able to alleviate overcrowding in the private rental market;
- Families, including large homeless families in the lower income categories (Extremely Low-Income and Low-Income) have an exceptional need for rental assistance or subsidized housing

## Waiting list for public housing:

- Increasing demand for replacement public housing due to HUD Section 202 mandates requiring downsizing of large-scale conventional public housing developments in the city having substantial vacancies.

---

## Income Group.

<sup>5</sup> Delaware Valley Regional Planning Commission; Population Forecasts by Neighborhood.

- HUD policy and resource allocations to housing authorities in recent years appear to place heavy emphasize on the use of Section 8 vouchers and certificates as tools to make *private rental housing* more affordable and, hence, more accessible to the traditional PHA household.
- The waiting list for public housing (scattered-site and conventional-site) as of June 1999 is 10,046 income-eligible families.
- The waiting list for Section 8 certificates and vouchers as of June 1999 is 11,927 income-eligible families of which 11,260 or 94% are non-PHA residents.

## 2. Scattered-Site Vacancies in Context

### Volume of public housing:

- 32 percent of PHA's total public housing portfolio is comprised of scattered-site properties (approximately 6,400 scattered-site properties out of a total of over 20,000 public housing units, including conventional sites).
- PHA has the largest number and proportion of scattered-site properties in its portfolio than any other city in the country. The city with the next highest is Baltimore, MD whose scattered-site units account for 17% of total public housing there (2,848 of 17,000 units).
- One in every four of PHA's scattered-site properties is either a vacant building or a vacant lot.

### Volume of vacant, publicly-owned properties:

- 70 percent of the approximately 6,800 publicly-owned vacant properties in neighborhoods to be given high priority by PHA is comprised of vacant lots; this volume requires that attention be focused on regular, ongoing maintenance in addition to appropriate re-use strategies.
- 80 percent of all publicly-owned vacant properties in the high priority neighborhoods is owned by a unit of city government other than PHA; this condition requires that all public agencies must collaborate very closely to manage the assemblage, maintenance and redevelopment of these properties as part of an overall land-use strategy for Philadelphia neighborhoods.

### PHA vacancies vis-a-vis Section 8 properties:<sup>6</sup>

- Recent HUD policy and resource allocations to housing authorities have placed heavy emphasize on the use of Section 8 vouchers and certificates as tools to make *private rental housing* more affordable and, hence, more accessible to the traditional PHA household.

---

<sup>6</sup> Based on PHA maps tracking tenant-based Section 8 certificates and vouchers, and vacant PHA scattered-site properties (See Appendix).

- In recent years, there has also been considerable public concerns and debate about the attention to management of individual housing units by landlords and the conduct of tenants receiving Section 8 vouchers or certificates.
- Vacant scattered-site properties owned by PHA are overwhelmingly concentrated within the neighborhoods of West Philadelphia and North Philadelphia, including:
  - North Central Philadelphia
  - Lower North Philadelphia
  - Eastern North Philadelphia
- In contrast to the location of vacant scattered-site properties, Section 8 properties, including tenant-based certificates and vouchers, are overwhelmingly concentrated within the neighborhoods of:
  - Northwest Philadelphia/Germantown
  - Northeast Philadelphia
  - West Philadelphia
  - South Philadelphia
- Recent HUD policy and resource allocations to housing authorities have placed heavy emphasize on the use of Section 8 vouchers and certificates as tools to make *private rental housing* more affordable and, hence, more accessible to traditional PHA households.
- There continues to be controversy in some neighborhoods about the lack of effective management and maintenance of housing units leased by private landlords to tenants receiving Section 8 vouchers or certificates.

### 3. Physical Conditions & Considerations

City-owned properties:

- Most of the neighborhoods with the higher concentrations of PHA scattered-site properties also have high concentrations of other publicly-owed vacant properties, including those under the control of the Redevelopment Authority, the Philadelphia Housing Development Corporation, and the City of Philadelphia.

High development costs:

- The costs to renovate existing or build new public housing units are typically in the \$90,000 to \$110,000 per unit range.

Imminently dangerous occupied units:

- Residents' strong attachment to their units, their close identification with other residents-tenants as extended family members, and their affiliation with the surrounding neighborhood appear to be major factors which cause many residents to resist (if not refuse altogether) relocation by PHA to another public housing unit. These occurrences severely constrain PHA's ability to seal and demolish imminently dangerous, occupied units in its portfolio.

#### 4. Financial Issues & Considerations

PHA resources:

- PHA projects the cost of modernizing and operating its conventional site public housing sites at \$165 million for the current fiscal year, 1999-2000. Its total Comprehensive Grant Program funding base for this same period is projected to be \$88 million of which \$20-30 million may be reserved and allocated to offset capital and operating costs associated with the Authority's scattered-site portfolio.
- Based on the findings and recommendations from this report, the total projected costs of improving the entire scattered-site portfolio in terms of building demolition, unit repairs or redevelopment, and vacant lot beautification or maintenance is estimated to be \$18 million per year or \$90 million over the next five-years.
- PHA anticipates, and has already begun to experience, declining operating subsidies calculated on the basis of the number of units in its portfolio. The adjustment in subsidies, in terms of volume and value, is in part associated with the downsizing of conventional public housing sites.
- Recent changes in HUD regulations governing the Section 8 program, indicate that Section 8 subsidies may be used to cover mortgage payments for income-eligible families approved for transition from rental to home-ownership. PHA will add this new application of Section 8 to the package of other potential resources needed to support the home ownership objectives in the scattered-site development strategy.

CDBG resources:

- Over the next 18 to 24 months there will be severe limitations on the availability of Community Development Block Grant ("CDBG") funds to supplement or complement PHA funding of scattered-site public housing development initiatives due primarily to:
  - existing commitments of CDBG funds to other eligible projects, many of which are awaiting tax credit awards from the Pennsylvania Housing Finance Agency;
  - forward commitments of CDBG funds to affordable housing and economic development projects; and

- presently exhausted Section 108 borrowing capacity resulting from funding of recent past and current projects obligating future CDBG entitlement funds.<sup>7</sup>

■ The City's Office of Housing and Community Development ("OHCD") anticipates that rental housing ventures which have already received their support and are in their pipeline and are awaiting tax credits may very well exhaust all available tax credit financing over the next year or two.

## 5. Coordination & Collaboration

PHA, local government & neighborhoods:

■ Given the volume of vacant properties under the control of multiple public agencies, close inter-agency coordination, along with collaboration with neighborhood-based developers must occur to ensure consistency and compatibility of information, resources and plans to transform scattered-site property liabilities into neighborhood assets.

Inter-agency cooperation:

■ Open communications with and consistent coordination and collaboration between the current and ensuing city administration, along with OHCD and the Redevelopment Authority as primary *local public policy-makers* and *public funders* of affordable housing and neighborhood development.

■ Open communications with and consistent coordination and collaboration between the current and ensuing administration of HUD at the regional and national level as the *federal public policy-maker* and *financial resource* for subsidies for public housing production and maintenance, and for public rental subsidies to families.

■ Open communications with and consistent coordination and collaboration between the current and ensuing administrations of HUD and the Department of Licenses & Inspections as primary *public policy-makers* and *public resources* for building code enforcement, health and safety, and demolition.

## B. Production Program and Potential Collaboration

### 1. Production Program

Of the 1,663 vacant and under-utilized properties owned by PHA, a total of 1,205 properties or 72% are located in Tier I high priority areas; 311 properties or 20% can be found in Tier II middle priority areas, and 147 PHA vacant properties are in the third tier and lowest priority areas. Given the volume of vacant and under-utilized properties currently in the Authority's scattered-site portfolio, and based on PHA's goal to reduce that volume to zero over a three- to five-year period, the production program

---

<sup>7</sup> These CDBG funding observations are based on a February 9, 1999 letter to PHA from OHCD.

shown below was developed. It projects the average number of properties to be redeveloped or “turned-over” and recommends a role for PHA and for CDCs and other housing developers, including PHDC and private developers. Using average construction, maintenance and transaction costs associated with local community development projects (including historical costs experienced by PHA) the program provides estimates of the level of resources which may be required to meet the production goals.

With regard to “turning-over” PHA vacant properties (a term used to represent the transformation of a “community liability” into a “community asset”), the scope or program for transforming these under-performing assets include a range of possible solutions or remedies as follows:

#### **Turning-Over of Vacant Buildings**

- demolition and reuse of vacant land
- conversion and rehabilitation to nonresidential use
- downsizing and rehabilitation to accommodate fewer units with more space
- conveyance from PHA portfolio to buyer or grantee with obligation to rehabilitate

#### **Turning-Over of Vacant Lots**

- assembling, maintaining and “land-banking” pending redevelopment
- beautification and conversion to garden, play lot, off-street parking
- construction of housing or other structure serving the immediate community
- conveyance from PHA portfolio to buyer or grantee with obligation to use and maintain.

## 2. Potential Collaborations

PHA will collaborate with CDCs and other developer entities to both sponsor and take direct responsibility for the turning-over of selected properties and sites. As the analysis below indicates, the turn-over of PHA vacant properties over a three- to five-year period is based on 1:1 ratio of PHA developed properties to CDC developed properties. This ratio and the resulting volume and capital needs were used to demonstrate the potential production impact and resource implications for and on PHA and CDCs as project sponsors and developers.

PHA senior management indicated its preference for retaining ownership of all vacant buildings in order to maintain the annual Comprehensive Grant Program subsidies and operating subsidies provided by HUD; such funding is based primarily on the number of buildings -- vacant or occupied -- owned by PHA. If this policy is adopted and pursued it will effectively require that PHA hold title to all of the vacant buildings while either serving in the capacity of sole project developer or securing outside project development services.

With the overall goal being to “facilitate redevelopment” of its scattered-site vacant properties, PHA will have the flexibility to choose and exercise a range of development options, including determining the most appropriate vehicle and the most cost-effective approach for turning-over scattered-site vacancies. Through the initial planning phases and early predevelopment stages of all projects, alternative development scenarios and ownership models should be explored and evaluated, including the specific

conditions and requirements under which PHA will consider transferring a vacant buildings or serve in the capacity of sole developer or co-developer.

PHA recognizes the increasing capacity and resourcefulness of many nonprofit and for-profit developers as well as a financing environment that has become increasingly responsive to and supportive of private-public collaborations. Accordingly, PHA will consider conveying selected buildings and parcels for redevelopment to neighborhood-based development entities in order for projects to help leverage other resources, particularly those resources which are not available to public housing and governmental agencies. As part of an overall reinvestment and management strategy, this approach will enable PHA to reduce its operating exposure while facilitating the redevelopment and reuse of vacant scattered-sites. All potential transfer of property out of PHA inventory should, however, be reviewed in light of the financial impact on operating subsidies and capital grants from HUD to PHA, particularly in the event such subsidies can not be transferred to the developer.

### 3. Collaborations with CDCs

PHA will consider collaborating with and transferring scattered-site properties to CDCs and other neighborhood-based development organizations which have the following characteristics and capacities:

#### **Threshold Criteria**

- are organized as a charitable, nonprofit organization as defined under Section 501(c)(3) of the Internal Revenue Code;
- have affordable housing, community economic development, and/or the provision of human services to low-income persons in the organization's mission statement and articles of incorporation; and
- are actively engaged in the renovation or construction of affordable housing in a recognizable neighborhood in the City of Philadelphia.

#### **Neighborhood-based Criteria**

- service delivery to a clearly defined neighborhood with an identifiable low-income population and containing vacant PHA scattered-site properties;
- a strong and consistent base of community support for the organization's activities and programs, as well as community and constituent participation in decisions related to project and program conception, design and operations;
- neighborhood resident involvement and leadership on a governing board of directors setting priorities and overseeing performance;
- existence of a clearly defined neighborhood revitalization strategy which sets the context for

specific real estate and community development projects and activities.

- evidence of direct benefits from the organization's activities to residents of the targeted neighborhood and to its low-income residents.

### **Project Development Criteria**

- existing portfolio of affordable housing projects developed generally within the established time-frame and budget;

- a portfolio of performing assets in the form of well-managed, well-maintained real estate projects;

- demonstrated ability to obtain sponsor and/or developer designations for affordable housing projects from governmental and/or private funding agencies; and

- demonstrated ability to secure full financing to complete projects on which sponsor and/or developer designations have been obtained.

#### **4. Collaborations with Private & Quasi-Public Developers**

PHA will consider collaborating with and transferring scattered-site properties to private developers and quasi-public development entities such as the Philadelphia Housing Development Corporation ("PHDC") having the following characteristics:

#### **Threshold Criteria**

- have a proven history of developing affordable housing or community economic development projects in low-income neighborhoods; and

- are actively engaged in the renovation or construction of affordable housing in a recognizable neighborhood in the City of Philadelphia.

#### **Neighborhood Partnership Criteria**

- a successful history of developing affordable housing or community economic development projects in an identifiable low-income neighborhood;

- evidence of community and constituent participation in the conceptualization, design and operations of such projects;

- a strong and consistent base of community support for the developers' activities and methods of operation;

- existence of a clearly defined neighborhood revitalization strategy which sets the context for specific real estate and community development projects and activities;

- evidence of direct benefits from the developer’s activities to residents of the targeted neighborhood and to its low-income residents; and
- a record of performance indicating that a reasonable portion of the project’s financial returns (profits, developer fees, net cash flow, etc.) were reinvested into the project, or into other neighborhood development activities, including organizing, technical assistance, capacity building or human services;

**Project Development Criteria**

- existing portfolio of well-managed and well-maintained affordable housing projects which were developed within the established time-frame and budget;
- demonstrated ability to co-sponsor and/or joint-venture with nonprofit organizations to complete affordable housing projects;
- demonstrated ability to secure the required financing to complete projects on which co-sponsor and/or co-developer designations have been obtained; and
- commitment to reinvest a reasonable portion of the project’s financial returns (profits, developer fees, net cash flow, etc.) into the project and/or into other neighborhood development activities.

C. Production Volume & Capital Requirements

1. Production & Capital Requirements by Priority Area

The two charts below summarize the overall volume of production and resources required to achieve complete “turn-over” of all PHA’s vacant properties within each priority area.<sup>8</sup>

<b>Production Requirements</b>	Vacant Lots	Vacant Buildings	Total Properties
Tier I - Highest Priority Area	870	335	1,205
Tier II - Middle Priority Area	194	117	311
Tier III - Lowest Priority Area	67	80	147
<b>Total</b>	<b>1,131</b>	<b>532</b>	<b>1,663</b>

<b>Capital Requirements</b>	Total Properties	Capital Resources	Resources/Property

<sup>8</sup> The Appendix contains a series of tables showing production projections and resource requirements broken down by tier, by year and the developer, i.e. PHA or nonprofit/for-profit developer.

Tier I - Highest Priority Area	1,205	\$62,260,000	\$51,668
Tier II - Middle Priority Area	311	\$20,683,725	\$66,507
Tier III - Lowest Priority Area	147	\$13,059,500	\$88,840
<b>Total</b>	<b>1,663</b>	<b>\$96,003,250</b>	<b>\$57,728</b>

## 2. Production & Capital Requirements by Developer Type

The two charts below projects the redevelopment of PHA vacant properties and the required resources under the assumption that one-half of all vacant properties are developed by PHA and one-half are developed by CDCs and/other development entities.<sup>9</sup>

<b>Production Requirements</b>	Vacant Lots	Vacant Buildings	Total Properties
PHA as Development Entity	566	266	832
CDCs/Other Development Entity	566	266	832
<b>Total</b>	<b>1,132</b>	<b>532</b>	<b>1,664</b>

<b>Capital Requirements</b>	Total Properties	Capital Resources	Resources/Property
PHA as Development Entity	832	\$44,112,475	\$53,032
CDCs/Other Development Entity	832	\$51,890,750	\$62,369
<b>Total</b>	<b>1,568</b>	<b>\$81,645,610</b>	<b>\$52,100</b>

## 3. Annual Production & Capital Requirements by Developer Type

The charts below project the average number of vacant scattered-site properties to be turned-over or redeveloped over a three- to five-year period and the estimated capital requirements. For properties redeveloped by PHA, the number impacted on an annual basis ranges from approximately 160 to 260, including 110 to 180 vacant lots and 50 to 80 vacant buildings. Based on the costs associated with PHA properties (and as referenced in the tables in the Appendix), PHA would have to have access to and allocate \$8 to \$13 million per year as follows:

$$\text{Vacant Lots @ \$1,800/year} = \$ 198,000 \text{ to } \$ 324,000$$

<sup>9</sup> The 1:1 ratio of PHA developed properties to CDC/other developed properties is used only to demonstrate the potential production and resource impacts for and on each; it does not imply a policy or infer a preference for scale of production by either entity.

Vacant Buildings @ \$160,000/bldg<sup>10</sup> = \$8,000,000 to \$12,800,000

In terms of housing production and agency capacity, PHA's Construction & Maintenance Department indicated that its work crews have been able to rehabilitate and turn-over approximately 20 long-term vacant buildings and 100 short-term vacant buildings over the past year. This rate of production would enable the Authority to achieve the annual unit or building goal established, provided the capital resources are available. PHA's history and production capacity on vacant lots appears to be more sketchy as in recent years the focus has been on treating vacant units and building than on the ongoing maintenance of vacant lots.

<b>Three- to Five-Year Production</b>	Vacant Lots Per Year	Vacant Bldgs Per Year	Total Per Year
PHA as Development Entity	110-188	53-88	163-276
CDCs/Other Development Entity	110-188	53-88	163-276
<b>Total</b>	<b>220-376</b>	<b>106-176</b>	<b>326-552</b>

**Three- to Five-Year**

---

<sup>10</sup> The \$160,000 per building is based on rehabilitating a two-unit building @ \$80,000 per unit.

<b>Resource Requirements</b>	<b>Production/ Year</b>	<b>Resources/Year<sup>11</sup> (in millions)</b>
PHA as Development Entity	163-276	\$ 9 to \$15
CDCs/Other Development Entity	163-276	\$10 to \$17
<b>Total</b>	<b>326-552</b>	<b>\$19 to \$32</b>

#### D. Policies & Policy Implications Guiding Scattered-Site Property Development

Over the course of the next several months, PHA should work towards building a public-private-neighborhood constituency for turning-over scattered-site public housing and should use this report help build a consensus for specific plans within each neighborhood containing PHA properties. Because many neighborhoods concentrated with PHA properties also contain vacant and underutilized City-owned and privately-held properties, the need for inter-agency coordination and cooperation is particularly crucial to any successful redevelopment activities. Within many of these same neighborhoods, the economic and environmental impacts of real estate development projects and supportive service programs undertaken by CDCs and others over the past several years will be marginal unless and until the holdings of vacant properties are turned-over. And, the social and market impacts from redevelopment activities addressing PHA and non-PHA vacant properties will also be marginal unless and until they are linked to strategies and opportunities which recognize social and market conditions and trends.

In consideration of the above objectives and factors, and taking into account the discussions with PHA senior management, other City housing agencies and neighborhood-based organizations in Philadelphia, PHA should adopt the following operating policies and practices:

##### 1. Inter-Agency Coordination

PHA/OHCD:

- PHA’s Asset Development/Asset Management Strategy and Work-Plan should:
  - be coordinated with and referenced in the City’s Consolidated Plan describing community development and project funding priorities using CDBG, HOME and other community development resources.
  - reflect and support to the maximum extent possible the priorities and existing plans of the neighborhoods and communities which contain PHA properties, occupied and vacant.

---

<sup>11</sup> The disparity between PHA and CDC/other developer resource requirements is due to PHA having responsibilities for demolition and maintenance of the ensuing land, compared to non-PHA developers who are projected to renovate more vacant buildings than PHA (235 verses 182); See charts in the Appendix showing development and maintenance projections for each category of developer.

PHA/neighborhood-based organizations:

- PHA should collaborate and coordinate with CDCs, other public/quasi-public agencies, and for-profit developers having the capacity, financial resources and commitment to serving low-income communities to develop and/or manage affordable housing for income-eligible residents. To the extent that PHA is able to convey these properties to interested developers in a timely fashion, particularly to CDCs where securing site control is all too often the biggest factor limiting their ability to package and sustain a finance-able project, a major development obstacle is removed. Coordination with OHCD and RDA is particularly important in leveraging support and subsidy resources to fund the deals.

PHA/HUD Coordination:

- PHA and HUD should review and refine the process and procedures through which scattered-site public housing properties are initially *considered and approved* for disposition and/or demolition and subsequently *conveyed or transferred* for purposes of disposition and redevelopment or demolition;

## 2. Inter-Agency Operations

Property disposition/transfer:

- PHA should have a regular, prescribed process through which properties it owns may be conveyed or otherwise transferred to developers -- nonprofit or for-profit -- with or without operating subsidies, for purposes of redevelopment. Underwriting guidelines and criteria should be established for receiving, evaluating, ranking and approving proposals based on the extent to which the resulting development project:
  - substantially leverages other public or private resources which will augment the development budget and/or operating revenues;
  - provides affordable rental or sales units to public-housing eligible individuals or families over an extended period;
  - compensates PHA with a fair-market price for property acquired or demonstrates to PHA that the project will be severely constrained financially or will be deemed infeasible but-for a granting of the real estate without compensation; and
  - is consistent with existing neighborhood strategic plans which are recognized by constituents of the service or target area and by governmental, private and institutional stakeholders.
- PHA should review, refine and modify as necessary operating and regulatory documents, developer agreement provisions, loan agreements, deeds of trust, etc. to enable it to:

- maintain dominion and control over development projects involving PHA properties and/or subsidies in order to
- ensure that its public housing mission and community development focus are being served through the conveyance or transfer of properties and/or subsidies.

Development priorities within priority tiers:

- As a priority, PHA should focus its scattered-site public housing development and management activities within the Tier I high priority area. However, this should not preclude addressing the needs of vacant scattered-site properties in the middle and lowest priority areas. By investing some resources in vacant properties which are not concentrated in any one area, PHA has more of opportunity to stabilize such properties sooner and therefore help prevent any de-stabilization of the block and neighborhood in which the property is located.

#### E. Policies & Policy Implications Guiding PHA’s Role in Scattered-Site Property Development

Throughout the course of developing this strategy for scattered-site public housing development, PHA articulated its need to “control its own destiny” financially and from the standpoint of retaining ownership and control of its real estate. Given that HUD funding of PHA is based on formulas directly related to the number of public housing units -- vacant and occupied -- in the local portfolio, as units are conveyed, PHA stands to lose portions of its Comprehensive Grant funding (which is used to help offset capital improvements and pay for agency operations) and portions of its annual operating subsidy (which enables PHA to offset operating expenses for units rented to very-low-income tenants). Principally for these reasons of control and protection of resources coming into the city from HUD, the Authority considered the notion of serving as owner and lead developer of its vacant scattered-site properties as the preferred if not exclusive development scenario going forward.

Upon further review and discussions on this issue, and taking into account the development history of PHA and the current environment in which it and other housing authorities must operate, PHA should consider the following factors when weighing:

- the need to “have financial control of the portfolio” against
- the need to “mitigate risks within the portfolio” against
- the need to “leverage resources to help turn-over the portfolio” as defined above.

#### 1. PHA as Developer

- PHA’s ability to “control its own destiny” and serve as lead developer are not “mutually exclusive.” Moreover, it may not be financially prudent for PHA to serve as the lead developer for all scattered-site redevelopment projects, for by doing so PHA limits its ability to mitigate inherent development risks and spread such risks over its entire portfolio.

- The prospect of PHA serving as exclusive developer will require that PHA:
  - develop and sustain a capacity to function as a developer, including having all the required technical, financial packaging and project management skills;
  - underwrite development period risks and operating period risks, including building and maintaining operating and replacement reserves at the project level and conceivably at the organizational level;
- If PHA chooses not to develop a real estate development capacity in-house but instead opts to “contract-out” developer responsibilities, a clear criteria for determining how to select, manage and compensate a developer should be developed and used, particularly given that different entities having different development capacities, track-records and philosophies will likely compete for such roles, including nonprofit and for-profit groups.

## 2. Policy and Financial Implications

- If PHA’s **organization-wide policy** is to “maintain the annual operating subsidies and related resources from HUD” then the strategy for turning-over the scattered-site portfolio precludes conveying properties to others.
- If PHA’s **asset development strategy** is “to facilitate the redevelopment of vacant and under-performing properties in the portfolio in ways which contribute to the revitalization of the neighborhoods in which they are located” then conveying properties out of PHA’s portfolio may be the most appropriate action for particular projects in particular areas.
- PHA should explore with HUD arrangements which allow the Authority to retain its annual HUD subsidy allocation on properties if such properties are committed to a developer for turn-over and in which an executed long-term lease, development contract, and operating and regulatory agreement are used to ensure:
  - the complete redevelopment of the property;
  - the long-term financial viability of the property; and
  - the long-term maintenance and afford-ability of the property for public housing-eligible tenants.

## V. IMPLEMENTATION WORK-PLAN

## V. IMPLEMENTATION WORK PLAN

### A. Agency Wide Work Plan

Each of the development goals and corresponding objectives presented in Section I of this report is restated below in a series of charts. Each chart references specific tasks which relate to specific goals and objectives. Referenced within each chart are the names of specific PHA departments having lead responsibility or support responsibility for completion of each task.<sup>12</sup>

**Goal #1:** Eliminate immediate health/safety hazards throughout scattered-site portfolio with priority given to Tier I neighborhood areas.

Principal Objectives & Tasks	Lead Responsibility	Support Responsibility
1. Integrate Licenses & Inspections and Housing Quality Standards violation reports into database.	Ø Housing Operations	➤ Maintenance & Construction
2. Relocate tenants of imminently dangerous occupied units to other PHA units, seal/demolish units.	Ø Housing Operations	Ø Client Services
3. Seal/demolish all imminently dangerous vacant units.	Ø Maintenance & Construction	Ø Housing Operations Ø Asset Management/Contracts
4. Clean/maintain unkept vacant lots.	Ø Maintenance & Construction	Ø Housing Operations Ø Asset Management

#### Capital Requirements:

Demolish 42 buildings<sup>13</sup> .....@ \$15,000/building = \$ 630,000  
 Relocate \_\_ families/year ..... @ \$1,000/family = \$ TBD  
 Maintain 477 vacant lots<sup>14</sup> ..... @ \$1,800/lot/year = \$4,291,875

#### Management Requirements:

- Bi-weekly interdepartmental meetings to report on activities and accomplishments
- Monthly and Quarterly Performance Reports to PHA Management
- Monthly and Quarterly Coordination Meetings with Licenses & Inspections

**Goal #2:** Facilitate the redevelopment of vacant buildings & vacant lots in high priority areas as part of

<sup>12</sup> Tasks and departmental assignments discussed and affirmed at May 21, 1999 PHA Planning Charette.

<sup>13</sup> Represents 18% of PHA vacant buildings in Tier I areas and includes \$5,000/unit for environmental.

<sup>14</sup> Includes 435 existing vacant lots plus the 42 lots resulting from new demolition activity; represents 50% of PHA vacant lots in Tier I areas, the balance is targeted for conveyance to CDCs/other developers for development and ongoing maintenance.

neighborhood revitalization program.

<b>Principal Objectives &amp; Tasks</b>	<b>Lead Responsibility</b>	<b>Support Responsibility</b>
1. Consolidate, redevelop or convey for purposes of development, or help finance the renovation of vacant, rehab-able buildings for occupancy by low-to moderate income households.	Ø Asset Management	Ø Maintenance & Construction Ø Legal Ø Contractual Services
2. Integrate renovation work with neighborhood revitalization plans.	Ø Asset Management	Ø Maintenance & Construction Ø Community Resource Development & Soc. Services
3. Reserve redeveloped units for displaced tenants of conventional public housing sites.	Ø Asset Management	Ø Housing Operations
4. Convey, for the purposes of beautification, single vacant lots adjacent to responsible homeowners on an “ability-to-pay” basis.	Ø Asset Management	Ø Legal Ø Housing Operations
5. Consolidate, redevelop or convey for the purposes of beautification, lots on blocks with active “greening” programs.	Ø Asset Management	Ø Legal Ø Housing Operations Ø Contractual Services

**Capital Requirements:**

Rehabilitate 95, two-unit buildings <sup>15</sup> .....@ \$ 70,000/unit	= \$13,300,000
Build 31, two-unit buildings .....@ \$110,000/unit	= \$ 6,820,000
Beautify/maintain 477 vacant lots <sup>16</sup> .....@ \$ 7,500/lot	= \$ 4,897,500

**Revenue Generation:**

Sell/convey 168 vacant buildings..... @ \$ 2,500/bldg	= \$ 420,000
Sell/convey 435 vacant lots..... @ \$ 500/lot	= \$ 217,500

**Operating Revenue Reduction:**

Dispose of 168 vacant buildings..... @ \$ 10,000/bldg	= \$ 1,680,000
---	----------------

<sup>15</sup> This number (95) represents 75% of all vacant buildings in high priority neighborhoods to be treated by PHA (168) and are considered to be “rehabable.” The balance (42 buildings or 25% of all PHA vacant buildings in high priority areas) are to be demolished.

<sup>16</sup> This number (477) represents existing lots which currently exist in high priority neighborhoods plus the lots created by the demolition of 42 unrehabable structures.

**Operating Expense Reduction:**

Deprogram 168 vacant buildings.....	@ \$1,200/bldg/year	= \$ 604,800
Deprogram 435 vacant lots.....	@ \$1,800/lot/year	= \$ 2,349,000

**Projected Net Financial Impact on PHA .....** = \$ 23,106,200

**Management Requirements:**

- Neighborhood Development Coordinator to serve as PHA liaison for each priority neighborhood
- Weekly/bi-weekly inter-departmental meetings to report on activities/accomplishments
- Annual, quarterly and monthly capital cash flow projections and status reports
- Regular Coordination Meetings with Mayor's Office, OHCD, RDA, PHDC, Licenses & Inspections, Streets & Lighting, Planning Commission, and CDCs from affected neighborhoods

**Goal #3:** Ensure that all occupied rental properties (existing and post-construction) are regularly maintained, well-managed, and generate positive net cash flow over time.

<b>Principal Objectives &amp; Tasks</b>	<b>Lead Responsibility</b>	<b>Support Responsibility</b>
1. Regularly inspect, repair and maintain occupied units and complete back-log of open work-orders.	Ø Maintenance & Construction	Ø Housing Operations
2. Decentralize specific property management functions in order to turn-over units quickly, complete work-orders expeditiously, and collect rents efficiently.	Ø Housing Operations	Ø Maintenance & Construction Ø Asset Management
3. Coordinate property management services with CDCs and Resident Councils to ensure well- managed units, well-served tenants, and effective neighborhood relations.	Ø Housing Operations	Ø Community Resource Development & Soc. Services Ø Tenant Support Services
4. Contract-out property management services in areas with widely scattered PHA units.	Ø Asset Management	Ø Housing Operations Ø Legal Department
5. Maintain centralized property management functions to enable PHA to (a) track/manage rental income and expenses; and (b) maximize interest-earned on revenues and reserves.	Ø Housing Operations	Ø Finance/Information Svcs Ø Asset Management

**Capital Requirements (Three-Years):**

Repair/maintain 1,200-1,500 occupied units<sup>17</sup> ..... @ \$25,000/unit = \$ 37,500,000

**Management Requirements:**

- Operating cash flow projections and reports, plus monthly meetings of Asset Management, Housing Operations, Tenant Services and Finance
- Quarterly meetings of Asset Management and third-party property managers to develop, coordinate and report on activities and accomplishments
- Clear open work-orders using roving work teams, CDCs and PHDC where capacity exists
  
- Increase visibility of maintenance operations and promote clean-up activities more aggressively

---

<sup>17</sup> This volume is based on PHA work activities resulting in repairs to 397 scattered-site occupied units from May 1998 to May 1999. The 1,500 units represent 68% of the 2,211 total occupied scattered-site units which have not yet been impacted by PHA to-date. Per unit costs are based on findings from the “Capital Needs Evaluation” report completed by On-Sight Insight for PHA in May of 1999.

**Goal #4:** Enhance communications, coordination and collaboration among human, social and community service providers and their constituents in the high priority neighborhoods.

Principal Objectives & Tasks	Lead Responsibility	Support Responsibility
1. Collaborate/coordinate with neighborhood-based and community-wide service providers and Resident Councils to enhance the design, delivery and usefulness of supportive services for residents.	Ø Community Resource Development & Social Services	Ø Housing Operations Ø Tenant Support Services Ø Police Department Ø Client Services
2. Identify specific human and social service needs -- especially related to education, child care, employment, health care, and security -- within each targeted neighborhood and match those needs with the appropriate programs, services and providers.	Ø Community Resource Development & Social Services	Ø Housing Operations Ø Tenant Support Services Ø Police Department Ø Client Services

**Management Requirements:**

- Monthly meetings of Community Resource Development/Social Services, Housing Operations, Clients Services and Tenant Support Services to develop, coordinate and report on activities and accomplishments.
- Close coordination with Community Based Management Offices and Neighborhood Development Coordinators.

**Goal #5:** Identify, marshal and access available resources -- public, private, corporate and philanthropic -- to help finance the development initiatives proposed for high priority neighborhoods.

Principal Objectives & Tasks	Lead Responsibility	Support Responsibility
<p>1. Access and link financial resources available through the following programs or financing tools:</p> <ul style="list-style-type: none"> <li>- CompGrant/Modernization Funds</li> <li>- Mixed-Finance/Hope VI Grants</li> <li>- Low Income Housing Tax Credits</li> <li>- PHFA Penn HOMES</li> <li>- DCED Community Opportunity Program</li> <li>- Annual Contributions Contracts</li> <li>- Section 8 Project-Based Subsidies</li> <li>- Section 8 Certificates or Vouchers</li> <li>- federal CDBG and HOME Programs</li> <li>- Tax-Exempt Bond Program</li> </ul>	<p>Ø Asset Management</p>	<p>Ø Maintenance &amp; Construction</p> <p>Ø Finance/Information Svcs</p> <p>Ø Client Services</p> <p>Ø Community Resource Development &amp; Social Services</p>

**Management Requirements:**

- Assign responsibilities for directing and coordinating housing investments and resource development to a senior level “Director or Manager of Housing Finance”.
- Regular meetings involving the Asset Management, Construction, and Finance/Information Management departments to develop, coordinate and report on capital and operating fund plans, activities and accomplishments.

**Goal #6:** Collaborate with city and state housing agencies, neighborhood-based nonprofit development organizations, and other developers as necessary and as appropriate to carry-out specific project or financing initiatives directly related to Goals 1 through 5.

<i>Principal Objectives &amp; Tasks</i>	<i>Lead Responsibility</i>	<i>Support Responsibility</i>
1. Support sponsorships, co-sponsorships, collaborations, or direct development of projects by CDCs, non-profits and for-profit developers, and quasi-governmental agencies where their technical capacity, organizational infrastructure, and commitment to integrate public housing into the neighborhood's revitalization program are evident.	Ø Asset Management	Ø Maintenance & Construction Ø Finance/Information Svcs Ø Client Services Ø Community Resource Development & Social Services
2. Negotiate agreements of sale, options, memoranda of understanding, development agreements, partnership agreements and/or financial participation agreements with developers as necessary to help underwrite, assess and launch viable projects.	Ø Asset Management	Ø Maintenance & Construction Ø Finance/Information Svcs Ø Community Resource Development & Social Services Ø Legal

**Management Requirements:**

- Regular meetings involving the Asset Management, Maintenance & Construction, and Finance/Information Services, Community Resource Development/Social Services and Legal to develop, coordinate and report on capital and operating fund plans, activities and accomplishments.

**B. Departmental Work-Plans**

Departments having lead responsibilities for implementing specific components of the Authority's scattered-site work-plan will in turn develop their own departmental plan. The managers and staff of departments playing a support role will help shape the departmental work-plans which should contain the following major components:

- a time schedule for meeting each task broken down by weekly, bi-weekly, monthly, quarterly and annual milestones as appropriate;
- a description of and justification for staffing support, technical assistance and training resources

needed to meet the established performance goals;

- a budget detailing operational costs and program expenses necessary to accomplish the objectives; and

- a method for monitoring and evaluating progress towards meeting the established performance goals.

# APPENDIX A

Wilson Associates, Inc. acknowledges the following organizations and expresses deep appreciation for the time and thoughts each shared during meetings and/or telephone conversations in the course of the development of the foregoing information:

## **PHA**

- Executive and Asset Management Staff
- Planning Department
- Maintenance & Construction Department
- Information Services
- Housing Operations
- Finance
- Conventional Sites Office
- Scattered-Site Office

## **CDCs**

- Advocate CDC
- Asociacion de Puertorriquenos en Marcha
- Beech Interplex
- Cecil B. Moore CDC
- Ceiba
- Francisville CDC and Community Ventures
- Friends Rehab Program
- Hispanic Association of Contractors and Enterprises
- Ludlow Community Association
- Norris Square Civic Association
- Parkside Historic Preservation Corporation
- Project HOME CDC
- Women's Community Revitalization Project

## **City Agencies**

- Office of Housing & Community Development
- Redevelopment Authority of the City of Philadelphia
- Department of Licenses & Inspections
- Philadelphia Housing Development Corporation
- Philadelphia Planning Commission

## **Financial Intermediaries**

- Delaware Valley Community Reinvestment Fund
- Fund for Urban Neighborhood Development
- Philadelphia Association of Community Development Corporations
- Philadelphia Neighborhood Development Collaborative
- Local Initiatives Support Corporation

## **PHA Consultants**

TAG Associates/On-Site Insight  
Roy Diamond & Associates  
Mid-City Advisors

# APPENDIX B

## Production Projections and Resources Requirements

**Overall Performance/Production Goal for PHA Vacancies in High Priority Neighborhoods**

Goal: reduce vacancy/underutilization rate to 0%

	<b>A</b>		<b>B</b>		<b>C</b>	<b>D</b>		<b>E</b>	
	Current Vacant/Under Utilized PHA Properties in Tier I Areas	% of Total	Total Properties to be Turned-Over in 5-Year Period @ 100%	% of each Type	Average # of Properties to be Turned-Over Annually	Properties to be Turned-Over by PHA Over 5 Years	% of each Type	Properties to be Turned-Over by Others Over 5 Years	% of Total
Vacant Lots	870	72%	870	72%	174	435	50%	435	50%
<u>Vacant Buildings</u>	<u>335</u>	<u>28%</u>	<u>335</u>	<u>28%</u>	<u>67</u>	<u>168</u>	<u>50%</u>	<u>168</u>	<u>50%</u>
Total	1205	100%	1205	100%	241	603	50%	603	50%

"Turned-over" vacant buildings include:

- demolition and reuse of vacant land
- conversion & rehabilitation to nonresidential use
- downsizing & rehabilitation to fewer units
- conveyance from PHA portfolio - buyer/grantee obligated to rehab

"Turned-over" vacant lots include:

- regular maintenance of lot as land banked parcel
- beautification and conversion to gardens, play lots, parking, etc.
- construction of housing or other appropriate building
- conveyance from PHA portfolio - buyer/grantee obligated to reuse & maintain

**Overall Performance/Production Goal for PHA Vacancies in Middle Priority Neighborhoods**

Goal: reduce vacancy/underutilization rate to 0%

	<b>A</b>		<b>B</b>		<b>C</b>	<b>D</b>		<b>E</b>	
	Current Vacant/Under Utilized PHA Properties in Tier II Areas	% of Total	Properties to be Turned-Over in 5-Year Period @ 100%	% of each Type	Average # of Properties to be Turned-Over Annually	Properties to be Turned-Over by PHA Over 5 Years	% of each Type	Properties to be Turned-Over by Others Over 5 Years	% of Total
Vacant Lots	194	62%	194	100%	39	97	50%	97	50%
<u>Vacant Buildings</u>	<u>117</u>	<u>38%</u>	<u>117</u>	<u>100%</u>	<u>23</u>	<u>59</u>	<u>50%</u>	<u>59</u>	<u>50%</u>
Total	311	100%	311	100%	62	156	50%	156	50%

"Turned-over" vacant buildings include:

- demolition and reuse of vacant land
- conversion & rehabilitation to nonresidential use
- downsizing & rehabilitation to fewer units
- conveyance from PHA portfolio - buyer/grantee obligated to rehab

"Turned-over" vacant lots include:

- regular maintenance of lot as land banked parcel
- beautification and conversion to gardens, play lots, parking, etc.
- construction of housing or other appropriate building
- conveyance from PHA portfolio - buyer/grantee obligated to reuse & maintain

**Overall Performance/Production Goal for PHA Vacancies in Lowest Priority Neighborhoods**

Goal: reduce vacancy/underutilization rate to at least 0%

	<b>A</b>		<b>B</b>		<b>C</b>	<b>D</b>		<b>E</b>	
	Current Vacant/Under Utilized PHA Properties in Tier III Areas	% of Total	Properties to be Turned-Over in 5-Year Period @ 100%	% of each Type	Average # of Properties to be Turned-Over Annually	Properties to be Turned-Over by PHA Over 5 Years	% of each Type	Properties to be Turned-Over by Others Over 5 Years	% of Total
Vacant Lots	67	46%	67	100%	13	34	50%	34	50%
<u>Vacant Buildings</u>	<u>80</u>	<u>54%</u>	<u>80</u>	<u>100%</u>	<u>16</u>	<u>40</u>	<u>50%</u>	<u>40</u>	<u>50%</u>
Total	147	100%	147	100%	29	74	50%	74	50%

"Turned-over" vacant buildings include:

- demolition and reuse of vacant land
- conversion & rehabilitation to nonresidential use
- downsizing & rehabilitation to fewer units
- conveyance from PHA portfolio - buyer/grantee obligated to rehab

"Turned-over" vacant lots include:

- regular maintenance of lot as land banked parcel
- beautification and conversion to gardens, play lots, parking, etc.
- construction of housing or other appropriate building
- conveyance from PHA portfolio - buyer/grantee obligated to reuse & maintain

**Five-Year Production & Maintenance Projections by Priority Tier**

	<u>Vacant or Under-Utilized PHA Properties</u>	<u>PHA as Primary Developer</u>		<u>CDCs/Others as Primary Developer</u>	
Tier I Highest Priority	1205	603	50.0%	603	50.0%
Tier II Middle Priority	311	156	50.0%	156	50.0%
Tier III Lowest Priority	<u>147</u>	<u>74</u>	<u>50.0%</u>	<u>74</u>	<u>50.0%</u>
	1663	832	50.0%	832	50.0%

**Five-Year Resource Requirements by Priority Tier**  
Production + Maintenance

	<u>Demolition</u>	<u>Renovation/ Beautification</u>	<u>Vacant Lot Maintenance</u>	<u>GRAND TOTAL</u>	<u>%</u>
<b>Tier I</b>					
<b>Highest Priority</b>	\$ 628,125	\$ 53,425,000	\$ 8,206,875	\$ 62,260,000	
PHA	\$ 628,125	\$ 23,362,500	\$ 4,291,875	\$ 28,282,500	45.4%
CDCs/Others		\$ 30,062,500	\$ 3,915,000	\$ 33,977,500	54.6%
<b>Tier II</b>					
<b>Middle Priority</b>	\$ 87,750	\$ 18,771,000	\$ 1,824,975	\$ 20,683,725	
PHA	\$ 87,750	\$ 8,683,500	\$ 951,975	\$ 9,723,225	47.0%
CDCs/Others		\$ 10,087,500	\$ 873,000	\$ 10,960,500	53.0%
<b>Tier III</b>					
<b>Lowest Priority</b>	\$ 60,000	\$ 12,342,500	\$ 657,000	\$ 13,059,500	
PHA	\$ 60,000	\$ 5,691,250	\$ 355,500	\$ 6,106,750	46.8%
CDCs/Others		\$ 6,651,250	\$ 301,500	\$ 6,952,750	53.2%
<b>GRAND TOTAL</b>	\$ 775,875	\$ 84,538,500	\$ 10,688,850	\$ 96,003,225	
PHA	\$ 775,875	\$ 37,737,250	\$ 5,599,350	\$ 44,112,475	45.9%
CDCs/Others		\$ 46,801,250	\$ 5,089,500	\$ 51,890,750	54.1%

**PHA: Resource Requirements (Development & Maintenance) Projected Over Five Years**

Tier I - High Priority Areas

**PHA: Re**

Tier II - Mic

	Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource Requirements
	#	Costs	Avg Costs	#	Costs	Avg Costs	#	\$s	Avg Costs	
Vacant Lots				435	\$ 3,262,500	\$ 7,500	435	\$ 3,915,000	\$ 9,000	\$ 7,177,500
Vacant Buildings	42	\$ 628,125	\$ 15,000	126	\$ 20,100,000	\$ 160,000	42	\$ 376,875	\$ 9,000	\$ 21,105,000
<b>Total</b>	<b>42</b>	<b>\$ 628,125</b>	<b>\$ 15,000</b>	<b>561</b>	<b>\$ 23,362,500</b>	<b>\$ 41,672</b>	<b>477</b>	<b>\$ 4,291,875</b>	<b>\$ 9,000</b>	<b>\$ 28,282,500</b>

Vacant Lot

Vacant Bui

Total

- Notes:
- All costs assume realization of some economies of scale resulting from volume production
  - Demolition volume based on 25% of all vacant structures unsuitable for renovation
  - Vacant lot beautification cost projection based on average lot size of 15'x50'
  - Maintenance/beautification costs for vacant lots resulting from demolition of unrehab-able vacant structures are included
  - Renovation cost projection based on average of two units/building and PHA offsetting total project costs via amortizing debt or grants.

Notes:

**CDC/Other Developer: Resource Requirements (Development & Maintenance) Projected Over Five Years**

Tier I - High Priority Areas

**CDC/OtI**

Tier II - Mic

	Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource Requirements
	#	Costs	Avg Costs	#	Costs	Avg Costs	#	Costs	Avg Costs	
Vacant Lots				435	\$ 3,262,500	\$ 7,500	435	\$ 3,915,000	\$ 9,000	\$ 7,177,500
Vacant Buildings				168	\$ 26,800,000	\$ 160,000				\$ 26,800,000
<b>Total</b>				<b>603</b>	<b>\$ 30,062,500</b>	<b>\$ 49,896</b>	<b>435</b>	<b>\$ 3,915,000</b>	<b>\$ 9,000</b>	<b>\$ 33,977,500</b>

Vacant Lot

Vacant Bui

Total

- Notes:
- All costs assume realization of some economies of scale resulting from volume production
  - Demolition volume is zero in this case assumption is PHA will only convey and CDCs will only accept rehab-able properties
  - Vacant lot beautification cost projection based on average lot size of 15'x50'
  - Renovation cost projection based on average of two units/building and CDC offsetting total project costs via amortizing debt, grants and/or equity.

Notes:

--	--	--	--







**Resource Requirements (Development & Maintenance) Projected Over Five Years**

Low Priority Areas

	Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource Requirements
	#	Costs	Avg Costs	#	Costs	Avg Costs	#	Costs	Avg Costs	
lots				97	\$ 727,500	\$ 7,500	97	\$ 873,000	\$ 9,000	\$ 1,600,500
Buildings	9	\$ 87,750	\$ 10,000	50	\$ 7,956,000	\$ 160,000	9	\$ 78,975	\$ 9,000	\$ 8,122,725
	9	\$ 87,750	\$ 10,000	147	\$ 8,683,500	\$ 59,182	106	\$ 951,975	\$ 9,000	\$ 9,723,225

All costs assume realization of some economies of scale resulting from volume production  
 Demolition volume based on 15% of all vacant structures unsuitable for renovation  
 Vacant lot beautification cost projection based on average lot size of 15'x50'  
 Maintenance/beautification costs for vacant lots resulting from demolition of unrehab-able vacant structures are included  
 Renovation cost projection based on average of two units/building and PHA offsetting total project costs via amortizing debt or grants.

**Other Developer: Resource Requirements (Development & Maintenance) Projected Over Five Years**

Low Priority Areas

	Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource Requirements
	#	Costs	Avg Costs	#	Costs	Avg Costs	#	Costs	Avg Costs	
lots				97	\$ 727,500	\$ 7,500	97	\$ 873,000	\$ 9,000	\$ 1,600,500
Buildings				59	\$ 9,360,000	\$ 160,000				\$ 9,360,000
				156	\$ 10,087,500	\$ 64,871	97	\$ 873,000	\$ 9,000	\$ 10,960,500

All costs assume realization of some economies of scale resulting from volume production  
 Demolition volume is zero in this case assumption is PHA will only convey and CDCs will only accept rehab-able properties  
 Vacant lot beautification cost projection based on average lot size of 15'x50'  
 Renovation cost projection based on average of two units/building and CDC offsetting total project costs via amortizing debt, grants and/or equity.

**PHA: Resource Re**

Tier III - Lowest Priority

Vacant Lots

Vacant Buildings

Total

Notes: All costs assumed  
 Demolition volume based on 15% of all vacant structures unsuitable for renovation  
 Vacant lot beautification cost projection based on average lot size of 15'x50'  
 Maintenance/beautification costs for vacant lots resulting from demolition of unrehab-able vacant structures are included  
 Renovation cost projection based on average of two units/building and PHA offsetting total project costs via amortizing debt or grants.

**CDC/Other Developer**

Tier III - Lowest Priority

Vacant Lots

Vacant Buildings

Total

Notes: All costs assumed  
 Demolition volume is zero in this case assumption is PHA will only convey and CDCs will only accept rehab-able properties  
 Vacant lot beautification cost projection based on average lot size of 15'x50'  
 Renovation cost projection based on average of two units/building and CDC offsetting total project costs via amortizing debt, grants and/or equity.









**Requirements (Development & Maintenance) Projected Over Five Years**

by Areas

Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource
#	Costs	Avg Costs	#	Costs	Avg Costs	#	Costs	Avg Costs	Requirements
			34	\$ 251,250	\$ 7,500	34	\$ 301,500	\$ 9,000	\$ 552,750
6	\$ 60,000	\$ 10,000	34	\$ 5,440,000	\$ 160,000	6	\$ 54,000	\$ 9,000	\$ 5,554,000
6	\$ 60,000	\$ 10,000	68	\$ 5,691,250	\$ 84,315	40	\$ 355,500	\$ 9,000	\$ 6,106,750

Volume realization of some economies of scale resulting from volume production

Volume based on 15% of all vacant structures unsuitable for renovation

Beautification cost projection based on average lot size of 15'x50'

Beautification costs for vacant lots resulting from demolition of unrehab-able vacant structures are included

Cost projection based on average of two units/building and PHA offsetting total project costs via amortizing debt or grants.

**Oper: Resource Requirements (Development & Maintenance) Projected Over Five Years**

by Areas

Demolition			Renovation/Beautification			Maintenance/Upkeep of Lots			Total Resource
#	Costs	Avg Costs	#	Costs	Avg Costs	#	Costs	Avg Costs	Requirements
			34	\$ 251,250	\$ 7,500	34	\$ 301,500	\$ 9,000	\$ 552,750
			40	\$ 6,400,000	\$ 160,000				\$ 6,400,000
			74	\$ 6,651,250	\$ 90,493	34	\$ 301,500	\$ 9,000	\$ 6,952,750

Volume realization of some economies of scale resulting from volume production

Volume is zero in this case assumption is PHA will only convey and CDCs will only accept rehab-able properties

Beautification cost projection based on average lot size of 15'x50'

Cost projection based on average of two units/building and CDC offsetting total project costs via amortizing debt, grants and/or equity.









**ATTACHMENT M**  
**COMMUNITY-BASED MASTER PLANNING PROCESS FOR**  
**REDEVELOPMENT OF SCATTERED-SITE PUBLIC HOUSING AUTHORITY**

The Philadelphia Housing Authority (PHA) will commit resources to support the development of a Community Based Master Plan for each of the priority communities identified in the *Asset Development-Asset Management Strategy for Scattered-Site Public Housing 1999 - 2004*, included in the Agency Plan as Attachment L. The first neighborhood for which a master plan will be developed is the Eastern North Philadelphia/Ludlow section of the city.

The Community Based Master Plans will guide future land uses, establish appropriate housing and population densities and will assign priorities for redevelopment of vacant and underutilized real estate. A variety of analyses, studies and information sources -- existing or newly generated -- will be used to help document conditions, opportunities and constraints to complete revitalization of the area. PHA will host, coordinate and facilitate a series of discussions drawing from community residents, including PHA tenants, leaders of civic groups, institutions, business and industry in the neighborhoods comprising priority communities and CDCs serving the area. In addition, major stakeholders with an interest in the future of this area will be invited to participate and help shape and support the vision for neighborhood development here. They include:

- local federal and state agencies
- philanthropic entities and financial intermediaries
- educational and religious institutions
- social service providers

The PHA has recognized that a considerable amount of housing, community and economic development activity is underway in and around neighborhoods located in the Eastern North Philadelphia/Ludlow section of the city.

Virtually all of the neighborhoods in this area are comprised of very low and low-income households, many of which are public housing tenants living in scattered-site housing managed by the PHA. A core group of community-based development corporations (CDCs) and neighborhood-based organizations (NBOs) have sponsored and completed major real estate development projects and/or community building programs serving these neighborhoods. Other projects are underway or in various stages of planning or predevelopment. The scope and impact of the projects and programs completed have been significant in terms of improving market conditions and restoring confidence in the future of the community. The range of development activity has included the following types of projects and programs:

home ownership targeted to first-time buyers  
affordable rental projects utilizing low income housing tax credits  
day care facilities  
supermarket and other retail serving the surrounding neighborhoods  
open space and community greening  
health care and job training

Despite the extensive development which has occurred and the projects in various stages of predevelopment to-date, there remains a substantial volume and concentration of deteriorated, vacant and underutilized buildings and land in Eastern North Philadelphia/Ludlow. The absence of a comprehensive, coherent and coordinated ***Policy and Plan of Action*** with corresponding public- and private-sector resource commitments limits the success of and potential impacts of CDC and NBO sponsored activities.

This first master plan area encompasses census tracts 155 and 145 and parts of census tracts 141,144,156 and 162, a swath of land comprising over 50 blocks and 158 acres of land, and serving as home to approximately 6,000 people. It is bounded by the following streets :

- York Street on the North;
- Girard Avenue on the South;
- 5th Street on the East; and
- 9th Street on the West.

There is significant evidence of decay and urban blight in this general area, manifested in pockets of contiguous blocks as well as in somewhat isolated but no less noticeable sections. Vacant and boarded structures and vacant and over-grown lots dot the landscape, casting a pall over many blocks and a doubt over the future viability of a community struggling to turn the corner. Ownership of these properties ranges from public entities (including PHA, the City of Philadelphia, RDA or others) to private individuals and businesses. Accompanying the physical deterioration are social problems involving from unsafe streets, drug and alcohol abuse and dependency, poor public health, limited or strained public services, and urban flight.

Recognizing the dire need for revitalization, and acknowledging PHA's responsibility and obligation to develop and manage its assets in the Eastern North Philadelphia/Ludlow community, PHA is refocusing its activities and redirecting its resources to launch this master planning process. To that end, PHA has engaged outside technical and professional service providers to work with its internal team of managers and technicians, as well as with CDCs, NBOs and the entities and

stakeholders referenced above to facilitate the following planning and development activities:

- community planning and participation
- architectural, design, and land use survey and analysis
- project development and financial feasibility analysis
- project and financial packaging services

The study underway for the Eastern North Philadelphia/Ludlow community will serve as the prototype on which the in-depth implementation plans will be developed for the other priority communities identified in the *Asset Development-Asset Management Strategy for Scattered-Site Public Housing 1999-2004*.

## **ATTACHMENT N**

### **ESTABLISHMENT OF FIVE REGIONAL SERVICE AND ENFORCEMENT AND CENTERS**

In order to provide all necessary assistance to our Section 8 clients that will help the vouchers provided to them serve as just a first step in the overall improvement in their quality of life and in order to help strengthen the communities in which they choose to live, the PHA will be establishing five regional Service and Enforcement Centers for Section 8 certificate and voucher holders in the region. The Service and Enforcement Centers will provide a number of services to the Section 8 recipients in the region; it will also serve as the locus for the comprehensive delivery of self sufficiency and supportive services for both Section 8 recipients and residents of PHA properties.

The regional Service and Enforcement Centers will serve as a real estate office bringing new landlords into the program in neighborhoods not currently housing a high concentration of Section 8 voucher holders and helping Section 8 voucher holders find satisfactory units in which to live. The regional Service and Enforcement Centers will be the location for briefings for new Section 8 assistance recipients, and where Section 8 recipients living in a region come for annual recertifications. They will be the base for the inspections staff assigned to the geographic area served by the Counseling and Service Center and they will serve as a base of operations for the investigators responsible for investigating and resolving valid neighbor complaints. The investigators and inspectors working out of the regional Counseling and Service Centers will help protect the community and the Section 8 recipient by requiring that the landlord enforce the provisions of the lease or live up to them according to the circumstances. Counseling staff will be available to counsel voucher holders that have been the cause of valid complaints, on being a responsible neighbor. Applicants will also be able to apply for project based vouchers assigned to scattered site units that are in the area served by the Service and Enforcement Center.

The regional Service and Enforcement Centers will serve as the locus for the formation of five regional Section 8 Resident Councils and help implement the efforts of the Regional Opportunity Counseling Program. The counseling agencies providing relocation services to PHA residents leaving properties under redevelopment will be able to use the regional Service and Enforcement Centers as an important resource and continuing support network to effectuate as satisfactory a relocation as possible for the displaced residents.

The five regional Service and Enforcement Centers will also serve as the regional hub for the coordination of the comprehensive delivery of self sufficiency services to both Section 8 recipients and residents of PHA properties in the region. This activity is described more fully in Attachment J.

Staffing of the five regional Service and Enforcement Centers will include current Section 8 Family Self Sufficiency staff, Section 8 recertification staff, Section 8 leasing specialists, Section 8 Inspectors and Investigators and Regional Opportunity Counseling contractors.

TSSI field workers will also use the five Service and Enforcement centers as a base of operations as they visit each PHA property assigned to them.

The services offered regionally at the five regional Service and Enforcement Centers will help new Section 8 assistance recipients find housing in non-impacted areas, provide the new recipients with an introduction to their new neighborhood and know that they have support available that is more accessible than the central PHA office. The organization of support and self sufficiency services described here and in Attachment J is expected to encourage greater participation by Section 8 recipients in self sufficiency activities with greater opportunities for long term success. The assignment of Inspectors and Investigators to the five regional centers will help insure that Section 8 recipients are living in quality housing, that they are complying with the terms of their leases and that landlords are enforcing the leases. The objective to be accomplished by establishing these centers is to ensure that Section 8 recipients are able to live in communities as good neighbors, with good neighbors, without being taken advantage of by inattentive landlords and that they are given every opportunity to attain self sufficiency.

## **ATTACHMENT O**

### **INSTITUTIONALIZATION OF ASSET MANAGEMENT AND OVERSIGHT FUNCTION WITHIN PHA FOR PRIVATELY MANAGED AND ALTERNATIVELY MANAGED PROPERTIES**

As the properties currently under redevelopment and new projects to be undertaken in future years are reoccupied and are being operated by their owners/private managers in accordance with the ground leases, regulatory and operating agreements and other evidentiaries executed between the developers and the Philadelphia Housing Authority (PHA), the PHA will need to be vigilant in its oversight of these properties to ensure that they remain in compliance with the provisions of their agreements with the PHA and remain financially viable and well managed. This oversight responsibility also applies to the one property in the PHA inventory managed by a Resident Management Corporation (RMC). Currently PHA has no conventional properties for which it has contracted out the management responsibilities to a private management company. The PHA will establish a section of the Asset Management Department to have lead responsibility for oversight for the redeveloped, mixed income, mixed finance, privately owned/managed properties and properties managed by an RMC.

Properties for which oversight responsibility will be the responsibility of the Asset Management Department include:

- Properties governed by Ground Leases and Regulatory and Operating Agreements negotiated as part of HOPE VI projects; with this Agency Plan, PHA is submitting a waiver to separate PHAS scores for each of these properties;
- Properties under the control of private nonprofits and financed as a Mixed Finance project, but continuing under an ACC; with this Agency Plan, PHA is submitting a waiver to separate PHAS scores for each of these properties;
- Privately owned and developed properties which include a limited number of units under ACC; with this Agency Plan, PHA is submitting a waiver to separate PHAS scores for each of these properties;
- RMC or other alternatively managed properties;
- properties with project based Section 8 subsidy; and
- PHA owned properties for which management may be contracted out to private companies.

Collectively, these properties will be referred to as Alternative Management Entities (AME's) in this document.

The General Manager of the Asset Management Department will serve as the liaison between PHA and the AMEs. The Asset Management Department will receive and disseminate necessary information to the appropriate PHA departments and insure that the assigned departments take the actions required.

The Asset Management Department will be responsible for collecting the required PHAS data from the properties that are privately managed and substantially under the control of a private developer, submitting this data to the Real Estate Assessment Center (REAC) in a format to allow the preparation by REAC of a separate PHAS score for each of these properties and insuring that these properties maintain the necessary documentation to support these submissions.

In the initial phase of redevelopment, HOPE VI, or Mixed Finance project planning and development, the Asset Management Department will participate in the negotiation of the terms of ground leases and other disposition documents, Regulatory and Operating Agreements and other relevant evidentiaries, and in the development and review of management plans and management contracts.

During the life of a project, the Asset Management Department will be responsible for reviewing and approving annual operating budgets for the AME's, in coordination with the Finance Department, and reviewing regular financial and operating reports in order to track performance against the property's management plan and operating budget using reported data such as occupancy and leasing activity, rent collections, work order responses, preventive maintenance inspections and work, resident satisfaction, and ongoing resident eligibility. The Asset Management Department will be responsible for insuring that subsidies and fees provided for in the relevant agreements are earned and paid timely to the appropriate project agent. The Asset Management Department will be responsible for insuring that Annual or Semi Annual Operating Performance Evaluations and physical inspections are conducted either by Asset Management staff or by contracted third party agents and that the properties are in compliance with the relevant agreements between the property and the PHA.

Annually, the Asset Management Department will have several regular responsibilities in addition to the periodic Asset Performance Evaluations. It will be responsible for overseeing the annual financial and compliance audit for each AME, participating in the review of drafts and insure resolution of any findings. The Asset Management Department will develop an internal tracking and monitoring system for audit findings and corrective action plans. It will be responsible for collecting PHAS data and submitting it for each AME to REAC within the required time frame, monitoring the resultant scores for each property and transmitting them to each AME. As part of the compliance review the Asset Management Department will be responsible for insuring that the Site Based Waiting List, Admissions and Re-certification practices of the AME's are audited regularly to insure that the AME's practices are in compliance with their approved and published policies and plans.

General responsibilities for the Asset Management Department will include maintaining the Flat Rent and Rent Reasonableness Database and a general knowledge of market conditions. This information will be

used for establishing a schedule of flat rents for conventional and scattered sites properties to be used by the Admissions and Re-certification functions in PHA rent calculations. The database will also be used for the determination of Section 8 rent reasonableness by the Section 8 Department and for analyzing the rent schedules of the redeveloped properties under the purview of the Asset Management Department. The Asset Management Department will also be responsible for insuring that all relevant PHA policy concerns or modifications and HUD regulatory changes affecting property management or PHAS reporting are communicated to the AME's.

The Asset Management Department will be responsible for insuring that the performance, concerns, requirements and unique characteristics of the AME's are taken into consideration in all long term strategic planning. It will also be responsible for reviewing and coordinating any amendments or revisions to approved evidentiaries, management plans or operating policies requested of the PHA by the AME's. By separating PHAS scores, PHA will be able to evaluate the performance of AMEs in comparison to PHA management.

The objective of the Asset Management Department in the oversight of the AME's will be to insure that the AME's advance the mission of the PHA and produce communities that are a credit to the City of Philadelphia and all its citizens.

## **ATTACHMENT P**

### **WAIVER FOR SEPARATE SUBMISSION OF PUBLIC HOUSING ASSESSMENT SYSTEM DATA FOR EACH ALTERNATIVELY OR PRIVATELY MANAGED PROPERTY**

In an effort to insure that the Public Housing Assessment System (PHAS) is a useful management assessment tool, the Philadelphia Housing Authority (PHA) is submitting a waiver, requesting that the Real Estate Assessment Center (REAC) provide separate PHAS scores for each privately or alternatively managed property. This will allow the PHAS score to function as a more reliable management assessment tool.

In the Proposed Rule amending 24 CFR Part 964 to implement the Quality Housing and Work Responsibility Act (QHWRA) provision allowing the option for the direct provision of capital and operating assistance to a Resident Management Corporation (RMC), HUD proposes three conditions to be satisfied in order for an RMC to be eligible to receive direct funding. The third condition proposed is that the RMC be designated by HUD as at least a “standard performer” under PHAS. In proposing this provision, HUD has obligated itself to prepare separate PHAS evaluations for properties managed by RMCs.

The waiver will be extending this requirement to include not just properties managed by an RMC but other privately managed properties in its inventory which are currently substantially under the control of a private developer and management company. Proposed properties for which PHA will submit separate PHAS data will include:

- Abbottsford
- Southwark, once it is redeveloped
- Schuylkill Falls, once it is redeveloped
- Martin Luther King, once it is redeveloped
- Cambridge, once it is redeveloped
- Richard Allen, once it is redeveloped
- Saint Anthony’s Senior Residence, once it is redeveloped
- Mt. Sinai Apartments, once it is redeveloped
- Inglis House (property to be determined)
- Spring Garden Scattered Sites Revitalization Project, once it is redeveloped,

and any other property that becomes or remains part of the PHA’s inventory through a ground lease or other disposition document and is under PHA control only through the terms of a regulatory and operating agreement or is managed by an alternative management entity such as an RMC.

The PHA, through its Asset Management Department, will monitor the performance of these properties and make recommendations to withhold payments or take other remedial or corrective actions as

provided for in the relevant regulatory and operating agreement or other governing agreements between the PHA and the responsible private parties as necessary to insure compliance; but it will not have day-to-day operating responsibility for the properties. It will require that the Financial, Management and Resident Satisfaction data required for submission to the REAC for the development of a PHAS score be submitted to PHA which will in turn forward it to REAC within the required time frames. Each alternatively managed or other privately managed property will be responsible for conducting its own resident satisfaction survey which meet the PHAS requirements and developing its own follow-up plan. The PHA will require that the alternatively managed and other privately managed properties maintain the necessary records to support the Financial, Management and Resident Satisfaction Data submitted. By separating PHAS scores, PHA will be able to evaluate the performance of AMEs in comparison to PHA management.

The Philadelphia Housing Authority requests that REAC develop PHAS scores for the PHA managed properties and for each privately or alternatively managed property separately in accordance with the organization of the data that will be provided to it by the PHA in its PHAS submission package. This waiver will be an extension of the requirement contained in the proposed rule for Direct Funding of Resident Management Corporations. It will require that the REAC conduct inspections of the appropriate sample of the properties listed above. PHA will work with the independent inspector assigned by REAC to facilitate the necessary inspections to complete the independent PHAS evaluations for privately and alternatively managed properties.

## **ATTACHMENT Q**

### **PROJECT BASE UP TO 50% OF THE PHA ALLOCATION OF TENANT BASED SECTION 8 VOUCHERS TO ALLOW IMPLEMENTATION OF THE ASSET MANAGEMENT STRATEGY FOR SCATTERED SITES**

With this Plan submittal, PHA intends to submit a waiver to HUD to project-base up to 50% of its total voucher allocation. PHA also intends to submit a waiver for exception payment standards that could be as high as 120% of FMR. This will provide the PHA with an additional resource to help strengthen Philadelphia neighborhoods, at no additional cost to HUD. Project basing Section 8 assistance will allow the PHA to work with nonprofit and other developers to help leverage rehabilitation funds from public and private sources. This will insure that recipients of Section 8 assistance have a greater number of quality housing options available in non-impacted neighborhoods.

With the volume of relocation that the PHA is undertaking and with the resulting additional Section 8 assistance being made available, additional vouchers, up to 50% of its total allocation, can be converted to project based over the next 5 years through turnover. The units to which the vouchers will be awarded will be those built or rehabilitated in accordance with the PHA adopted Asset Development - Asset Management Strategy for Scattered Sites 1999-2004. In addition to allowing additional funds to be made available for affordable housing rehabilitation and development, the resulting housing patterns will insure that Section 8 recipients are not moving to areas already housing a high concentration of Section 8 recipients, and thereby ensuring deconcentration of poverty.

Vouchers will be awarded to developers through an ongoing RFP process that will remain open throughout the year for the purpose of receiving and reviewing proposals from developers continually. A threshold set of criteria will be established and developers that are willing to meet those criteria and successfully negotiate the other components of the deal with the PHA and other necessary parties will be awarded the vouchers as needed to initiate the project.

As part of the effort to encourage nonprofit and other developers to substantially rehabilitate existing structures and build new infill housing in existing neighborhoods, the PHA, as it reviews proposals from developers for PHA participation in public private partnerships, through project based Section 8 subsidies, will structure the Section 8 housing payment standards, which could be as high as 120% of Fair Market Rent. This payment structure is designed to reflect the true acquisition and financing costs of quality affordable housing in order to make worthwhile development projects feasible. Since there are few comparables for infill new construction or substantial rehabilitation rentals in many Philadelphia neighborhoods, PHA will be establishing its own rent structure for new construction and substantial rehabilitation projects. Based on development costs and new construction and substantial rehabilitation comparables, the payment standards may be as high as 120% of FMR. The payment standard for existing housing in these same areas may not be as high. This possible dichotomy in payment standards is necessary to encourage new private investment in quality housing in Philadelphia.

## **ATTACHMENT R**

### **AFFIRMATIVE MARKETING STRATEGY FOR INCREASING REPRESENTATION OF ELIGIBLE FAMILIES AND INDIVIDUALS OTHER THAN AFRICAN AMERICANS AND FOR INCREASING NUMBER OF FAMILIES WITH DISABILITIES ON THE WAITING LIST**

Philadelphia is a city with a diverse population. It derives much of its strength from this diversity. The Philadelphia Housing Authority (PHA) intends to initiate a number of activities that will allow the diversity of the city to be reflected in the diversity of the PHA population and its waiting list. The PHA expects to benefit from this diversity as does the City of Philadelphia.

In the redevelopment of Scattered Sites described in Attachment L *Asset Development-Asset Management Strategy for Scattered Site Public Housing 1999-2004*, PHA will make focused efforts to partner with various CDCs experienced in neighborhood housing development and representing local minority communities of their neighborhoods. In the first neighborhood where the PHA is developing an implementation strategy, Eastern North Philadelphia/Ludlow, as part of the planning process described in Attachment M, *Community Based Master Planning Process for Redevelopment of Scattered-Site Public Housing*, PHA will be working with the Asociacion de Puertorriquenos en Marcha (APM). In the Norris Square/West Kensington neighborhood which is also a high priority neighborhood for scattered site redevelopment and a predominantly Hispanic community, PHA will be working with Nueva Esperanza and the Norris Square Civic Association to develop and implement a redevelopment strategy. As the mixed finance projects that will result from these planning efforts are completed, they will have site-based waiting lists (see Attachment G) that are expected to reflect the ethnic and racial composition of the neighborhood. These waiting lists will be open to all and will be marketed centrally as well as within the neighborhood.

In addition, as described in Attachment G, applicants on the PHA public housing waiting list will be able to apply to scattered sites, site-based waiting lists organized by neighborhood. An applicant may apply for public housing and request to be put on only waiting lists for scattered sites in neighborhoods of his/her choice.

Of the combined total of Section 8 and Public Housing applicants on the two waiting lists of over 20,000 families, only approximately 3% of the applicants are Hispanic. Approximately 8-9% of Philadelphia families are Hispanic. Although reliable statistics are not as readily available on other Philadelphia ethnic minorities, it appears that there are other minorities that are not aware of the housing and housing assistance offered by PHA and that could benefit from it.

As part of its overall marketing efforts, such as establishing site based waiting lists at senior properties, and at scattered sites organized by neighborhood, the PHA will be compiling a list of associations and supportive service providers serving the minorities of Philadelphia. PHA will also be developing appropriate outreach strategies to provide information on the opportunities at PHA properties throughout the city to provide to each of these groups, in an effort to increase the representation of minorities, other than African Americans, on the PHA waiting lists. Initially this effort will have limited results since the waiting list currently open is for 0, 1, and 2 bedroom public housing units. Once the waiting lists are reopened at some time in the future, PHA anticipates that it will have established the contacts with all PHA minority communities necessary to ensure that the PHA is making the availability of its services known to all Philadelphians in need.

Similarly, with families with disabled members, PHA will be making a greater effort to provide information on the availability of its services to organizations serving the disabled. PHA will be initiating this effort as the units in its properties that are currently being modified and retrofitted to be ADA and 504 compliant are completed.

## **ATTACHMENT S**

### **EXCEPTION PAYMENT STANDARDS FOR PARTICIPANTS IN REGIONAL OPPORTUNITY COUNSELING, AND FAMILIES WITH DISABLED MEMBERS**

There are three circumstances under which the Philadelphia Housing Authority (PHA) will be utilizing exception rents. The first of these is described in Attachment Q, *Project Base up to 50% of PHA allocation of Tenant Based Section 8 Vouchers to Allow Implementation of Scattered Sites Plan*. In Attachment Q, the PHA described how it would use an exception payment standard of up to 120% for projects based on fair market rents.

The second circumstance will be the standard determination of neighborhoods and submarkets that require a higher payment standard because families living there receiving Section 8 assistance are having to spend substantially more than 30% of their income for housing costs or a market analysis shows that rents for modest decent safe and sanitary housing in the submarket or neighborhood are higher than the FMR. PHA has commissioned a citywide market study which when completed will allow the PHA to prepare a comprehensive package of neighborhood by neighborhood or submarket requests for exception rents. Once these exception rents have been approved by HUD, the PHA will have greater success in assisting the participants in its Regional Opportunities Counseling program to find housing outside areas of concentration of low income residents or recipients of Section 8 assistance.

The third circumstance in which the PHA will institute a payment standard of up to 120% of FMR will be for families requiring accessible units, modified to accommodate the disability of a family member. Experience has shown that units constructed with dimensions to accommodate a wheel chair or with visual alarm systems to accommodate a hearing impaired individual or other similar modifications to accommodate similar disabilities generally have higher rents. The PHA will recommend an exception payment standard greater than the FMR for an accessible unit, regardless of the neighborhood, for families requiring an accessible unit.

**ATTACHMENT T**  
**LEVERAGING OF ANNUAL CAPITAL FUND ALLOCATION TO EXPEDITE REDEVELOPMENT OF PHA PROPERTIES**

Based on cost estimates to simply repair and replace the necessary systems and fixtures and abate hazardous materials conditions, the Philadelphia Housing Authority (PHA) has physical needs that exceed \$700,000,000 over the next five years. PHA can anticipate less than \$420,000,000 in Capital Funds over the next five years, assuming constant funding levels. The scope of work used to develop this estimate of physical needs did not include tasks such as the addition of community facilities, site reorganization, the provision of amenities, dedensification or any other improvements that would integrate the development into the surrounding community, reduce the opportunities for crime, or increase the overall attractiveness of the property and reduce long term operating costs.

Several of these properties have per unit rehabilitation costs of over \$40,000 per unit merely to maintain habitability of the units without making any substantial changes in the property. These properties with high per unit rehabilitation costs require significant interventions that are beyond the capital budget capabilities of PHA, if it is limited over the next five years to its current allocations of funds. Significant improvements to these properties are needed now and can not wait until capital funding becomes available in a future year's allocation. These improvements need to dramatically alter the profile and perception of these properties. When improvements are made, they can not just return the property to full habitability.

As it develops strategies for dramatically improving the properties that require high per unit expenditures, PHA will be exploring various strategies for borrowing funds from other public and private sources and committing future Capital Fund allocations for their repayment. PHA anticipates borrowing up to \$250,000,000 over the next three years at the Federal Fund rate, or lower, and repaying these loans over the next 15 years.

A new section 9(d)(1)(A) was added to the Housing Act of 1937 by QHWRA which authorizes the use of Capital Fund allocations to carry out the development, financing, and modernization of public housing and the development of mixed finance projects. Repayment agreements would include adequate collateral and conditions for the repayment of the loans from future allocations of the Capital Fund to comply with the Anti-Deficiency Act, 31 USC sec 1341. Leveraging has been discussed in the negotiated rule-making committee for the Capital Fund, which recently completed its work, as an essential element of the capital program.

The Five Year Plan for the Capital Fund submitted as Attachment D demonstrates the best attempt of PHA to meet the capital needs of its properties without the injection of this level of needed capital borrowing. It shows that PHA cannot meet even its most pressing needs

over the next five years and that the problem will only get worse as additional systems wear out and require replacement. If the quality of PHA properties is improved dramatically in the short term it will reduce future capital needs and annual operating costs. The alternative being that funds will continue to be eaten way with inefficient band-aid approaches.

By accelerating the availability of PHA Capital funds through the loans described above, the Agency be able to leverage additional private participation in the redevelopment of PHA properties, at no cost to PHA, through such mechanisms as Tax Credits and private equity investment. Accelerating the improvements to PHA properties to occur over the next five to seven years rather than the minimum of ten years that would be required without the use of borrowed funds will bring the greatest benefit to the most residents at the least long term cost to PHA.

July 7, 2000

Mr. Harold Lucas, Assistant Secretary  
for Public and Indian Housing  
Department of Housing and Urban Development  
452 7th Street, SW  
Washington, DC 20410

Re: Waiver requests for Exception Payment Standards; Project-Base Up to 50% of Section 8 Vouchers; Separation of PHAS Scores; and a Flexible Reassignment of Annual Contribution Contracts (ACCs)

Dear Mr. Lucas:

The Philadelphia Housing Authority (PHA) is requesting four waivers that will allow it to achieve its strategic goals and better serve the housing needs of low-income families in Philadelphia. The four waivers requested are as follows:

1. Establish an exception payment standard of 120% for new construction and substantial rehabilitation projects throughout the city;
2. Project-Base up to 50% of its Section 8 vouchers;
3. Submit separate PHAS scores for properties not owned or managed by PHA, or managed by a RMC, to allow PHA and HUD to analyze the performance of these properties; and
4. Establish a flexible reassignment process of ACCs for replacement units.

#### **Exception Payment Standard to 120% of FMR**

PHA is requesting a waiver of portions of 24 CFR Part 982 and 983 in order to allow the use of Section 8 vouchers to promote revitalization of targeted neighborhoods and increase the availability of quality housing for low-income residents. This waiver is also necessary to facilitate the implementation of the City of Philadelphia's housing strategy, as defined in its Consolidated Plan, 42 USC 12705. In accordance with the statute, 42 USC 1437f (c)(1), PHA requests that the Secretary grant an exception payment standard of 120% citywide for newly constructed or substantially rehabilitated units.

The provisions of 24 CFR 982.503 (c)(2) (i)-(ii) do not incorporate an appropriate methodology for justifying an exception payment standard in the case of new construction or substantial rehabilitation

where there are no neighborhood comparables. In many Philadelphia sub-markets there has been no new construction to use as comparables for the purpose of making a fully documented rent reasonableness determination.

In accordance with 42 USC 1437f (c) (3) (B), PHA does not expect to use the 120% exception payment standard for more than 20% the total amount budgeted for Section 8 Vouchers. When adequate data is available, PHA will use a rent reasonableness process to insure that rents accurately reflect the sub-market. PHA expects that a majority of the projects to which the new construction or substantial rehabilitation exception payment standard will be applied will be for project-based Section 8 projects solicited and developed according to the provisions of 24 CFR 983.

### **Project Base Up to 50% of Section 8 Vouchers**

PHA requests a waiver to 24 CFR 983.3 to allow PHA to project-base up to 50% of its budgeted Section 8 Vouchers. PHA offers two possible approaches for accomplishing this. The first approach, in accordance with the statute, 42 USC 1437(o)(13)(A)(ii) as revised by QHWRA, limits a single housing assistance payment contract to not more than 15 percent of the tenant-based assistance administered by the authority. Under this provision, new construction or substantial rehabilitation projects could be project-based, if the Section 8 assistance does not exceed, on a per project basis, 15 percent of the total tenant-based assistance.

A second approach to granting this waiver would be to designate PHA as a limited Moving-to-Work site, which would provide the PHA the discretion to project-base up to 50 percent of its budgeted Section 8 vouchers.

As part of the effort to encourage nonprofit and other developers to substantially rehabilitate existing structures and build new infill housing in existing neighborhoods, PHA needs the ability to enter into Housing Assistance Payment (HAP) contracts that reflect the true cost of acquisition, construction, and financing of quality affordable housing. The ability to do this is necessary to make development projects feasible, promote neighborhood revitalization, and to provide additional housing choices for low-income residents. These rents may be as high as 120% of Fair Market Rent.

The combined use of these two waiver requests (exception payment standards and project-based vouchers), will make many projects feasible, and will provide PHA with additional resources to revitalize Philadelphia neighborhoods. Project-based Section 8 assistance and approval of a rent that accurately reflects development costs, will also allow PHA to work with nonprofit and other developers to leverage revitalization funds from public and private sources.

### **Separation of PHAS Scores**

PHA is requesting a waiver of 24 CFR 902.5 regarding the applicability of the Public Housing Assessment System (PHAS). We are requesting that former PHA properties, still under an ACC that have been conveyed to a private entity, as well as privately-owned properties to which a subsidy has been assigned, be scored separately under PHAS. Similarly, a waiver is requested to allow those PHA properties, which are managed by Resident Management Corporations (RMC) to be removed from PHA's PHAS score. This waiver will allow the PHAS score to be a more effective management tool and indicator of the performance of PHA.

PHA will continue to monitor the performance of the above mentioned properties, make recommendations to withhold payments, and/or take other remedial or corrective actions as provided for in the relevant regulatory and operating agreements as necessary to insure regulatory compliance. PHA, however, will not have day-to-day operating control or responsibility for these properties, and it is not the intent of these alternative management agreements to provide day-to-day operating control or responsibility to PHA. By combining the scores of PHA with alternatively managed properties, HUD is diluting the usefulness of PHAS as a management tool. PHAS currently is not measuring the effectiveness of alternative management approaches, and it is not measuring the capabilities of PHA to manage the properties for which it has primary responsibility and control.

24 CFR 902 has already established a provision to prepare separate scores for properties managed by RMCs. This waiver is requesting separate PHAS scores for RMCs, as well as privately owned and managed mixed-finance properties receiving ACCs through PHA.

This request for a waiver is in accordance with statute 42 USC 1437d(j)(I)(1) which directs the Secretary to administer the performance rating program in a way as to not penalize housing authorities for circumstances beyond its control. For properties in which the management plan and other governing documents have been designed to keep the housing authority at arm's length in the decisions made regarding operating priorities and procedures, it is inappropriate to penalize PHA for the decisions made by others not under its direct control.

### **Flexibility in Reassigning ACCs for Replacement Units**

PHA has demolished a significant number of units prior to and subsequent to October 1, 1999. PHA's goal is to preserve the affordable housing resources available to low-income Philadelphians by reassigning ACCs from demolished units to replacement units developed both under the Mixed Finance protocol and to existing units acquired for PHA's inventory.

ACCs from units demolished prior to October 1, 1999 will be assigned to mixed-finance projects, which leverage significant private or public investment, and with the same, or lower, estimated life cycle costs to HUD/PHA. HUD approval will be sought for the reassignment of these ACCs through the mixed-finance approval process. For units demolished after October 1, 1999, PHA will be reassigning ACCs to units newly acquired, using Capital Fund dollars in the same neighborhood blocks of less than 25 units, or in groups less than 50 percent of the number of units in the original project.

PHA seeks a waiver to 24CFR 941 that will allow a streamlined process for assigning ACCs to replacement units acquired by PHA through the use of Capital Fund monies as replacement units for units demolished in the same neighborhood. Elimination of the acquisition proposal to HUD will reduce unnecessary overhead and facilitate negotiations with sellers. No additional funds will be required from HUD for this process. Acquisition and rehabilitation funds will be budgeted as part of the Capital Fund budget with the standard 20-year encumbrance on the ACC.

For replacement units, reassigned ACCs as part of a mixed-finance deal, for which no additional funds are

sought from HUD, PHA requests a waiver that will allow it to submit to HUD, a mixed-finance proposal, prepared according to the requirements of 24CFR 941.606. PHA requests a waiver that will consider the proposal approved after 30 days, with the ability to proceed to make commitments to its developer partner. This waiver will allow PHA to effectively work with private sector developers and will promote an environment for successful acquisition price negotiations and generally reduced overhead costs.

The two scenarios for the transfer of performance funding subsidies described above are for the replacement of existing units and do not represent a development effort. These activities should not be hampered by the rules established for development under 24 CFR 941. This waiver will reduce PHA overhead and will allow more units to be made available to low-income Philadelphia residents in a more cost-effective manner. The flexible reassignment of ACCs to replacement units will primarily be used in conjunction with PHA's program to improve the management and quality of its scattered sites units. PHA has the highest number of scattered sites units in the country. This waiver will be key to the successful implementation of the PHA scattered sites asset management program.

With the approval of these four waivers, PHA will be better able to manage its properties and continue its work to improve the housing and communities of low-income families in Philadelphia. Thank you for your consideration of these requests.

Sincerely,

Carl R. Greene  
Executive Director