

# **Housing Authority of the City of Pittsburgh**

## **Moving to Work Demonstration Year 8 (FY 2008) Annual Plan**

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**A. Fulton Meachem, Jr., Executive Director  
200 Ross Street, 9<sup>th</sup> Floor  
Pittsburgh, PA 15219**



## 1.0 OVERVIEW: THE HOUSING AUTHORITY CITY OF PITTSBURGH MOVING TO WORK DEMONSTRATION 2008

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**Introduction** – Since 2001, the Housing Authority City of Pittsburgh (HACP) has been one of approximately 30 public housing authorities in the United States selected to participate in the Moving to Work (MtW) demonstration program. MtW provides selected high-performing public housing authorities with additional regulatory flexibility to encourage creative approaches to providing housing with greater cost effectiveness, creating incentives to promote self-sufficiency, and increasing housing choices for low income families. The HACP’s original 5-year MtW agreement was scheduled to expire on December 31, 2005. Subsequent extensions of the Moving to Work agreement now extend the MtW Program at HACP through December 31, 2009.

The HACP has greatly benefited from the regulatory flexibility of the MtW program. Since beginning the MtW program in 2001, the HACP has completed the largest organizational change in its history (decentralization – transition to site-based management); used MtW funding flexibility to initiate redevelopment at HACP’s most distressed communities; created a low income public housing (LIPH) family self-sufficiency (FSS) program that mirrors the Section 8 FSS program and enhanced the services provided; established innovative youth programming that is reducing violence and improving youth outcomes, and expanded homeownership opportunities available to low income households by creating a combined Section 8 and LIPH homeownership program. The HACP has also increased the numbers of families it serves [when compared to the first year of the demonstration](#) while improving its housing stock. In FY 2008, the HACP will continue and expand these efforts within the continued flexibility of the MtW program. Several new policy initiatives, [such as the new minimum rent policy](#), will also increase the incentives to families to become self-sufficient, will improve the efficiency of HACP operations, and will contribute to the creation of more positive environments in HACP communities.

The HACP activities identified above and described below and in the following chapters and attachments are designed to achieve the statutory goals of the Moving To Work Program and to benefit residents. Furthermore, most activities build upon one another to help achieve multiple goals of Moving To Work. This section summarizes significant activities of the HACP and discusses the connection between the activities, the statutory goals of the Moving To Work Demonstration Program, and the benefit received by residents.

## **HACP Strategic Plan**

During 2007, HACP developed a new strategic plan, identifying specific agency goals and objectives. Many of the initiatives described below play a role in pursuing the goals of the strategic plan, and the goals of the strategic plan are designed to achieve Moving To Work goals and objectives. No one action will achieve the strategic plan and Moving To Work goals of the HACP, and the initiatives described below are designed to help achieve those goals and continue the transformation of the HACP so that it is well positioned to continue providing and promoting quality affordable housing for many years.

### **Operational Improvements – Site-Based Management**

The HACP began planning to implement site-based management in 2003, more than 2 years before HUD mandated the conversion to site-based management for all housing authorities. Beginning in 2001, the HACP used the flexibility and creativity encouraged by the MtW program to consider alternative organizational structures best suited to address the challenges of providing high quality low income housing. Initially, the HACP considered and began planning for the eventual full privatization of all viable HACP communities. Upon further consideration, the HACP in late 2002, decided to adopt a decentralized organizational structure (i.e. site-based management) similar to that of private property management companies and to retain ownership and control of existing HACP properties but under a new organizational structure.

The organizational changes for site-based management were fully implemented at the HACP in 2005. At this time (September 2007), initial indications are that site-based management is a success at the HACP. For example, rents uncollected rates continue to decline. In 2008, the HACP plans additional improvements to the site-based management system and will continue to closely monitor site-based management performance. Some of these improvements include just-in-time delivery for maintenance materials, further decentralization of the materials ordering and small contracting processes, completion of new inventory control procedures, and shifting additional responsibilities to the site-based managers. It is anticipated that through 2008 indicators of community performance will continue to improve as a direct result of the site-based management organizational structure.

In 2007, HACP disbanded its separate police department; with the City of Pittsburgh's Police department hiring qualified and interested HACP police officers. HACP also entered into an agreement with the City Police for enhanced levels of service at HACP properties, replaced in-house security guard operations with contracted professional security, and agreed in principle to substantially enhanced communication and data sharing between HACP public housing and Section 8 Housing Choice Voucher management, the City of Pittsburgh police department, and the City of Pittsburgh Bureau of Building Inspection. In 2008 HACP will continue to work out details to automate data sharing to the greatest extent possible given technology and privacy law constraints that exist. This enhanced cooperation is expected to result in improved lease, code, and program compliance enforcement and improved police response leading to reduced crime and more positive neighborhood environments.

Improved operations benefit residents by reducing response time and providing environments that are well maintained and safe. It also helps to create a positive environment. Improved operations are more efficient and cost effective.

### **Operational Improvements - Site-Based Waiting Lists**

In July 2006, the HACP implemented site-based waiting lists. Site-based waiting lists allow applicants for HACP housing to select up to three specific communities in which they would prefer to live, or have the option of selecting the first available community. This streamlines the admissions process and reduces the time from application to leasing for applicants. In 2007, the HACP began using the site-based waiting lists as a tool to help manage vacancies in HACP communities, improve vacant unit turnaround times and reduce waiting times for HACP housing applicants. In 2008 HACP will continue to adjust internal procedures to improve the operation of the site-based waiting list and to increase its impact on vacancies, unit turnaround time, and wait times. These improvements will reduce cost and increase efficiency, while providing better service to residents. The option to select specific communities provides better service to applicants and expands housing choices for low-income families. [Also in 2008, HACP will implement a local preference for working families \(including elderly and disabled families\) to provide further incentives to families to work towards self-sufficiency while increasing the stability of HACP communities.](#)

### **Operational Improvements – Public Housing Policy Changes**

During 2007, HACP has reviewed and prepared a revised Admissions and Continuing Occupancy Policy (ACOP) and tenant lease to improve operational efficiencies, management effectiveness, community safety, and financial viability of the properties. The lease and ACOP changes will also promote resident self-sufficiency. These changes have been published for public comment separately during 2007. Most of the changes will go into effect early in 2008. These changes include several designed to reduce criminal activity and enhance community safety, including reducing the notice period for evictions resulting from violent or drug related criminal activity to the minimum allowed by Pennsylvania law. HACP will also institute a policy requiring any non-elderly non-disabled adult who is not working and is not paying at least \$150.00 per month in rent to actively participate in self-sufficiency programming or face possible eviction. Self-sufficiency programming could include active participation in programs under TANF for those eligible, other approved self-sufficiency programs, or the HACP's REAL Family Self-Sufficiency Program. See Chapter 3 for additional details. These changes will increase the efficiency of HACP management, improve rent collections contributing to added cost effectiveness, provide incentives for families to become self-sufficient, and benefit residents through reduced crime and improved safety.

### **Operational Improvements and Policy Changes – Rental Voucher Housing Assistance Program**

During 2007, HACP continued the process of evaluating and assessing the operations and policies of the Section 8 Department's administration of the Housing Choice Voucher rental assistance program. Numerous areas of significant improvement were identified, and the process of modifying the organization of the department and revising the policies and procedures was initiated. This process includes changing the job responsibilities of some positions, revising the work flow, improving the use of technology to improve efficiency and effectiveness, and reviewing policies for changes that could improve the program. This includes re-writing the Administrative Plan with revised policies and procedures. The revised Administrative Plan was published for public comment separately, and most Administrative Plan changes are scheduled to take effect in early 2008. Detailed separately below (see Chapter 8), changes to the administrative plan and to the operations of the Section 8 Department will improve effectiveness and cost efficiency of the department, improve compliance with applicable regulations and internal policies, enhance and improve service and responsiveness to recipients and participating landlords, and maximize effective use of limited resources.

### **Neighborhood Stabilization – Community Redevelopment and Construction of New Housing Units**

During FY 2008, the HACP will continue to pursue community redevelopment strategies. In 2008, the redevelopment of Garfield Heights will continue to move forward, with completion of Phase I area demolition and the beginning of construction. HACP will also complete the construction of Bedford Phase II Rental and the second group of eight (8) Bedford HOPE VI Homeownership units. HACP will continue to evaluate the benefits of issuing Bonds in 2008 in which it pledges up to 30% of its capital funds to leverage bond proceeds for the completion of development and modernization projects over the next 5 years. These redevelopment and modernization projects will help to further reposition the HACP's assets for success and substantially increase the availability of UFAS compliant accessible units. See Chapter 6 for a detailed discussion of HACP's planned capital development program for 2008.

The benefits of redevelopment activities cannot be overstated. First, newer properties are easier and less costly to manage and operate, reducing the costs and increasing the efficiency of the HACP in providing assisted housing. These private-public partnerships also promote efficient operations and leverage other public and private resources, further reducing public costs. Secondly, the opportunity to complete screening of new development residents, to use income tiering or alternate eligibility or priority criteria, and to provide enhanced social services and require participation before moving in to new units are all mechanisms to provide incentives to families to become more self-sufficient. These strategies also promote efficient and effective community management. Thirdly, by replacing obsolete and undesirable housing stock with housing built to modern standards, and by using public housing funds to leverage other funds for the construction of non-public housing affordable units, low-income families are provided with improved services and increased housing choices.

### **Housing Preservation – Partial and Comprehensive Modernization**

HACP modernization activities in 2008 will focus on the creation of additional Section 504/UFAS compliant accessible units in the HACP inventory. In FY 2008, the HACP plans to complete construction of ~~a66n~~ additional ~~56~~ units of section 504/UFAS compliant accessible housing in several HACP communities in order to have a cumulative total of at least 180 by December 31, 2008. Additional HACP communities will receive Section 504/UFAS related modifications or planning for future accessible units. Other building improvements are also planned. A total of approximately \$10,000,000 is budgeted for modernization in HACP communities in 2008. See Chapter 7 for a detailed discussion a HACP's modernization program in 2008. In addition, HACP expects to complete an Energy Performance Contract in 2008 to generate funding for improvements to HACP's energy efficiency. ~~Although the agreement is expected to be completed in 2008, actual improvement work may not begin until 2009.~~

Modernizing existing communities contributes to the more efficient and effective operation of the HACP by reducing direct operating costs such as utilities, and repair costs for both labor and materials. Modernized housing provides an improved quality of assistance to residents, and effectively increases housing choice for some families. Section 3 components of these projects contribute to efforts to provide incentives to families to become self-sufficient. Completion of UFAS certified compliant units increases housing choices for disabled persons and families.

### **Homeownership**

The MtW program has provided additional funding and regulatory flexibility allowing the HACP to create a new MtW-based homeownership program independent of previous HUD homeownership programs. The HACP homeownership program, in partnership with outside agencies, provides eligible HACP LIPH and Section 8 residents with credit counseling, homeownership education classes, mortgage pre-approval letters, mortgage loans, title and settlement services, and other financial assistance to complete the purchase of a home. These include making some HACP scattered sites properties available for purchase by low-income public housing households and assisting low-income households receiving Section 8 or LIPH assistance to purchase a home on the open market. See Chapter 10 for more information on HACP's MtW Homeownership Program.

HACP's homeownership program increases housing choices for low-income families by making homeownership an option for some families, and by making homes that are currently on the private market available to lower-income families. It also provides incentives for families to become self-sufficient by requiring certain levels of employment and/or income and clean credit histories, important steps in becoming self-sufficient, in order to receive homeownership assistance.

### **Resident Self-Sufficiency**

In FY 2008, the HACP will continue to focus self-sufficiency program efforts on the further development and coordination of programs developed in previous years. These programs include the Realizing Economic Attainment for Life (REAL) Family Self-

Sufficiency Program for public housing and Section 8 families and Youth Intervention Initiatives. The HACP will further develop the Healthy Homes program (started in 2006) that assists in the monitoring and maintenance of clean, safe home environments in HACP communities. New and expanded partnerships with the Allegheny County Department of Human Services will be continued to aid and expand services. Emphasis will be placed on the REAL FSS program and formalizing cooperative procedures with Site Management in order to effectively implement the new ACOP provisions and policies regarding required participation in self-sufficiency program for some residents. See Chapter 9 for a discussion of HACP resident self-sufficiency programs in 2008.

Resident service programs are essential not only to help families become self-sufficient, but also to the effective and efficient operation of assisted housing. The income disregards, resident employment program, case management and referral services all provide incentives for families to become self-sufficient. The additional youth and adult service programs also help to create a safe and positive environment that is supportive of individuals and families to pursue these goals. Furthermore, effective social services contribute significantly to the efficient operation of assisted housing. Managers who can refer families to human service professionals who can link families with appropriate programs can focus on maintaining the property and enforcing the lease, further contributing to a positive environment and a cost effective operation. Furthermore, the new policies will provide additional incentives for families to participate in FSS programming and to benefit from such participation.

### **Accessibility – Voluntary Compliance Agreement**

On June 3, 2005, the HACP entered into a Voluntary Compliance Agreement (VCA) as a corrective action plan to address areas of noncompliance with Section 504 of the *Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990* and the *Architectural Barriers Act of 1968*. This Agreement requires that HACP revise policies and procedures to provide individuals with disabilities equal access to programs and services and construct 264 wheel chair accessible apartments in accordance with the Uniform Federal Accessibility Standards (UFAS) by 2010.

In 2007, HACP revised its policies and procedures as required by the VCA and applicable law. Internal counsel, the 504/ADA coordinator, and the local HUD office have reviewed and will review any and all additional revisions to policies and procedures to ensure continued compliance in these areas. HACP will continue to collaborate with managers of the privately managed properties to revise their policies to comply with federal regulations.

As of ~~September 15~~December 31, 2007, HACP has constructed ~~64~~118 UFAS units that have been certified compliant by independent third party certifiers. In 2008 HACP will complete an additional 66 units to achieve the minimum cumulative total of 180 by December 31, 2008, as required by the VCA. HACP has also completed 10 additional UFAS units that are not counted towards the required VCA units. Please see Chapter 7 for additional information on units and locations.

Complying with the VCA and continuing to follow appropriate policies and procedures improves services to residents and provide clear guidelines for handling a variety of situations. These clear policies and procedures, along with the creation of accessible units and the more efficient provision of reasonable accommodations, not only improve services to residents ~~but~~but also increase housing choices for low income families as more accessible or modified units are made available.

### **Investigation of New Initiatives**

With ongoing discussions about restated agreements, additional extensions, and pending Moving To Work legislation, the HACP will in 2008 continue to explore a variety of additional initiatives to utilize the authority granted by the Moving To Work agreement in order to achieve the statutory goals of the Moving To Work program.

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### DISCUSSION

During 2007 to date (September 1, 2007), overall HACP occupancy (LIPH and Section 8) declined from 10,641 assisted households on January 1, 2007 to 9881 assisted households on September 1, 2007. The 77% of the overall decline in HACP occupancy of 760 households during 2007 can ~~almost entirely~~ be attributed to attrition in Section 8 voucher holders as the HACP adjusts the number of HCV program vouchers in use to current funding levels and reductions in LIPH occupancy due to demolition and redevelopment in older HACP communities. 23% of the decline in HACP occupancy during this period is attributed to a decline in LIPH occupancy. Regardless of the decline in HACP occupancy levels in 2007, demand for quality low-income housing in Pittsburgh, as evidenced by the 5644 households on the HACP Section 8 and LIPH waiting lists as of September 1, 2007, remains high.

The HACP currently serves 736 or 8% more low-income households than were served on January 1, 2001 at the start of the HACP MtW program. (See Table 2-1 for a comparison of current and 2001 occupancy levels.) It is anticipated that overall HACP occupancy levels in 2008 will continue to remain substantially higher than those in 2001. Further, as shown in Tables 2-2 and 2-4, HACP continues to serve a resident population in 2007 in the same income ranges and with the same racial/ethnic mix as were served by HACP in 2001. Table 2-2 shows that using 2007 AMI income levels, currently 94% of the residents served by HACP fall in the very low or extremely low income ranges vs. 94% in 2001. Per HACP's MtW agreement, at least 75% of HACP residents are required to be in the very low or extremely low income range. Table 2-4 shows that the overall racial/ethnic mix in HACP communities has remained stable from 2001 through 2007. In 2001, approximately 8% of HACP Section 8 residents were classified as of "Other" race/ethnicity. Subsequently, HACP improved data collection and analysis of racial/ethnic categories and in 2007, the "Other" racial/ethnic category in Section 8 accounted for less than .4% of Section 8 households. Taking into account this data adjustment, HACP believes that all racial/ethnic categories within the HACP resident population varied by less than 1% from 2001 to 2007.

In FY 2008, HACP anticipates the income and racial/ethnic population of HACP assisted households to remain as stable as in the period of 2001 – 2007. HACP further anticipates that while the number of HACP assisted households is expected to decline in FY 2008 due to ongoing LIPH redevelopment efforts and subsidy limits in Section 8, HACP occupancy levels will continue to significantly exceed occupancy levels at the start of the MtW program in 2001.

### **Waiting List (All HACP Communities)**

The overall length of the HACP waiting list (Section 8 and LIPH) declined by 1066 households from October 1, 2006 to September 1, 2007. The Section 8 waiting list was closed in September 2006 and, as of September 1, 2007, remains closed. As a result of closing the Section 8 waiting list and purging the list, the Section 8 waiting list declined by 1,113 applicant households from October 1, 2006 to September 1, 2007. During this same period, the LIPH waiting list increased by 47 applicant households.

In 2008, it is anticipated that demand for newer, high quality low-income housing in Pittsburgh, as evidenced by the HACP waiting list, will continue to significantly exceed supply. As shown by HACP's current site-based waiting lists (see Table 2-7), demand for 1 and 2-bedroom units especially in HACP communities will remain high in FY 2008. In 2008, as in the entire period since the implementation, site-based waiting lists will continue to offer HACP housing applicants a more easily accessible range of housing choices and increase the efficiency of HACP waiting list management.

Further analysis of HACP's site-based waiting lists (see Table 2-7) clearly shows a preference among LIPH applicants for newer, lower density units. This is partially evidenced by the very long waiting lists for HACP's new mixed income family communities. Waiting lists for older, higher density HACP communities are significantly shorter than those for newer, lower density communities.

Replacing older communities with more desirable, lower density communities is a strategy that is consistent with the declared preferences of HACP housing applicants.

HACP recognizes that currently available resources do not allow HACP to fully meet the demand for low-income housing in Pittsburgh. However, by revitalizing and redeveloping existing HACP communities in accord with applicant preferences, HACP is creating a greater range of more acceptable housing choices for the near and long term future. Further, by redeveloping obsolete public housing properties, HACP is leveraging additional funding sources to create affordable units assisted by other funding streams (such as the Low Income Housing Tax Credit Program) as well as moderately priced market rate units. While these units are not included in HACP's statistics, HACP is further expanding housing choices and assisting additional families by pursuing these strategies.

### **Site Preference Waiting Lists**

In August 2006, the Housing Authority of the City of Pittsburgh, (HACP) transitioned to a Site Preference Waiting List (SPWL) system. Information on the length of each site-based waiting list is included in table 2-7 below. Demographic data on each site to establish a baseline for use in future analysis of the impact of the site based waiting list has been downloaded and stored for future reference.

Under SPWL applicants have two general options from which to choose.

Option I: The applicant may select up to three (3) communities of choice.

Option II: The applicant may choose the first available apartment in any community.

The applicant also has the opportunity to change their community choice while on the Waiting List. If the applicant changes the community, the applicant must submit a request in writing. The applicant will then receive a new date and time for placement on the new community or communities of choice. If the applicants change in community choice is due to a change in the household composition, or a change in the disability status of the household, the applicant will keep the original date and time of the application.

Applicant names appear on Waiting Lists based on the date and time of their application. The names of applicants approved for a UFAS unit are placed on Waiting Lists for UFAS units in the applicant's community/ies of choice based on the date and time of the application.

Applicants with disabilities who have an approved reasonable accommodation request for a unit with accessible features will be either housed in a unit with the features that meet the resident's disability-related need or housed in a standard unit that will be modified to meet the resident's disability-related need.

Transfers are prioritized in the following order:

- Emergency Transfer/Emergency Relocation
- Reasonable Accommodations,
- Grossly under-housed
- Grossly over-housed
- Relocation
- Maintenance
- Under-housed
- School/Job

Residents who chose apartments under the Site Preference system will be required to wait a year before they can submit a request for a transfer. Residents with transfers approved pursuant to a reasonable accommodation are not subject to the one-year waiting requirement.

A new policy regarding non-priority transfers is included in the revised ACOP (see Chapter 3 for additional information). Under this new policy, HACP will accommodate non-priority transfer requests (all transfers except emergency, reasonable accommodations, and resident relocations) at a ratio of 5:1 new move-ins to transfers. This policy will benefit residents by giving appropriate priority to those who need it, and will allow preference transfers for those who desire it. It will also improve the efficiency of HACP operations by limiting non-priority transfers, allowing managers to focus on leasing vacant units to new families. This may also reduce wait times for those on the waiting lists. If a transfer is rejected by a resident without cause, the resident will be required to wait a year before a new transfer request can be submitted.

The SPWL system gives applicants an opportunity to choose the community in which they wish to reside. When an apartment offer is made to an applicant, applicants have five (5) business days to respond to that apartment offer. When an applicant declines an offer, or fails to respond within the requisite time period, the applicant is withdrawn from the Waiting List/s and must wait ninety (90) days before the applicant may again apply for Low-Income Public Housing. When the applicant file is withdrawn, the applicant is sent a letter or alternative format notice of withdrawal, and is advised of the HACP Grievance Policy and timelines for the same.

### **Occupancy Levels – October 1, 2006 to September 1, 2007**

Overall LIPH occupancy in the period from October 1, 2006 to September 1, 2007 declined by ~~230-180~~ occupied units (from ~~4461-4411~~ to 4231 occupied units respectively). Six HACP managed communities currently planned for redevelopment, selective demolition or under redevelopment (Addison Terrace, Addison Addition, St. Clair Village, Auburn/Hamilton-Larimer, Northview and Garfield) declined in total occupancy by 316 units ~~as opposed compared~~ to the total HACP managed community decline of 313 units. Thus the remaining HACP communities retained relative occupancy stability through 2007. In 2008, HACP expects additional significant occupancy decline in the Garfield family community as it is vacated for redevelopment.

### **Occupancy Levels – 2008**

During the latter part of 2007 and in 2008, the HACP will demolish 682 units in 5 communities: 294 units in Auburn/Hamilton Larimer, 132 units at Kelley Street, 149 units at Lou Mason/Addison Addition, 105 units in the first phase of Garfield demolition and 2 irreparably damaged scattered sites units. Up to 6 additional scattered site units may be demolished or disposed of due to excessive costs of modernization needs. In the same time period, HACP will certify completion of e construction of 6 scattered sites units in Manchester and complete an additional 58 mixed finance units in Phase II of Bedford Hills. The HACP will also purchase up to 30 – 35 scattered sites units for use initially by relocated Broadhead residents. In 2008, the HACP expects continued high and stable occupancy levels in newer HACP communities and expects occupancy levels in older HACP communities to be affected both by disruption from redevelopment/relocation and positively by management improvements. Completion of work related to conversion of units to UFAS compliant units may also positively affect occupancy rates at some communities. See Table 2-6 for projected HACP occupancy by community in 2008.

HACP projects an occupancy level of 5000 Section 8 units and 4468 LIPH units by December 31, 2008 for a total of 9,468 households served. In order to achieve and maintain the 5000 Section 8 HCV level, new leasing off the waiting list may resume in 2008.

It is to be noted that HACP's MtW Agreement requires HACP "to assist substantially the same number of eligible low-income families under MtW and to maintain a comparable mix of families by family size..." Table 2-1 (lower portion of table) shows that HACP served 9,145 households (LIPH and Section 8 combined) on January 1, 2001 at the start of the MtW demonstration and has consistently served over 9,145 households every year since 2001. The ratio of Section 8 and LIPH households to the total number of households served in HACP's MtW program has changed over the course of the MtW demonstration as HACP has redeveloped older HACP communities, built new communities and expanded housing choices. HACP expects these ratios to continue to change throughout the MtW demonstration, but is committed to serving substantially the same number of low-income households or more every year of the demonstration.

HACP also recognizes that redevelopment activities tend to reduce the number of larger units. However, that change reflects both national trends towards smaller family sizes as well as local demand as evidenced by HACP's waiting lists (see table 2-7). Given this change in demand, the shift in family and unit sizes would also have occurred absent the Moving To Work Demonstration.

### **Occupancy Levels – Accessible Units**

The HACP has embarked on a major initiative to create units compliant with the Uniform Federal Accessibility Standards (UFAS). In many cases this requires the combination of two units to make a single fully accessible unit. In nearly all cases, units must be empty for the UFAS work to be completed. Thus relocation is often required. The following communities recently had, currently have or will have units on modernization hold as conversions of units to fully UFAS compliant units occurs, and this impacts occupancy numbers. ~~(The number of units we anticipate will that~~ need to be vacant for work to be completed is shown in parentheses):

~~Allegheny Dwellings (25 units), Arlington Heights (15), Bedford Dwellings (320), Homewood North (up to 19), Finello/S. Oakland (12), Mazza/Brookline (2), Glen Hazel High Rise (14 or more), PA-Bidwell Highrise (20 or more) and Gualtieri Manor (2), Carrick Regency (2), Morse Gardens (4), and Northview Heights Highrise (5 or more).~~ The work at Allegheny, Arlington, Mazza and Gualtieri should be completed prior to the end of 2008, while additional communities may be added to the UFAS conversion list. The small number of total units at some of these communities result in a significant impact on the vacancy rate of even a few vacant units.

### **Occupancy Levels – Issues by Community**

As of September 2007, a number of HACP communities had occupancy levels under 85% as measured against the community standing unit count. (See Table 2-6.) It is to be noted that Table 2-6 provides occupancy percentages that do not factor out units that are offline awaiting demolition, in the UFAS conversion process and units under modernization contracts.

On September 1, 2007, the following HACP communities had less than 85% occupancy as measured against the community standing unit count: Addison Terrace, Allegheny Dwellings, St. Clair Village, Northview Heights, Hamilton-Larimer, Garfield Heights, Addison Addition, Homewood North, Glen Hazel High Rise, Glen Hazel Homes, Brookline Terrace (Mazza), South Oakland (Finello) Gualtieri Manor and Broadhead Manor. When adjustments are made for units awaiting demolition, in the UFAS conversion process or under modernization contracts, only Addison Terrace, Northview Heights, and St. Clair Village have adjusted occupancy rates of less than 85%. The following summarizes occupancy issues at the communities identified above, and include corrective actions for Addison, Northview, and St. Clair that are planned:

1. Addison Terrace – Addison Terrace is HACP’s oldest community (beginning of design/construction about 1938) and remains a desirable community geographically because of its centralized, Hill District location. Addison Terrace has older, outmoded units, but it supports a low-income population committed to living in this conveniently located neighborhood. At the present time, funding does not exist to allow the redevelopment of the community. In 2008, HACP will bring additional Addison Terrace units back online, improve community facilities, improve security, enhance lease enforcement, provide additional training for staff and create strict internal expectations for unit turnaround to meet applicant and current resident demand. HACP expects that these measures, when combined with HACP’s new rent policy and admissions preferences will result in occupancy levels in Addison Terrace above 80% by the end of 2008.
2. Allegheny Dwellings – UFAS conversion work was essentially completed in December, 2007, and re-leasing of units is underway. Occupancy of greater than 90% is expected in 2008. See also the discussion in “Potential Required Conversion Candidates” below.
3. St. Clair Village – In 2008, HACP will consider further downsizing (by demolition) of St. Clair Village. HACP is working with the St. Clair Village Resident Council and social services providers to determine an optimum size for St. Clair Village, to improve resident services, and to identify other possible initiatives to make the community more viable. HACP plans to improve security, enhance lease enforcement, provide additional training for staff and create strict internal expectations for unit turnaround. HACP expects that these measures, when combined with HACP’s new rent policy and admissions preferences will result in improved occupancy levels at St. Clair Village. HACP currently has two active demolition applications for units in St. Clair Village. See discussion in “Potential Required Conversion Candidates” below and in Chapter 6 for additional discussion.
4. Northview Heights - In 2008, HACP will bring additional Northview Heights units back online, improve security, enhance lease enforcement, provide additional training for staff and create strict internal expectations for unit turnaround to meet applicant and current resident demand. HACP expects that these measures, when combined with HACP’s new rent policy and admissions preferences will result in significantly improved occupancy levels at Northview Heights. See the discussions in “Potential Required Conversion Candidates” below and in Chapter 6 for additional discussion.
5. Hamilton-Larimer – On September 1, 2007, HACP was in the process of vacating the Auburn Towers high rise. This 294-unit high rise will be vacated completely and demolished in 2008 leaving 30 townhouse units in a rapidly developing neighborhood (Penn-Liberty). HACP anticipates near 100% occupancy in the townhouse units by the end of 2008.

6. Garfield Heights – Garfield Heights is in the process of being vacated for demolition and redevelopment. Current low occupancy numbers are a function of this process.
7. Addison Addition – The Lou Mason High Rise, a 149-unit senior high rise in Addison Addition, is planned for demolition leaving only 45 townhouse units. HACP anticipates occupancy in the remaining 45 units to be over 90% by the end of 2008.
8. Homewood North – Preparation for UFAS conversions have reduced occupancy levels in Homewood North. Unexpected site conditions and excessive cost for initially planned conversions have delayed this effort. HACP intends to bring units back online while new cost-effective plans for providing UFAS units are finalized.
9. Glen Hazel High Rise – During all of 2007, the Glen Hazel High Rise was in the process of extensive modernization. In 2008, with completion of construction and a revitalized building in a very desirable community, HACP anticipates near-100% occupancy for Glen Hazel High Rise.
10. Glen Hazel Homes – Glen Hazel Homes was originally a 15-unit community of split-level, single family homes. The homes were offered in residents under the HACP Homeownership Program and 5 were sold. IN addition, two units are utilized for non-housing purposes while the Glen Hazel Recreation Center was undergoing modification to meet UFAS accessibility requirements. The remaining 8 units have been placed back online as rental units due to slow sales in the Homeownership Program. HACP anticipates increased rental occupancy of the units in 2008 and will continue to offer the units for sale to low-income occupants of the units in 2008 as per the HACP MtW Homeownership Program.
11. Brookline Terrace (Mazza)/South Oakland (Finello)/Gualtieri Manor – All three of these senior mid-rises and high rises are viable buildings currently undergoing limited modernization and/or UFAS conversions. HACP anticipates bringing all three of these communities to near 100% occupancy in 2008.
12. Broadhead Manor – Broadhead Manor was severely damaged in Hurricane Ivan-related flooding in 2005. Residents are being relocated into newly acquired homes that will become part of HACP’s scattered site portfolio. In 2008 HACP will continue the process for the disposition of the community.

### **Potential Required Conversion Candidates**

The Special Applications Center has identified several community clusters which should be considered for conversion because PIC data indicates that they have more than 250 units, are not officially designated Elderly, Handicapped or Mixed, are not under an approved HOPE VI Revitalization Plan, and the average occupancy rate over three years is less than 85%, or incomplete. Each of these clusters is discussed below.

1. PA – 002 Bedford Dwellings. PIC occupancy data for Bedford Dwellings was corrected in August 2007 to accurately reflect units then currently in vacant status, including units undergoing modernization/UFAS conversion. This resulted in a 9.07% vacancy rate for Bedford Dwellings as reported in August 2007 and 9.60% in September 2007. It is anticipated that continued monitoring of PIC data combined with ongoing management efforts to improve the occupancy rate in the community will maintain or improve upon these vacancy rate percentages resulting in the removal of Bedford Dwellings as a potential required conversion candidate.
2. PA – 66, 68, 76, 79 Oak Hill. PIC occupancy data for Oak Hill is incorrect. This cluster is a privately managed, revitalized property that partially replaced the former Allequippa Terrace. Oak Hill has been consistently occupied at near 100% levels. HACP continues to work with the private managers of Oak Hill and HUD to correct data transmission issues which result in the appearance of this cluster on the potential required conversion list. Following PIC data corrections, Oak Hill will be removed as a potential required conversion candidate. [\(See private management-related discussion in “HACP MTCS Reporting Rates” section below.\)](#)
3. PA – 005 Allegheny Dwellings. PIC occupancy data for Allegheny Dwellings was corrected in August 2007 to reflect units then currently in vacant status, including units undergoing modernization/UFAS conversion. This resulted in a 7.66% vacancy rate for Allegheny Dwellings as reported in September 2007 (an August 2007 vacancy percentage was not provided for Allegheny Dwellings in the most recent Cluster Data Report released in October 2007). It is anticipated that continued monitoring of PIC data combined with ongoing management efforts to improve the occupancy rate in the community will maintain or improve upon this vacancy rate percentage resulting in the removal of Allegheny Dwellings as a potential required conversion candidate.
4. PA – 009 Northview Heights. Corrections to PIC occupancy data for Northview Heights were made in August 2007 to reflect units then currently in vacant status, including units undergoing modernization. However, the information included in the most recently release Cluster Data Report (released October 2007) for Northview Heights contains PIC unit count information that does not agree with the HACP database, The HACP database currently shows 592 standing units at Northview Heights with 1 HUD-approved non-dwelling unit for a total dwelling unit count of 591. A total count of 591 dwelling units at Northview was in the conversion candidate reports for March 2007 through July 2007. The August and September 2007 conversion candidate reports show 470 units as the total dwelling unit count for Northview. The 121 unit reduction (from 591 to 470) that appears in the August and September conversion candidate reports resulted in reported vacancy rates of 4.68% and 4.89% respectively for the two months. HACP is attempting to resolve these apparent data discrepancies. The HACP database currently shows 450 occupied units

in Northview Heights or a vacancy rate of 23.9%. The HACP is currently implementing a variety of management and security improvements at Northview Heights, as described in other sections of this annual plan, to reduce the vacancy rate at Northview Heights. Assessment of the effectiveness of these initiatives, and analysis of available options and possible requirements will be considered in 2008.

5. PA – 007 St. Clair Village. St. Clair Village does not currently appear on the Cluster Data Report as a potential mandatory conversion candidate. However, limitations on HACP resources will prevent implementation of the partial redevelopment plans previously proposed. In late 2007, HACP initiated dialogue with community stakeholders regarding possible plans and potential actions and consequences. In 2008, thorough assessment of options, including completion of cost analysis of those options, will be conducted to determine the future course for this community. New and/or amended demolition and/or disposition applications will be prepared as necessary.

### HACP MTCS Reporting Rates

HACP is committed to achieving MTCS reporting rates that will accurately reflect occupancy in HACP communities and meet all HUD requirements. MTCS reporting rates in HACP-managed communities are generally adequate or can be made adequate with additional training and performance monitoring for HACP property management personnel over the coming year. HACP will provide additional training to staff and enhanced performance monitoring of 50058 submittals, including weekly meetings of relevant staff to ensure adequate progress is being made.

Some of HACP's private property management companies managing HACP mixed income communities, have been far less successful in attaining satisfactory 50058 reporting rates. These private management firms have been identified, informed that failure to meet 50058 reporting requirement is a contractual violation and are now subject to monthly review of 50058 submittals. Those private management companies with software issues impeding MTCS reporting have been informed that these must be corrected. In addition, HACP is meeting with the executive staff upper management of private management companies on an ongoing basis as required to address inadequate 50058 reporting rates. Those private management companies unable to bring 50058 reporting to an acceptable level will be notified that they are in default of their contractual obligations to HACP and HACP will pursue options including possible termination and replacement of the private management company. HACP anticipates having MTCS reporting issues resolved by the end of 2008.

**TABLE 2-1 – UNIT SIZES OF HOUSEHOLDS SERVED - SEPTEMBER 1, 2007**

**Public Housing**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	546	1114	1040	233	66	2999
<b>Elderly</b>	1132	100	0	0	0	1232
<b>Total</b>	1678	1214	1040	233	66	4231

**Section 8**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	1313	1819	1547	324	75	5078
<b>Elderly</b>	402	139	27	3	1	572
<b>Total</b>	1715	1958	1574	327	76	5650

**Total**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	1859	2933	2587	557	141	8077
<b>Elderly</b>	1534	239	27	3	1	1804
<b>Total</b>	3393	3172	2614	560	142	9881

Source: HACP MIS rent roll profile of 09/01/07

**HACP Change in Number of Households - January 1, 2001 through September 1, 2007**

	<b>01/01/01</b>	<b>01/01/02</b>	<b>10/01/03</b>	<b>10/01/04</b>	<b>10/01/05</b>	<b>10/01/06</b>	<b>09/01/07</b>
Sect. 8 Elderly	459	574	528	556	585	598	572
LIPH Elderly	1,433	1,385	1,230	1,248	1,214	1230	1232
Sect. 8 Family	3,440	3,798	4,516	4,589	5,720	5993	5078
LIPH Family	3,813	3,459	3,596	3,449	3,312	3181	2999
<b>Totals</b>	9,145	9,216	9,870	9,842	10,831	11,002	9,881

**TABLE 2-1 A – UNIT SIZES OF HOUSEHOLDS CONTAINING DISABLED RESIDENTS - SEPTEMBER 1, 2007**

Public Housing

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	363	167	111	29	10	680
Elderly	267	101	25	9	2	404
Total	630	268	136	38	12	1084

Section 8

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	798	451	233	65	13	1560
Elderly	232	90	24	1	1	348
Total	1029	540	255	66	14	1904

Total

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	1161	618	344	94	23	2240
Elderly	499	191	49	10	3	752
Total	1660	809	393	104	26	2992

Source: HACP MIS rent roll profile of 09/01/07

The HACP uses the definitions of disabilities used by the Social Security Administration. All households counted in Table 2-1 A are public housing or Section 8 households in which the leaseholder has a verified SSI disability lowering rent payments. Members of the family with disabilities who are not the designated head of household are not included.

**TABLE 2-2 – INCOME OF HOUSEHOLDS SERVED - SEPTEMBER 1, 2007**

**Public Housing**

	Under 30% AMI		30% to 50% AMI		51% to 80% AMI		81% AMI or Greater		Total	
	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07
Number	3867	3158	1047	790	273	264	53	22	5246	4231
Percent	74%	75%	20%	19%	6%	6%	1%	1%	100%	100%

**Section 8**

	Under 30% AMI		30% to 50% AMI		51% to 80% AMI		81% AMI or Greater		Total	
	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07
Number	2723	4294	980	1118	192	227	4	11	3899	5650
Percent	70%	76%	25%	20%	5%	4%	0.1%	0.2%	100%	100%

**Total**

	Under 30% AMI		30% to 50% AMI		51% to 80% AMI		81% AMI or Greater		Total	
	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07	01/01/01	09/01/07
Number	6590	7452	2027	1908	471	491	57	33	9145	9881
Percent	72%	75%	22%	19%	5%	5%	1%	0.4%	100%	100%

Source: HACP MIS rent roll profile of 09/01/07

**Table 2-3 – Pittsburgh Area (Allegheny County) Median Family Income Levels by Family Size - 2007**

	1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons
30% of Median	\$12,150	\$13,900	\$15,600	\$17,350	\$18,750	\$20,150
50% of Median	\$20,250	\$23,150	\$26,050	\$28,950	\$31,250	\$33,600
80% of Median	\$32,400	\$37,050	\$41,650	\$46,300	\$50,000	\$53,700
Median	\$40,550	\$46,300	\$52,100	\$57,900	\$62,550	\$67,150

**TABLE 2-4 – RACE / ETHNICITY OF HOUSEHOLDS SERVED - SEPTEMBER 1, 2007**

**Public Housing**

	Black		White		Hispanic		Asian		Other		Total	
	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07
Family	3636	2825	165	154	2	20	2	1	8	1	3813	3001
Elderly	1008	961	399	252	22	13	1	2	3	2	1433	1230
Total	4644	3785	564	406	24	33	3	3	11	3	5246	4231

**Section 8**

	Black		White		Hispanic		Asian		Other		Total	
	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07
Family	2336	3987	800	1017	7	43	3	12	294	19	3440	5078
Elderly	183	310	265	253	2	4	1	3	8	2	459	572
Total	2519	4297	1065	1270	9	47	4	15	302	21	3899	5650

**Total**

	Black		White		Hispanic		Asian		Other		Total	
	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07	01/01	09/07
Family	5972	6812	965	1171	9	63	5	13	302	20	7253	8079
Elderly	1191	1271	664	505	24	17	2	5	11	4	1892	1802
Total	7163	8083	1629	1676	33	80	7	18	313	24	9145	9881

Source: HACP MIS archived rent roll profile of 09/01/07

**HACP Resident Race & Ethnicity - January 1, 2001 - September 1, 2007**

	2001		2007	
	Number	Percentage	Number	Percentage
African-American	7163	<b>78.3%</b>	8083	<b>81.8%</b>
White	1629	<b>17.8%</b>	1676	<b>17.0%</b>
Hispanic	33	<b>.4%</b>	80	<b>.8%</b>
Asian	7	<b>.1%</b>	18	<b>.2%</b>

**Table 2-5 – Number of Households on the Wait List - September 1, 2007**

**Public Housing**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	999	433	294	83	11	1820
Elderly	321	22	12	4	0	359
Total	1320	455	306	87	11	2179

**Section 8**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	1719	1050	450	86	14	3319
Elderly	129	29	6	2	0	166
Total	1848	1079	456	88	14	3485

**Total**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	2718	1483	744	169	25	5139
Elderly	450	51	18	6	0	525
Total	3168	1534	762	175	25	5664

Source: HACP Occupancy Department 09/01/07

**Change in HACP LIPH and Section 8 Waiting Lists 01/01/01 to 09/01/07**

	<b>01/01/01</b>	<b>01/01/02</b>	<b>10/01/03</b>	<b>10/01/04</b>	<b>10/01/05</b>	<b>10/01/06</b>	<b>09/01/07</b>
Sect. 8 Elderly	102	35	77	346	117	236	166
LIPH Elderly	18	52	95	271	186	221	359
Sect. 8 Family	1,515	830	1,683	3,316	2141	4362	3319
LIPH Family	252	411	970	1,331	1690	1911	1820
<b>Totals</b>	1,887	1,328	2,825	5,264	4,134	6,730	5,664

Table 2-6 - Public Housing Current and Projected Occupancy

	FY 01 Physical Unit Count	Actual – September 1, 2007			Projected – <del>October</del> December 31, 2008		
		Physical Unit Count	Number Occupied	Percent Occupied	Physical Unit Count	Number Occupied	Percent Occupied
1-1 Addison Terrace	781	691	523	76%	691	<del>598</del> 575	<del>878</del> 3%
1-2 Bedford Dwellings	420	420	355	85%	420	<del>379</del> 374	<del>968</del> 9%
1-3 Allequippa Terrace (1)	120	0			0		
1-4 Arlington Heights	150	150	127	85%	1434	1367	95%
1-5 Allegheny Dwellings	282	282	236	84%	<del>272</del> 270	<del>267</del> 265	98%
1-7 Saint Clair Village (7)	680	357	163	46%	357	178	50%
1-8 Bedford Additions (2)	460	0			0		
1-9 Northview Heights	882	592	450	76%	592	462	78%
1-10 Glen Hazel (Cove Place)	39	0			0		
1-11 Hamilton Larimer (3)	324	324	59	18%	30	<del>30</del> 29	<del>100</del> 97%
1-12 Garfield Heights (4)	601	326	200	61%	221	<del>150</del> 133	<del>608</del> %
1-13 Addison Addition (5)	194	194	39	20%	45	42	93%
1-14 Kelly Street High Rise	165	132	0	0%	0	0	0%
1-15 PA Bidwell High Rise	130	130	87	67%	120	<del>116</del> 114	95%
1-17 Pressley High Rise	212	211	199	94%	211	205	97%
1-20 Homewood North	135	135	98	73%	135	<del>128</del> 118	<del>958</del> 7%
1-29 East Hills	157	0			0		
1-31 Murray Towers	70	68	66	97%	68	<del>68</del> 66	<del>100</del> 97%
1-32 Glen Hazel Duplexes	104	104	98	94%	104	101	97%
1-33 Glen Hazel High Rise	111	111	72	65%	<del>111</del> 97	<del>72</del> 92	<del>659</del> 5%
1-38 Glen Hazel Homes	18	10	2	20%	10	6	60%
1-40 Brookline Terrace	30	30	25	83%	30	29	97%
1-41 Allentown High Rise	104	104	101	97%	104	102	98%
1-42 Renova	18	18	16	89%	18	17	94%
1-44 South Oakland (Finello)	60	60	48	80%	60	<del>46</del> 51	<del>778</del> 5%
1-45 Morse Gardens	70	70	69	99%	70	<del>66</del> 8	<del>974</del> %
1-46 Carrick Regency	66	66	62	94%	66	64	97%

**TABLE 2-6 - PUBLIC HOUSING CURRENT AND PROJECTED OCCUPANCY (CONTINUED)**

	FY 01 Physical Unit Count	Actual – September 1, 2007			Projected – <del>October</del> December 31, 2008		
		Physical Unit Count	Number Occupied	Percent Occupied	Physical Unit Count	Number Occupied	Percent Occupied
1-47 Gualtieri Manor	31	31	26	84%	<del>3031</del>	<del>2930</del>	97%
**Scattered Sites	225	220	189	86%	254 (8)	<del>240249</del>	<del>984%</del>
1-57 Glen Hazel Accessible	6	6	6	100%	6	6	100%
1-62 Broadhead Manor (6)	64	64	3	5%	0	0	0%
1-64 New Pennley Place	38	39	39	100%	39	<del>389</del>	<del>10097%</del>
1-66 Oak Hill “MROP”	99	80	77	96%	80	77	96%
1-68 Oak Hill Phase 1A	97	97	95	98%	97	95	98%
1-72 Manchester I	20	20	20	100%	20	<del>2019</del>	<del>10095%</del>
1-73 Christopher Smith	25	25	23	92%	25	23	92%
1-74 Manchester II	25	25	25	100%	25	<del>2524</del>	<del>10096%</del>
1-75 Manchester III	18	18	18	100%	18	<del>1817</del>	<del>10094%</del>
1-76 Oak Hill Phase 1B	101	101	99	99%	101	99	<del>9998%</del>
1-78 Manchester Phase IVa	23	23	22	96%	23	22	96%
1-79 Oak Hill Phase 1C	14	96	94	98%	96	94	98%
1- 80 Silver Lake	0	75	68	91%	75	72	96%
1- 81 Oak Hill Phase 1D	0	56	56	100%	56	<del>5654</del>	<del>10096%</del>
1- 82 Bedford Hills Phase 1A	0	24	24	100%	24	<del>2423</del>	<del>10096%</del>
1- 83 Bedford Hills Phase 1B	0	50	50	100%	50	<del>5049</del>	<del>10096%</del>
1- 85 North Aiken	0	62	62	100%	62	<del>6260</del>	<del>10098%</del>
1-86 Fairmont	0	50	50	100%	50	<del>5049</del>	<del>10098%</del>
1-87 Legacy Apartments	0	90	90	100%	90	<del>9087</del>	<del>10097%</del>
1-XX Bedford Hills Phase 2	0	0			58	<del>5856</del>	<del>10097%</del>
<b>Total</b>	<b>7169</b>	<b>5837</b>	<b>4231</b>	<b>72%</b>	<b><del>51585142</del></b>	<b><del>45164468</del></b>	<b><del>8787%</del></b>

\*\* Scattered Sites include: PA1-22, PA1-39, PA1-43, PA1-50, PA1-51 & PA1-52. Scattered Sites that may be sold for homeownership include: PA1-22, PA1-39, PA1-50 & PA1-51. Units in PA1-38 (Glen Hazel Homes may also be sold.) (1) Community demolished. (2) Community demolished. (3) 294 units approved for demolition. (4) 275 units demolished. (5) 149 units approved for demolition. (6) 64 units to be demolished or sold (7) 155 units awaiting demolition. (8) Includes 2 units to be demolished, 6 ~~to~~ renewly built and 30 to be acquired.

**TABLE 2-7 - PUBLIC HOUSING SITE BASED WAITING LIST INFORMATION BY COMMUNITY AND BEDROOM SIZE AS OF SEPTEMBER 1, 2007**

**Family Communities**

<b>1-1 Addison Terrace</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes family townhouse units at Addison Addition 1-13)	<b><u>Standing Units</u></b>	191	381	130	22	12	0	736
	<b>Waiting List</b>	185	20	8	5	4	-	222

<b>1-2 Bedford Dwellings</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	132	232	56	0	0	0	420
	<b>Waiting List</b>	211	35	11	-	-	-	257

<b>1-4 Arlington Heights</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	36	114	0	0	0	0	150
	<b>Waiting List</b>	177	27	-	-	-	-	204

<b>1-5 Allegheny Dwellings</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	78	204	0	0	0	0	282
	<b>Waiting List</b>	195	30	-	-	-	-	224

<b>1-7 St. Clair Village</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	80	311	55	10	0	456
	<b>Waiting List</b>	-	12	7	7	4	-	30

<b>1-9 Northview Heights</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	108	359	87	25	0	579
	<b>Waiting List</b>	-	27	9	4	3	-	43

<b>1-11 Hamilton-Larimer</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	0	12	12	6	0	30
	<b>Waiting List</b>	-	-	16	6	3	-	25

<b>1-12 Garfield Family</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	0	229	65	32	0	326
	<b>Waiting List</b>	-	-	4	13	10	-	27

<b>1-20 Homewood North</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	38	58	30	0	9	135
	<b>Waiting List</b>	-	29	12	5	-	-	46

<b>1-22 Scattered Sites</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes 1-22, 1-39, 1-42, 1-43, 1-50, 1-51 and 1-52)	<b><u>Standing Units</u></b>	0	50	176	13	0	0	239
	<b>Waiting List</b>	-	107	43	24	-	-	174

<b>1-32 Glen Hazel (Family)</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes Glen Hazel 1-32 and 1-57)	<b><u>Standing Units</u></b>	16	18	56	20	0	0	110
	<b>Waiting List</b>	179	59	15	14	-	-	267

<b>1-62 Broadhead Manor</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	48	16	0	0	0	64
	<b>Waiting List</b>	-	-	-	-	-	-	-

**Elderly/Disabled Communities**

<b>1-9 Northview (Elderly)</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	37	54	0	0	0	0	91
	<b>Waiting List</b>	-	14	1	-	-	-	-	15

<b>1-11 Hamilton-Larimer (Elderly)</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Also called Auburn Towers)	<b><u>Standing Units</u></b>	54	111	129	0	0	0	0	294
	<b>Waiting List</b>	-	-	-	-	-	-	-	-

<b>1-13 Addison Addition (Elderly)</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	52	44	53	0	0	0	0	149
	<b>Waiting List</b>	-	-	-	-	-	-	-	-

<b>1-15 PA-Bidwell</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	120	10	0	0	0	0	130
	<b>Waiting List</b>	-	24	1	-	-	-	-	25

1-17 Pressley St.		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total
	<b><u>Standing Units</u></b>	15	182	15	0	0	0	0	212
	<b>Waiting List</b>	-	37	1	-	-	-	-	38

1-31 Murray Tower		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total
	<b><u>Standing Units</u></b>	40	30	0	0	0	0	0	70
	<b>Waiting List</b>	-	107	2	-	-	-	-	109

1-33 Glen Hazel High Rise		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total
	<b><u>Standing Units</u></b>	14	97	0	0	0	0	0	111
	<b>Waiting List</b>	-	12	-	-	-	-	-	12

1-40 Brookline (Mazza)		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total
	<b><u>Standing Units</u></b>	0	30	0	0	0	0	0	30
	<b>Waiting List</b>	-	32	-	-	-	-	-	32

<b>1-41 Allentown</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Caliguiri)	<b><u>Standing Units</u></b>	0	104	0	0	0	0	0	104
	<b>Waiting List</b>	-	22	-	-	-	-	-	22

<b>1-42 South Oakland</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Finello)	<b><u>Standing Units</u></b>	0	111	0	0	0	0	0	60
	<b>Waiting List</b>	-	86	-	-	-	-	-	86

<b>1-45 Morse Gardens</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	70	0	0	0	0	0	70
	<b>Waiting List</b>	-	91	3	-	-	-	-	94

<b>1-46 Carrick Regency</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	0	66	0	0	0	0	0	66
	<b>Waiting List</b>	-	48	-	-	-	-	-	48

<b>1-47 Gualtieri Manor</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	4	27	0	0	0	0	0	31
	<b>Waiting List</b>	-	17	-	-	-	-	-	17

**Mixed Finance**

<b>1-64 New Pennley Place</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	21	16	2	0	0	0	39
	<b>Waiting List</b>	241	141	47	-	-	-	429

<b>1-66 Oak Hill</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes 1-66, 1-68, 1-76, 1-79 and 1-81)	<b><u>Standing Units</u></b>	196	139	85	10	0	0	430
	<b>Waiting List</b>	207	80	147	16	-	-	450

<b>1-72 Manchester</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes 1-72, 1-74, 1-75 and 1-76)	<b><u>Standing Units</u></b>	24	20	18	4	0	0	86
	<b>Waiting List</b>	27	71	50	27	-	-	175

<b>1-73 Christopher Smith</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	25	0	0	0	0	0	25
	<b>Waiting List</b>	20	-	-	-	-	-	20

<b>1-80 Silver Lake</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	75	0	0	0	0	0	75
	<b>Waiting List</b>	30	-	-	-	-	-	30

<b>1-82 Bedford Hills</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Includes 1-82 and 1-83)	<b><u>Standing Units</u></b>	10	42	18	4	0	0	74
	<b>Waiting List</b>	169	3	2	1	-	-	175

<b>1-85 North Aiken</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	60	2	0	0	0	0	62
	<b>Waiting List</b>	19	1	0	0	0	0	20

<b>1-86 Fairmont</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	50	0	0	0	0	0	50
	<b>Waiting List</b>	47	-	-	-	-	-	47

<b>1-87 Legacy Apartments</b>		<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b><u>Standing Units</u></b>	88	2	0	0	0	0	90
	<b>Waiting List</b>	-	-	-	-	-	-	-

**3.0 – ADMISSIONS AND OCCUPANCY POLICIES**

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In FY 2007, the HACP considered modifications to the HACP lease and the HACP Admissions and Continued Occupancy Policy (ACOP) in order to improve the enforceability of lease provisions, provide additional incentives for families to become self-sufficient, improve the efficiency of HACP management practices, stabilize communities, deconcentrate poverty, and reduce crime in HACP communities. Significant changes were considered, and the resulting lease and ACOP modifications were discussed with the HACP Resident Advisory Board, Tenant Council leadership, local magistrates, and the local Neighborhood Housing Services and Legal Aid organizations. Further, the revised lease and ACOP were submitted for public comment and review, separately from this annual plan and were approved by the HACP Board of Commissioners at the Board of Commissioners meeting of September 27, 2007. After a phase in period, most of the changes will go into effect early in 2008.

**3.1 ELIGIBILITY AND ADMISSIONS POLICIES**

Basic eligibility and admissions polices have not changed, and are as follows:

There are five eligibility requirements for a household’s admission to public housing:

- A. Qualifies as a family
- B. Has an income within the income limits
- C. Meets citizenship/eligible immigrant criteria

- D. Provides documentation of Social Security numbers and proof of age
- E. Signs consent authorization documents

In addition to the eligibility criteria, families must also meet the Housing Authority of the City of Pittsburgh's screening criteria in order to be admitted to public housing.

#### Tenant Selection Criteria/Additional Applicant Information

The Housing Authority of the City of Pittsburgh will look at past conduct as an indicator of future conduct. Emphasis will be placed on whether a family's admission could reasonably be expected to have a detrimental effect on the community, other tenants, Housing Authority of the City of Pittsburgh employees, or other people residing in the immediate vicinity of the property. Otherwise eligible families will be denied admission if they fail to meet the tenant selection criteria. Applicants will be given the opportunity to inform HACP of mitigating circumstances for consideration by HACP.

Applicant families will be evaluated to determine whether, based on their recent behavior, such behavior could reasonably be expected to result in non-compliance with the public housing lease.

The Housing Authority of the City of Pittsburgh will consider objective aspects of the family's background, including, but not limited to the following:

- A history of criminal activity
- Rental History – Applicant owes rent or money damages to past landlords, including but not limited to the Housing Authority.
- Tenant History – A check for the existence of a record of disturbance of neighbors, destruction of property, or living/housekeeping habits, which may adversely affect the health, safety, or welfare of other residents.

## Criminal Background Check (CBC)

A criminal background check will be performed on all applicants for housing and, subject to the consideration noted below (e.g. evidence of rehabilitation), the information will lead to a decision based on the following point system:

Crime	Points
Felony Conviction	7
Misdemeanor Conviction	4

➤ Each point represents one (1) year of ineligibility from the HACP - 1 point per year will automatically be deducted from applicants eligibility file for each year the applicant has no convictions.

Example #1: Applicant has 1 felony conviction in 1992 - Applicant must wait until 1999 (1992 plus 7 years = 1999) to be eligible for housing.

Example #2: Applicant has 1 misdemeanor conviction in 1990 - Applicant must wait until 1994 (1990 plus 4 years = 1994) to be eligible for housing.

Example #3: Applicant has 1 felony conviction in 1988 and 1 misdemeanor conviction in 1990 - Applicant now has a total of 11 points (7+4=11) and will not be eligible for housing until 1999 (1988 plus 11 years = 1999).

➤ If applicant was convicted of multiple offenses **stemming from the same event**, only the points from the most serious charge will be used against applicant.

Example #1: Applicant commits a crime and is convicted of 1 felony and 2 misdemeanors, only the felony will be considered for eligibility (7 points).

Example #2: Applicant commits a crime and is convicted of 2 misdemeanors; only 1 misdemeanor will be considered for eligibility (4 points).

## Denied For Life

If a family member of any applicant has a conviction for one of the following, the family will be denied admission to HACP housing. This is a new category under the ACOP and includes the following:

- Manufacturing Methamphetamine
- Lifetime Sex Offender Registrant
- Murder
- Rape
- Involuntary Deviate Sexual Intercourse
- Arson

Under the previous ACOP, persons with convictions for any of the crimes listed above (except Methamphetamine Manufacture), as well as the crimes of aggravated assault, Crimes Against Children and Domestic Violence/Child Abuse, were required to have approval from the HACP Criminal Activities Review Board to be eligible for admission. This three member panel made up of members of the Legal, Operations and Police Departments is eliminated in the new ACOP. Serious crimes not included on the Denied for Life list are now handled through the point system described above.

## Required Orientation

The HACP's revised ACOP also adds the requirement that prior to signing an initial lease, all adult family members are required to attend an orientation covering topics including, but not limited to, the following: the lease, the grievance procedure, utility allowance, maintenance charges, and the HACP Reasonable Accommodation Policy.

### **3.2 ELIGIBILITY AND ADMISSIONS POLICIES – WAITING LISTS**

In July 2006, the HACP implemented site-based waiting lists. HACP site-based waiting list policies were designed to comply with all HUD deconcentration policies for public housing communities as indicated in 24CFR 903. As part of the implementation, database backups were created establishing and preserving baseline demographic data. The HACP regularly monitors HACP waiting list and

community demographic data for compliance with deconcentration and fair housing objectives, and will annually assess changes in racial, ethnic, or disability-related tenant composition at each site.

The revised ACOP prepared by the HACP in 2007 includes provisions amending waiting list policies to establish community applicant selection preferences. Local preferences for admissions were established for families with a working head of household, for [disabled families \(those whose head, spouse, or sole member is elderly or disabled\)](#)~~families with an elderly/disabled member~~, and families involuntarily displaced due to natural disaster. In addition, HACP established additional admissions/transfer preference for highly desirable HACP scattered site properties. Preference for occupancy of available scattered site units will be given to families who have been employed for 24 months, then to families who have been employed for at least 12 months, or to families with elderly/disabled members.

HACP has historically served a very high percentage of very low- and very, very low-income families. HACP anticipates that this preference policy will help to deconcentrate poverty in all HACP communities, that the impact of these policies will be felt evenly across all communities, and that at least 75% of the families HACP serves will be in the very low or very, very low-income categories. HACP will continue to monitor these levels to ensure compliance and to prepare any modification should that become necessary.

These preference policies will improve the cost effectiveness of HACP operations as additional rental income is generated, turnover is reduced, and a more responsible community culture is created. It will also provide incentives for families to work towards self-sufficiency by providing a benefit of receiving housing assistance sooner or in more desirable locations for working families.

HACP's revised ACOP also adjusts the HACP transfer policy. It clarifies that current residents applying for a transfer in the following categories, listed from highest to lowest priority, will normally have priority over new applicants: Emergency Transfer/relocations, reasonable accommodation for a disability, grossly under-housed households, grossly over-housed households, relocation due to modernization/demolition/redevelopment, maintenance, and under-housed households. In addition, a new policy regarding non-priority transfers was established under which HACP will accommodate non-priority transfer requests (all transfers except emergency, reasonable accommodations, and resident relocations) at a ratio of 5:1 new move-ins to transfers. This policy will benefit residents by giving appropriate priority to those who need it, and will allow preference transfers for those who desire it. It will also improve the efficiency of HACP operations by limiting non-priority transfers, allowing managers to focus on leasing vacant units to new families.

### **3.3 RENT POLICY**

In FY 2007, HACP modified its lease in support of the Violence Against Women Act (VAWA) of 2005.

In addition, the new HACP lease and ACOP requires that any non-elderly, able bodied head of household who is not working and is paying less than \$150.00 per month in rent will be required to participate in a Family Self-Sufficiency Program. For administrative purposes, this has been presented as a new minimum rent of \$150 per month with the following exceptions:

- Tenant actively participating in HACP, Department of Public Welfare, or other approved self-sufficiency program.
- Tenant is age 62 or older.
- Tenant is blind or otherwise disabled and unable to work.
- Tenant is engaged in at least 15 hours of work per week.
- Tenant has applied for a hardship exemption.

All other elements of rent calculation remain unchanged, and those in one of the categories listed above may have rents of less than \$150.00 per month but not less than \$25.00 per month.

HACP may grant a hardship exemption from the rent, including the \$25.00 per month minimum required of those exempted from the \$150.00 minimum rent, under the following circumstances:

- When the family is awaiting an eligibility determination for a government assistance program;
- When the income of the family has decreased because of loss of employment;
- When a death has occurred in the family; and
- When other such circumstances occur that would place the family in dire financial straits such that they are in danger of losing housing. Such other circumstances will be considered and a determination made by the HACP.

When a family request a hardship exemption, the HACP will determine if the hardship is temporary or long term. If the hardship is verified to be temporary (less than 90 days), when the hardship ceases, the HACP will reinstate the prior rent amount for the hardship period and offer the family a reasonable repayment agreement in accordance with the HACP Re-Payment Policy for the period the rent was suspended. Failure to comply with a reasonable repayment agreement under these circumstances may result in eviction.

If the hardship is verified to be long-term (lasting more than 90 days), the minimum rent will be suspended until the hardship ceases. Members of the family who are of working age and are not age 62 or older and are not blind or otherwise disabled may be required to participate in the Family Self-Sufficiency Program in order to qualify for the rent suspension. Although a family may not be evicted for failing to pay the minimum rent while the hardship is occurring, families who are required to participate in a Family Self-Sufficiency Program may be evicted for failure to actively participate and maintain in good standing with the FSS program during that time period.

If the Housing Authority determines there is no qualifying financial hardship, prior rent will be reinstated back to the time of suspension. The family may use the formal and/or informal grievance procedure to appeal the Housing Authority's determination regarding the hardship. No escrow deposit will be required in order to access the grievance procedure.

These new policies will have a number of positive impacts on the HACP and HACP residents, including, but not limited to, increased rent collections by the HACP, a changed environment where work by adults is the norm, reduction in crime, an increased level of active participation in the HACP self-sufficiency program and, of course, added incentive for residents to become self-sufficient.

In addition, in an effort to further reduce crime in HACP communities, the eviction notification period for lease violations that threaten the health and safety of other resident families and/or HACP employees was reduced to 15 days, the minimum allowable under the laws of the Commonwealth of Pennsylvania. This will speed the process for removing criminals from HACP communities and improve the safety and quality of life for HACP families.

Finally, in 2008 HACP will consider the impacts of revising recertification requirements so that families on fixed incomes, primarily families with a member who is elderly or is a person with a disability, will only be required to complete a full recertification every second year rather than every year. This change would reduce administrative costs and reduce unnecessary office visits by residents.

### **3.4 Occupancy - HACP Communities Approved for Disposition**

Several HACP Scattered Sites Communities (PA-22, PA-38, PA-39, PA-50 and PA-51) are approved for disposition under HACP's Homeownership Program. Residents of these communities not desiring to buy their current units are not required to vacate the unit. However, as units in these communities are vacated, the HACP offers the vacated units for occupancy by new residents, who may then choose to participate in the HACP homeownership program to purchase their unit, or may choose to continue to rent the unit.

#### 4.0 CHANGES IN THE HOUSING STOCK

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#### DISCUSSION

In the final quarter of FY 2007 through 2008, HACP will demolish 3 senior high rises (Kelly Street, Auburn and Lou Mason) with a total of 575 units. In addition, HACP will demolish 105 family units in Phase 1 of Garfield Heights demolition, 2 scattered sites units on Sherwood Ave. (2 2-bedroom units in PA-52) and sell or demolish 64 units in Broadhead Manor. During 2007, HACP brought the 90 unit Legacy Apartments online as a replacement for the Lou Mason High Rise. In 2008, HACP will complete construction of 58 new mixed finance units in Bedford Hills Phase 2. The 6 family units originally planned as a part of the Manchester Hope VI community and identified in previous HACP plans as Manchester IVb were completed in September 2007 and will be brought fully online under HACP rather than private management. These 6 units will be added to the HACP scattered sites portfolio.

During 2008, HACP will augment its existing scattered sites portfolio with the purchase of an additional 30 – 35 scattered site properties. Initially, these newly acquired scattered sites properties will be used for the relocation of Broadhead Manor residents previously displaced by Hurricane Ivan in 2004. After the relocation needs of the former Broadhead Manor residents are met, HACP will offer the newly acquired scattered sites units to all qualified applicants. [As indicated in Chapter 7, four of these units will be modified to comply with Uniform Federal Accessibility Standards \(UFAS\) requirements.](#)

In FY 2007, HACP also made the decision to bring the Glen Hazel Homes community back online as a LIPH community. Formerly, the HACP offered all 15 units in this community as for sale units in the HACP Homeownership Program. Five (5) of these units were subsequently sold. The remaining units will be offered as LIPH rental units ~~in 2008~~.

In 2008, to match current HCV voucher program voucher usage with available funding ([i.e. the budgeted level for leased housing program assistance](#)), HACP will allow attrition in the HCV program. It is projected that this attrition will result in ~~about 25 vouchers taken out of use per month or~~ a reduction of ~~about 300~~ vouchers in use for the year. [HACP expects to reach a leasing level of 5000 vouchers, and may resume new leasing from the waiting list in order to achieve and maintain this level. Any residual funding resulting from a decline in voucher usage will be used to make up shortfalls in funding for UFAS unit conversions or mixed finance development efforts.](#) See Table 4-2 for projected voucher usage in 2008.

**TABLE 4-1 – UNITS IN THE INVENTORY SEPTEMBER 1, 2007**

**Public Housing**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	637	1403	1480	307	94	3921
Elderly	1637	279	0	0	0	1916
Total	2274	1682	1480	307	94	5837

**Section 8**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	1313	1819	1547	324	75	5078
Elderly	402	132	27	3	1	572
Total	1715	1958	1574	327	76	5650

**Total**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
Family	1950	3222	3027	631	169	8999
Elderly	2039	418	27	3	1	2488
Total	3989	3640	3054	634	170	11,487

Source: HACP Operations Department 09/01/07

**Change in HACP Portfolio 01/01/01 to 09/01/07**

01/01/01	01/01/02	10/01/03	10/01/04	10/01/05	10/01/06	09/01/07
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LIPH	7,083	6,707	6,693	6,753	6,538	6031	5837
Section 8	3,896	4,272	5,044	5,145	6,305	6511	5650
<b>Totals</b>	11,921	10,979	11,737	11,898	12,843	12,542	11,487

**TABLE 4-2 – UNITS PROJECTED TO BE IN THE INVENTORY – ~~OCTOBER 1~~ DECEMBER 31, 2008**

<b>Public Housing*</b>							
	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>	
Family	<del>653</del> <u>638</u>	<del>1399</del> <u>1395</u>	1416	288	88	<del>3844</del> <u>3825</u>	
Elderly	<del>1255</del> <u>1221</u>	<del>869</del> <u>6</u>	0	0	0	<del>1341</del> <u>1317</u>	
Total	<del>1908</del> <u>1859</u>	<del>1485</del> <u>1491</u>	1416	288	88	<del>5185</del> <u>5142</u>	
<b>Section 8*</b>							
	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>	
Family	<del>1240</del> <u>1159</u>	<del>1722</del> <u>1609</u>	<del>1464</del> <u>1368</u>	<del>306</del> <u>286</u>	<del>75</del> <u>70</u>	<del>4807</del> <u>4492</u>	
Elderly	<del>381</del> <u>357</u>	<del>132</del> <u>123</u>	<del>262</del> <u>4</u>	3	1	<del>543</del> <u>508</u>	
Total	<del>1621</del> <u>1516</u>	<del>1854</del> <u>1732</u>	<del>1490</del> <u>1392</u>	<del>309</del> <u>289</u>	<del>76</del> <u>71</u>	<del>5350</del> <u>5000</u>	
<b>Total</b>							
	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>	
Family	<del>1893</del> <u>1797</u>	<del>3121</del> <u>3004</u>	<del>2880</del> <u>2784</u>	<del>594</del> <u>574</u>	<del>163</del> <u>158</u>	<del>8651</del> <u>8317</u>	
Elderly	<del>1636</del> <u>1578</u>	<del>218</del> <u>219</u>	<del>262</del> <u>4</u>	3	1	<del>1884</del> <u>1825</u>	
Total	<del>3529</del> <u>3375</u>	<del>3339</del> <u>3223</u>	<del>2906</del> <u>2808</u>	<del>597</del> <u>577</u>	<del>164</del> <u>159</u>	<del>10,535</del> <u>10142</u>	

Source: HACP Operations Department 09/01/07

\* Note: Public Housing – Projected changes include the demolition of 105 family units at Garfield, the demolition of Auburn High Rise (294), the demolition of Kelley Street High Rise (132 units), the demolition of Lou Mason High Rise (Addison Addition – 149 units), the demolition or disposition of Broadhead Manor (64 family units), the demolition of 2 scattered sites units on Sherwood Ave., the construction of 6 new scattered sites units in Manchester and the construction of 58 mixed finance units in Bedford Hills Phase 2. In addition, HACP will acquire, up 30 – 35 new scattered units for use by former Broadhead residents. (In Table 4-2, the acquired units are estimated at 30 total – 24 2-bedroom and 6 3-bedroom.)  
[UFAS Conversions \(net unit totals changes\) included in Table 4-2:](#)  
[Murray Towers \(-2 Eff.\) and Pressley St. \(-1 1-bdrm\) – Both completed prior to 2007](#)

Allegheny (-9 1-bdrm and -3 2-bdrm for a net loss of 12 units)

Arlington (-6 1-bdrm and -1 2bdrm for a net loss of 7 units)

Glen Hazel High Rise (-14 units including 7 units to create UFAS units and 7 units used to create storage rooms for a net loss of 14 units)

PA-Bidwell (-20 1-bdrm and +10 2-bdrm for a net loss of 10 units)

Not included in Table 4-2 - the planned and ongoing conversion of units to create UFAS compliant units in Bedford Dwellings and Northview Heights High RiseHomewood, Allegheny Dwellings, Bedford Dwellings, Arlington Heights, will result in the following net unit totals changes by bedroom size once the work is complete. Due to phasing and construction schedules, not all of these unit adjustments will be complete in 2008:  
Family: 1 bedroom (- 21), 2 bedroom (- 3), 3 bedroom (- 6) and 4+ bedrooms (+2).

Elderly: Efficiencies (- 14), 1 bedroom (- 7) and 2 bedroom (+7)

Agency-wide: a net loss of 42 units to create 64 UFAS compliant units (not including additional UFAS units not requiring changes to the HACP unit count totals).

\*Note: Section 8: The Section 8 projected total unit count (5350 units) is the projected unit count for ~~October 1~~ December 31, 2008 and is based upon a leasing schedule with an Annual Budget Authority of approximately \$35,000,000 and a current average per unit HAP expense \$508.

**TABLE 4-3A –PROJECTED CHANGE IN THE INVENTORY – SEPTEMBER 1, 2007 THROUGH ~~OCTOBER 1~~ DECEMBER 31, 2008**

	September 1, 2007	<del>October 1</del> <u>December 31, 2008</u>	Change
<b>Public Housing</b>			
Conventional	4906	<u>4196</u> <u>4154</u>	<u>-710</u> <u>752</u>
Mixed Finance	931	989	+58
<b>Section 8</b>	5650	<u>5350</u> <u>5000</u>	<u>-300</u> <u>-650</u>
<b>Total</b>	11,487	<u>10,535</u> <u>10143</u>	<u>-952</u> <u>-1344</u>

Source: HACP Operations Department 09/01/07

**TABLE 4 –3B–COMPONENTS OF CHANGE IN THE MIXED FINANCE INVENTORY – SEPTEMBER 1, 2007 THROUGH OCTOBER 1, 2008**

Development	<u>EIOP</u> <del>EIOP BY</del> 09/01/07	EIOP <u>12/01</u> <del>301</del> /08	Change
PA-1-64 New Pennley Place	39		
PA-1-66 Oak Hill (MROP)	80		
PA-1-68 Oak Hill HOPE VI Phase 1A	97		
PA-1-72 Manchester HOPE VI Phase I	20		
PA-1-73 Christopher Smith	25		
PA-1-74 Manchester HOPE VI Phase II	25		
PA-1-75 Manchester HOPE VI Phase III	18		

PA-1-76	Oak Hill HOPE VI Phase 1B	101		
PA-1-78	Manchester HOPE IVa	23		
PA-1-79	Oak Hill HOPE VI Phase 1C	96		
PA-1-80	Silver Lake	75		
PA-1-81	Oak Hill HOPE VI Phase 1D	56		
PA-1-82	Bedford Hills Phase 1A	24		
PA-1-83	Bedford Hills Phase 1B	50		
PA-1-85	North Aiken	62		
PA-1-86	Fairmont	50		
PA-1-87	Legacy Apartments	90		
PA-1-XX	Bedford Hills Phase 2	0	58	
<b>Total</b>		<b>931</b>	<b>989</b>	<b>+58</b>

Source: HACP Operations Department 09/01/07

## 5.0 SOURCES AND USES OF FUNDS

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### FY 2008 Consolidated Budget Narrative

This year’s site-based budget is indicative of the continuing and significant changes the HACP has made to streamline human and financial resources. However, given increasingly limited revenues, fiscal challenges still exist.

The FY 2008 Consolidated Budget will involve the following MtW Initiative components:

- Continuation of operating program activities and expenditures in accordance with portfolio size.
- Continuation of Leased Housing/Section 8 Housing Choice Voucher program activities and expenditures within budgetary constraints.
- Continued modernization of building systems at distressed and non-distressed sites.
- Continued upgrades, improvements, and unit conversions as needed to create UFAS compliant units.
- Continued human services & homeownership activities.

- Construction, demolition, and planning efforts and related expenditures in support of redevelopment projects.

With respect to funding and reporting flexibility, the MtW demonstration will assist the agency in the following ways:

- Provide a streamlined fungible funding process by way of the “block grant” approach;
- Enable the agency to reallocate funding across programs such that it can, for example, use funds previously designated for Section 8 programming for capital improvements, or use any component of the MtW funds for “HACP MtW Initiatives”.
- Enable the agency to move toward a more rational financing methodology like that of the private sector, wherein it is possible to forecast and present consolidated sources and uses schedules to senior management, Board members, and development partners in a manner that will be less constrained by

HUD program rules and more understandable to the financing community.

Table 5-1a and Table 5-1b present the projected FY 2008 HACP MtW operating and capital programs sources and uses of funds. The tables are intended to show all funding sources – Public Housing Operating, Section 8 Housing Choice Voucher, Capital Fund Program/Replacement Housing Factor, HOPE VI, and other sources. The first three programs constitute the funding sources encompassed by the HACP MtW demonstration block grant, and are included as are all funding sources. The FY 2008 site- based budgets are incorporated in these tables as well.

The tables show all anticipated funding revenues and expenditures in a manner that illustrates sources and uses of funds. Generally speaking, the tables present line items using accepted HUD accounts, both on the revenue side and the expenditure side. Table 5-1c provides the reconciliation for the consolidated budget for FY 2008.

#### MtW Residuals

The MtW program funding rules allow for the creation and use of MtW residuals and reserves. These residuals are generated primarily as a result of the MtW Section 8 funding rules, which

provide funds for all allocated units regardless of lease up status. This mechanism can allow for greater funding to a PHA during the program than would be realized under traditional Section 8 funding. ~~These residuals can be used for any housing purpose consistent with the program objectives, so long as substantially the same number of households are served by the PHA through all programs as would be served absent the demonstration.~~

Any residuals produced in 2007 or 2008, as well as residuals generated in prior years, if any, will be used to support Leased Housing/Section 8 and/or other MtW initiatives. Other MtW initiatives utilizing MtW residuals include support for development and redevelopment initiatives, including partnerships to create special needs housing. They are also used to support Homeownership initiatives, Self-Sufficiency initiatives and costs associated with the transition to Site-Based Management.

#### Special Purpose Funds

The HACP currently has limited special purpose funds. HOPE VI, disaster replacement, and state capital grant funds are included in the tables on these pages. There are no non-capital special purpose grant funds projected for 2008.

**Table 5-1a Sources of Funds – Consolidated Budget for FY 2008**

Description	COCC	Non-Dept	AMPS	HCVP	CFP/RHF	HOPE VI/Other Capital	Totals Ops
Subsidy		\$ 16,500,689	\$ 18,507,085				\$ 35,007,774
Subsidy-Fees	\$ 3,752,719						\$ 3,752,719
Subsidy-Capital							
Subsidy-Transfer							
Dwelling Rent			\$ 8,294,581				\$ 8,294,581
Excess Utilities			\$ 126,803				\$ 126,803
Non-Dwelling			\$ 214,514				\$ 214,514
Other			\$ 491,764				\$ 491,764
Sect 8-Fees	\$ 1,287,000						\$ 1,287,000
Sect 8-MtW				\$ 39,600,000			\$ 39,600,000
Sect 8-Reserves						1,000,000	\$ 1,000,000
Sect 8-Non-MtW-HAP				\$ 3,161,250			\$ 3,161,250
Sect 8-Non-MtW-Admin Fees				\$ 150,000			\$ 150,000
CFP-Fees	\$ 1,293,262						\$ 1,293,262
CFP-Soft			\$ 4,102,023				\$ 4,102,023
CFP-Hard					\$ 21,838,209 13,505,993		\$ 21,838,209 13,505,993
RHF-Fees	\$ 398,249						\$ 398,249
RHF-Hard					\$ 7,760,358 7,964,985		\$ 7,760,358 7,964,985
HOPE VI-Fees			\$ 300,000				\$ 300,000
HOPE VI-Soft							
HOPE VI-Hard (includes some program income)						\$ 4,154,708 3,397,000	\$ 4,154,708 3,397,000
Broadhead-Fees	\$ 20,559						\$ 20,559
Broadhead-Soft							
Broadhead-Hard						\$ 2,498,281 2,278,022	\$ 2,498,281 2,278,022
Broadhead-MROP						\$ 700,000	\$ 700,000
<del>Bedford-DCED</del>	<del>-</del>	<del>-</del>	<del>-</del>	<del>-</del>	<del>-</del>	<del>500,000</del>	<del>500,000</del>
Fee for Service-Legal	\$ 850,000						\$ 850,000
Fee for Service-MIS	\$ 585,880						\$ 585,880
Fee for Service-FSS	\$ 2,000,000						\$ 2,000,000

Resident Service Grants							
<b>Total Revenues</b>	<b>\$ 10,187,669</b>	<b>\$ 16,500,689</b>	<b>\$ 32,036,770</b>	<b>\$ 42,911,250</b>	<b>\$ 29,598,567</b>	<b>\$ 7,852,989</b>	<b>\$ 139,087,934</b>
					<b>21,470,978</b>	<b>7,375,022</b>	<b>130,482,378</b>

Notes on Sources: (1) Other Income includes late fees, legal fees, maintenance charges and other tenant and miscellaneous charges.

Table 5-1b Uses of Funds - Projected Consolidated Budget for FY 2008

Description	COCC	Non-Dept	AMPS	HCVP	CFP/RHF	HOPE VI/Other Capital	HACP Totals
<b>Administrative</b>							
Salaries	\$ 3,751,696		\$ 1,298,745	\$ 798,158			\$ 5,848,599
Benefits	\$ 1,332,159		\$ 441,573	\$ 268,824			\$ 2,042,556
Fee for Service - Legal			\$ 403,125	\$ 446,875			\$ 850,000
Outside Legal Contracts	\$ 1,000						\$ 1,000
Legal Other	\$ 70,000						\$ 70,000
Staff Training	\$ 121,722		\$ 44,605	\$ 25,000			\$ 191,327
Travel	\$ 125,633		\$ 65,394	\$ 38,514			\$ 229,541
Property Management Fees			\$ 2,748,970	\$ 792,000			\$ 3,540,970
Bookkeeping Fee			\$ 421,210	\$ 495,000			\$ 916,210
Accounting Fees			\$ 217,848				\$ 217,848
Auditing Fees	\$ 72,000						\$ 72,000
Telephone	\$ 36,328		\$ 47,435	\$ 5,000			\$ 88,763
Office Supplies	\$ 89,112		\$ 42,903	\$ 25,000			\$ 157,015
Advertising & Marketing	\$ 87,468		\$ 11,900	\$ 2,500			\$ 101,868
Publications	\$ 10,233		\$ 1,850	\$ 1,000			\$ 13,083
Membership Dues & Fees	\$ 92,252		\$ 8,559	\$ 2,047			\$ 102,858
Postage & Duplicating	\$ 73,479		\$ 38,690	\$ 20,000			\$ 132,169
Computer Equipment	\$ 83,653		\$ 36,100	\$ 5,000			\$ 124,753
Office Furniture & Equip	\$ 11,174		\$ 19,160	\$ 30,000			\$ 60,334
Equipment Rental & Maint	\$ 74,400		\$ 10,440	\$ 5,000			\$ 89,840
Administrative Contracts	\$ 1,002,456		\$ 11,110	\$ 250,000			\$ 1,263,566
Office Rent	\$ 368,530		\$ 122,300	\$ 93,204			\$ 584,034
Other Sundry	\$ 237,095		\$ 348,857	\$ 20,511			\$ 606,463
Fee for Service - IT			\$ 351,528	\$ 234,352			\$ 585,880
Front-line Rent Collect/TARS			\$ 95,104				\$ 95,104
Front-line Occupancy			\$ 799,164				\$ 799,164

Front-line Other Depts			\$ 775,309				\$ 775,309
Private Management Subsidy			\$ 2,610,149				\$ 2,610,149
<b>Administrative Total</b>	<b>\$ 7,640,389</b>		<b>\$ 10,972,029</b>	<b>\$ 3,557,985</b>			<b>\$ 22,170,403</b>
<b>Asset Management Fee</b>			<b>\$ 582,539</b>				<b>\$ 582,539</b>
<b>Description</b>	<b>COCC</b>	<b>Non-Dept</b>	<b>AMPS</b>	<b>HCVP</b>	<b>CFP/RHF</b>	<b>HOPE VI/Other Capital</b>	<b>HACP Totals</b>
<b>Tenant Services</b>							
Salaries							
Benefits							
Recreation,Publication,Other			\$ 25,170				\$ 25,170
Contracts & Training				\$ 528,991			\$ 528,991
Front-line			\$ 1,713,994				\$ 1,713,994
<b>Tenant Services Total</b>			<b>\$ 1,739,164</b>	<b>\$ 528,991</b>			<b>\$ 2,268,155</b>
<b>Utilities</b>							
Water			\$ 1,744,080				\$ 1,744,080
Electricity			\$ 1,828,516				\$ 1,828,516
Gas			\$ 6,392,155				\$ 6,392,155
Sewer			\$ 1,518,763				\$ 1,518,763
Other			\$ 35,210				\$ 35,210
<b>Utilities Total</b>			<b>\$ 11,518,725</b>				<b>\$ 11,518,725</b>
<b>Maintenance</b>							
Labor	\$ 1,389,218		\$ 4,246,472				\$ 5,635,689
Benefits	\$ 472,334		\$ 1,443,800				\$ 1,916,134
Materials	\$ 117,480		\$ 1,055,873				\$ 1,173,353
Maintenance Equipment	\$ 39,450		\$ 65,719				\$ 105,169
Outside Contracts	\$ 16,690		\$ 523,037				\$ 539,727
Fee for Service - FSS			\$ 2,000,000				\$ 2,000,000
<b>Maintenance Total</b>	<b>\$ 2,035,172</b>		<b>\$ 9,334,902</b>				<b>\$ 11,370,073</b>
<b>Protective Services</b>							
Labor			\$ 138,705				\$ 138,705
Benefits			\$ 47,167				\$ 47,167
Materials							
Contract Cost	\$ 150		\$ 2,600,000				\$ 2,600,150
<b>Protective Services</b>			<b>\$ 2,785,872</b>				<b>\$ 2,786,022</b>
<b>General</b>							

Compensated Absences			\$ 1,600				\$ 1,600
Property Insurance			\$ 1,250,000				\$ 1,250,000
General Liability			\$ 426,993				\$ 426,993
Other Insurance	\$ 45,000						\$ 45,000
<b>Description</b>	<b>COCC</b>	<b>Non-Dept</b>	<b>AMPS</b>	<b>HCVP</b>	<b>CFP/RHF</b>	<b>HOPE VI/Other Capital</b>	<b>HACP Totals</b>
Bad Debt - Tenants			\$ 248,630				\$ 248,630
Other General	\$ 76,363						\$ 76,363
Housing Assistance Payments				\$ 34,587,126			\$ 34,587,126
<b>General Total</b>	<b>\$ 121,363</b>		<b>\$ 1,927,222</b>	<b>\$ 34,587,126</b>			<b>\$ 36,635,711</b>
<b>Other Financial Items</b>							
Operating Transfer In			\$ (6,929,682)				\$ (6,929,682)
Operating Transfer Out		\$ 6,929,682		\$ 1,287,000			\$ 8,216,682
Extraordinary Maintenance			\$ 106,000				\$ 106,000
Capital Expenditures					\$ 29,598,567	\$ 7,852,989	\$ 37,451,554
Reserve for Capital Projects	\$ 800	\$ 3,571,007			21,470,978	7,375,022	28,846,000
Other Items		\$ 6,000,000					\$ 6,000,000
<b>Other Financial Items Total</b>	<b>\$ 800</b>	<b>\$ 16,500,689</b>	<b>\$ (6,823,682)</b>	<b>\$ 1,287,000</b>	<b>\$ 29,598,567</b>	<b>\$ 7,852,989</b>	<b>\$ 48,416,361</b>
					21,470,978	7,375,022	39,810,807
<b>Total Uses</b>	<b>\$ 9,797,873</b>	<b>\$ 16,500,689</b>	<b>\$ 32,036,770</b>	<b>\$ 39,961,102</b>	<b>\$ 29,598,567</b>	<b>\$ 7,852,989</b>	<b>\$ 135,747,990</b>
					21,470,978	7,375,022	127,142,434

Note: The total listed in Chapter 7 includes \$1,450,000 to be expended from the 'Reserve for Capital Projects' line of this budget.

**Table 5-1c Reconciliation – Projected Consolidated Budget for FY 2008**

	COCC	Non-Dept	AMPS	HCVP	Totals Ops
<b>Total Revenues</b>	\$ 10,187,669	\$ 16,500,689	\$ 32,036,770	\$ 42,911,250	\$ 101,636,378
<b>Total Uses</b>	\$ 9,797,873	\$ 16,500,689	\$ 32,036,770	\$ 39,961,102	\$ 98,296,434
<b>Income / Loss</b>	\$ 389,796	\$ 0	\$ 0	\$ 2,950,148	\$ 3,339,944

**Table 5-2 Operating Reserve Projections**

Program	Beginning of Year January 1, 2008 Unaudited	Forecast End of Year December 31, 2008 Unaudited
Public Housing	\$13,887,158	\$14,276,954
Section 8 MtW	(\$79,490)	\$2,870,658
<b>Total</b>	<b>\$13,807,668</b>	<b>\$17,147,612</b>

The Housing Authority of the City of Pittsburgh believes that the current reserve is not sufficient enough to allow the Authority to continue forward with all MtW planned activities. Some initiatives will be reduced, delayed or eliminated, additional funding sources will be sought, and if possible additional MtW residuals will be generated to support HACP activities and initiatives.

The projected January 1, 2008 reserve levels result from a combination of planned and unplanned expenditures above revenue levels, with the largest amount resulting from expenditures above budgeted levels for Leased Housing/Section 8 Housing Choice Voucher Assistance payments made in prior years. HACP has been reducing over budget spending in the HCVP program through voucher holder attrition and by improving internal processes. The outcome is an anticipated surplus in the HCVP program for FY 2008.

**Discussion of Changes from previous year plans**

The FY 2008 Operating and Capital budgets have been formulated to serve HACP's Site-Based Management strategy, and were developed with full consideration of the HUD Operating Fund Rule (OFR). Under this model funding streams have been separated into the Central Office Cost Center (COCC), Non-Departmental, Sites (AMPS), Housing Choice Voucher Program (HCVP), Capital Fund/Replacement Housing Factor (CFP/RHF) and HOPE VI/Other capital grants. As a result we now have presented additional budget line items used for Central Office fee funding and for Site-Based front-line expenditures. Lastly, being attentive to the new HUD Site-Based model we have included Other Financial Items to reflect the transfer of funding necessary to make the transition to a total Site-Based budget.

**Unaudited Draft 2007 Year-To-Date Expense Information**

Actual Expenses (September 30, 2007)

<b>Expense Category</b>	<b>Public Housing</b>	<b>MtW Sect 8</b>	<b>CFP</b>	<b>MtW Total</b>
<b>Administrative</b>				
Salaries	\$ 3,005,506	\$ 575,581	\$ 1,130,187	\$ 4,711,275
Benefits	\$ 893,398	\$ 153,017	\$ 307,544	\$ 1,353,959
Consultants/Contracts	\$ 612,822	\$ 211,618	\$ 647,133	\$ 1,471,572
Legal Expense	\$ 118,228			\$ 118,228
Audit Fees	\$ 93,410			\$ 93,410
Office Supplies	\$ 77,202	\$ 12,889	\$ 4,377	\$ 94,468
Training and Travel	\$ 151,256	\$ 23,949	\$ 18,471	\$ 193,675
Private Management Subsidy	\$ 1,862,967			\$ 1,862,967
Telephone	\$ 291,888	\$ 6,154	\$ 13,936	\$ 311,978
Postage & Duplicating	\$ 94,339	\$ 46,037	\$ 11,931	\$ 152,307
Other	\$ 771,771	\$ 14,481	\$ 52,734	\$ 838,986
Computer Equipment	\$ 16,851	\$ 9,669	\$ 73,840	\$ 100,360
Office Furniture & Equip	\$ 551	\$ 3,760		\$ 4,311
<b>Tenant Services</b>				
Salaries	\$ 649,039	\$ 312,571		\$ 961,610
Benefits	\$ 201,779	\$ 106,298		\$ 308,078
Recreation,Publications,Other	\$ 25,553			\$ 25,553

Contracts & Training	\$ 374,234	\$ (2,000)		\$ 372,234
<b>Utilities</b>				
Water	\$ 1,236,389		\$ 841	\$ 1,237,230
Electricity	\$ 1,585,358		\$ 13,285	\$ 1,598,643
Gas	\$ 3,987,827		\$ 3,632	\$ 3,991,459
Labor				
<b>Expense Category</b>	<b>Public Housing</b>	<b>MtW Sect 8</b>	<b>CFP</b>	<b>MtW Total</b>
Sewage	\$ 1,195,972		\$ 549	\$ 1,196,520
<b>Maintenance</b>				
Labor	\$ 4,455,533	\$ 255,633		\$ 4,711,166
Benefits	\$ 1,584,427	\$ 86,840		\$ 1,671,267
Materials	\$ 740,823			\$ 740,823
Contract Costs	\$ 404,906			\$ 404,906
Maintenance Equipment	\$ 22,869			\$ 22,869
Facility Supportive Services	\$ 604,836			\$ 604,836
<b>Protective Services</b>				
Salaries			\$ 1,566,585	\$ 1,566,585
Benefits			\$ 444,027	\$ 444,027
Materials			\$ (19,623)	\$ (19,623)
Contracts			\$ 613,943	\$ 613,943
<b>General</b>				
Rent	\$ 279,363	\$ 63,496	\$ 94,348	\$ 437,207
Insurance	\$ 627,364	\$ 8,805		\$ 636,170
Gas & Diesel Fuel	\$ 87,873		\$ 26,756	\$ 114,630
Collection Loss	\$ 238,883			\$ 238,883
<b>Other</b>				
Extraordinary Maintenance	\$ 3,042			\$ 3,042
Capital Expenditures			\$ 12,514,041	\$ 12,514,041
Housing Assistance Payments		\$ 26,879,793		\$ 26,879,793

				\$
<b>Total Expenses</b>	\$ 26,296,257	\$ 28,768,592	\$ 17,518,537	72,583,387

## 6.0 CAPITAL PROGRAM – NEIGHBORHOOD STABILIZATION PROGRAM

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### OVERVIEW

HACP is committed to providing safe, decent, and sanitary housing to low-income residents of the City of Pittsburgh. In order to be successful in this goal, HACP must provide housing that not only gives residents a strong sense of safety and community, but also contributes to stabilizing the surrounding neighborhoods. In the mid-1990s, HACP began to improve whole communities, including the surrounding neighborhoods, utilizing HUD’s HOPE VI program funding model. As a result, HACP has been able to completely change the appearance of public housing in three of HACP’s most severely deteriorated communities; Allequippa Terrace, Manchester and Bedford Additions, through the demolition of the old non-viable public housing units and the development of new mixed-income communities. In addition to the HOPE VI program, HACP has utilized a variety other financing tools, such as tax credits and MtW flexibility to replace non-viable housing units and develop new mixed-income housing opportunities for HACP residents.

[In 2008 HACP will continue to pursue Bond Financing and/or other debt financing mechanisms to leverage public housing Capital Fund dollars and/or other funding allocations to support planned development and modernization activities, and will submit such debt financing plans to HUD for approval.](#)

Over the next several years, HACP plans to complete redevelopment activities initiated in prior years and focus on initiating new redevelopment activities for the most severely deteriorated remaining communities.

**HOPE VI** – HACP expects to complete the HOPE VI activities for Manchester and Oak Hill and close out these two grants. [Efforts to initiate Phase II at Oak Hill have begun, and additional pre-development activities could take place late in 2008 if the pending tax credit application is approved.](#) At Bedford Additions, HACP began construction of the final phase in 2007 and anticipates close-out of the grant in 2009.

**Comprehensive Redevelopment** – In 2007, HACP will continue planning and development activities for the comprehensive redevelopment of Garfield Heights, a severely distressed public housing community.

**Partial Redevelopment/Assessment of Repositioning Strategies** – St. Clair Village and Northview Heights are distressed public housing communities with significant physical improvements needs, high crime rates and high vacancy rates. In prior year plans, HACP identified partial redevelopment, in the form of targeted demolition of units and limited construction of new units as the approach in the best interests of the HACP and residents. HACP believed that this approach, combined with various policy and management improvements, would improve the safety, livability, and marketability of each community. Initial demolition at St. Clair took place in 2007. However, there is not sufficient funding available to continue partial redevelopment activities at these two communities in 2008. [At Northview Heights, recent trends support HACP's continues to believe that](#) policy changes and management improvements can improve the conditions at ~~these two properties~~[this property resulting in a viable and stable community. In 2008, HACP will evaluate if limited additional selective demolition would be beneficial, and may seek funding for these initiatives. At St. Clair Village assessment of recent trends and other factors will be completed in 2008 to determine the future direction for this community. The situation at these locations is discussed further below. ~~and funding for some additional selective demolition will be sought. Simultaneously, internal assessments of various strategies for improving the stability and viability of these communities will be conducted in 2008 to determine the best course of future action.~~](#)

**Replacement Senior Housing** – HACP will continue to implement enhanced-services replacement housing for HACP's most severely distressed senior high-rise buildings that have previously been approved for demolition. During 2008, HACP expects to complete the demolition of the Kelly Street highrise, the Lou Mason, Jr. Addison Terrace highrise, and the Auburn Towers highrise at Hamilton Larimer. The off-site replacement building for Lou Mason, the Legacy apartments, was completed in 2007. [Plans for the replacement of Kelly Street will occur on site, and will be scaled to match the surrounding neighborhood in size and density are on hold pending the identification of funding sources and the evolution of other development activity in East End communities. HACP will continue to explore opportunities for development of new East End Senior Housing in 2008, but does not plan any expenditures in 2008 relating to such activities. Please see the section below on Kelly Street for additional information. Funding plans are still being developed so no construction activity on the Kelly street replacement is anticipated in 2008.](#) No plans currently exist to replace

Auburn Towers, whose residents have been relocated to the new Fairmont, North Aiken, Legacy, or Silver Lake buildings, or to other public housing properties.

**Demolition/Disposition** – HACP will continue to evaluate demolition and disposition alternatives for non-viable communities and/or property that is no longer needed for public housing. Specific demolition and disposition activities planned for 2008 include the Auburn Towers, Kelly Street highrise and Lou Mason highrise as mentioned above; and the Broadhead Manor disposition and Garfield Phase I demolition. [HACP intends to submit a demolition application to demolish 8 units at Homewood North. The building in which the units reside have significant structural problems due to underground stream water eroding the foundation of the building.](#) HACP will also evaluate demolition and/or disposition of various scattered site units [that may require modernization work that costs substantially more than the property is worth.](#) and vacant properties located throughout the city.

**Other Development Activities** – In 2007, the HACP continued its longstanding commitment to support the Sojourner MOMS project, a unique project combining housing and supportive services for single parent families with diagnosed mental health and substance abuse disorders. This project was scheduled to be completed in September 2007. However, the small non-profit organization developing this program has encountered additional obstacles, such as problems with Water and Sewer Authority approvals, resulting in further delays. The project is now scheduled for completion in 2008.

Successful implementation of these [redevelopment, repositioning, replacement and demolition/disposition](#) activities is contingent upon being able to identify and secure sufficient financial resources to supplement HACP's available ~~capital~~ funding. HACP will be actively pursuing low income housing tax credits, leveraging of capital funds, and other potential financial resources that will make these ~~redevelopment~~ activities possible. The following pages include additional narrative discussion of each development activity.

**HOPE VI SUPPORTED REDEVELOPMENT ACTIVITIES** – Additional progress or completion and close-out of the following remaining HOPE VI redevelopment grants:

### **Manchester**

The final phase of the Manchester HOPE VI project includes six additional public housing units, of which three are UFAS compliant accessible rental units. Construction was completed in September 2007. In 2008 HACP will convert 2-3 existing units located in the Chatham apartment building into UFAS compliant units. Final close out will occur subsequent to the completion of this construction and conversion activity.

### **Oak Hill**

Once the largest and most distressed public housing site in Pennsylvania, Allequippa Terrace has been transformed into a modern, mixed-income neighborhood through the investment of more than \$110 million in public and private funds. More than 1,000 of the old public housing units were demolished and redeveloped into 670 units with a mix of public housing, tax credit, and market rate units. Phase I of this project is now complete. HACP made final payments to the developer in 2007. In 2008, [subject to the award of Low Income Housing Tax Credits](#), the Oak Hill redevelopment team partnership intends to begin implementation of Phase II plans for the redevelopment of Wadsworth Hall, the development of an additional 115 mixed income units, and a commercial center to be leased to the University of Pittsburgh.

### **Bedford Additions**

HACP completed the initial 147 offsite rental units of Phase I between Bedford and Webster Avenue in 2004. In 2005, HACP began the demolition of the Bedford Additions in preparation for the construction of Phase II. All 460 units that were located on Whiteside Road and Francis Street (Bedford Additions) have been demolished. Phase II will consist of a total of 116 total units of which 58 units will be public housing units, 33 affordable units and 25 Market Rate units. Construction started in 2007 with projected completion in December 2008 and initial occupancy in January 2009. [This work is currently ahead of schedule and initial occupancy is likely to occur in July 2008.](#) The final rental Phase III ~~is anticipated to will~~ consist of ~~approximately~~ 88 public housing and affordable units, with construction ~~beginning projected to begin either late in the spring of 2008 or in 2009, depending upon when Tax Credit awards are received.~~ [This project is supported by Tax-exempt bond financing and 4% tax credit allocation awarded in November 2007.](#) In addition, in 2007 HACP and its partners completed construction of the first 8 of 29 projected homeownership units off site. In 2008, HACP expects to complete the construction of 8 additional homeownership units.

**COMPREHENSIVE REDEVELOPMENT** – In 2008 HACP will continue development activities for the comprehensive redevelopment of the severely distressed Garfield Heights public housing community. [Comprehensive redevelopment of Addison Terrace continues to be part of the long term plan of the HACP, but no additional activity, expenditure, or obligation is expected in 2008.](#)

### **Garfield Heights**

Garfield Heights was a severely distressed, 601-unit development built in 1966. The development currently consists of 326 family units. The 275 unit senior high-rise tower was demolished in 2006.

The 326 unit family portion of the community remains distressed. This development has deteriorating systems, a poor site design, lack of defensible space and high rehabilitation costs and high crime rates. During 2004, HACP began the planning process for the comprehensive redevelopment of the 326 family units. In 2005, the HACP contracted for and conducted master planning activities, including resident involvement and the development of several plan alternatives. Requests for Qualifications were also issued seeking developers for both on-site and off-site replacement housing.

The long range goal for this community is to lower the density of the existing Garfield site and replace the public housing community with a mixed-income community. In 2006, HACP completed the planning process and approved a development team for Phase I. The Phase I area is currently comprised of 105 units. The new development will replace these units with 90 units on-site, consisting of 50 public housing, 20 affordable units, 20 market rate units, and a community center. Additionally, HACP continues to explore offsite replacement housing opportunities.

In 2007, the Housing Authority of the City of Pittsburgh completed relocation of all Phase I residents to the surrounding community and/or other Housing Authority communities. In April 2007, the Pennsylvania Housing Financing Agency's tax-credit application was submitted and the project is in the process of acquiring City of Pittsburgh Planning Commission approvals for the site plan and architectural design. Award of tax-credits was announced in September 2007. Demolition of Phase I units is scheduled to begin in October 2007. Construction of the on-site units is scheduled to begin early in 2008.

[In addition, HACP's development partner has submitted a tax credit application for a small Phase II of Garfield Heights redevelopment. If approved, some preparation for demolition of the Phase II area and other pre-development activities could occur in 2008, but no expenditures or new obligations are anticipated in 2008 in relation to Phase II. Phase II as proposed would construct 45 mixed income units \(25 public housing, 10 tax credit, and 10 market rate\), and would require demolition of 40 additional units of the remaining original family units.](#)

### **Addison Terrace/Addison Additions**

During 2004, HACP began the planning process for the comprehensive redevelopment of this large and obsolete community first opened in 1940. In 2005, the HACP contracted for and conducted master planning activities, including resident involvement and the

development of several plan alternatives. Funding shortages, however, limit the number of redevelopment initiatives the HACP can concurrently pursue. Addison Terrace, due to its large size and age will be a high cost project. Further, its good location and high number of one and two bedroom units keep demand relatively high. Thus the HACP will continue to operate Addison Terrace and does not anticipate any additional expenditures relating to redevelopment in 2008. HACP will continue to pursue discussions with Hill District stakeholders, [City of Pittsburgh planners](#) and other parties to include consideration of Addison Terrace [redevelopment strategies](#) in ~~evolving emerging efforts to develop a Master Plan for Hill District development. plans being developed for continued revitalization.~~

**PARTIAL REDEVELOPMENT/OPERATIONAL IMPROVEMENT/ASSESSMENT OF REPOSITIONING STRATEGIES** – In previous plans, HACP identified planning and development activities for partial redevelopment at Northview Heights and St. Clair Village. Unfortunately, funding is not available to pursue additional redevelopment activities in 2008, and new assessments of strategic alternatives for each of these properties will be completed in 2008.

### **Northview Heights**

HACP's Northview Heights Community was constructed in 1963. Targeted demolitions completed over the last several years result in a community that now consists of 501 family dwelling units in 78 family buildings. ~~These units are extremely isolated with few links to the surrounding community. Approximately 20% of these units are vacant, largely due to low market demand, high density, and crime.~~ In addition, Northview contains a 91 unit elderly high-rise. In an effort to improve the long-term viability of the whole community, HACP ~~is evaluating partial demolition/redevelopment alternatives, and potential funding sources, for this community. Other enhancements, however, were~~has initiated [a number of operational, management, security, and human service enhancements](#) in 2007 ~~and that~~ will be further pursued in 2008 ~~that and~~ are expected to significantly reduce both crime and the vacancy rate at this community. These steps, which do not involve construction or demolition activity, include the agency wide ACOP and lease revisions [described elsewhere in this plan](#) and aggressive enforcement of those provisions. Enhanced security and cooperation with city police will contribute to the reduction ~~of and~~ crime, and HACP has begun to utilize the gatehouse to enforce requirements to show ID upon entrance to the community and is now utilizing armed security guards at this location (formerly the security guards were unarmed). It is believed that these steps will reduce crime and improve the perception of the community allowing its positive aspects to stand out and resulting in substantially increased occupancy. Positive features of Northview Heights, in addition to its evolution as a gated community, include the Creative Arts Corner recording studio and dance studio and programs, a modern gymnasium, recently refurbished and lighted baseball fields with refreshment stand, basketball courts, a newly re-opened convenience store on site, on-site health care services, a reading center and after school programs for children of all ages. Commanding views from the high rise and lots of open space in the new smaller Northview Heights create optimism for a turnaround to full leasing and further evolution of Northview Heights as a positive place to live for all residents.

### **St. Clair Village**

HACP's St. Clair Village once had 680 family units, but failed the 1998 viability assessment. Demolition of the three story walk-ups in this community reduced the number of units to 456. These units are isolated with limited community services available. Over 50% of these units remained vacant, largely due to low market demand, high density, crime and perceptions of crime. In an effort to improve the long-term viability of the whole community, HACP evaluated partial demolition/redevelopment alternatives for this community. During 2005, HACP contracted for and conducted strategic planning activities, including resident involvement and the development of several plan alternatives for partial redevelopment. In 2007, HACP completed demolition of 99 units in the area known as the Bonifay Loop, reducing the number of standing units to 357. In 2008, HACP will conduct further analysis of recent trends at St. Clair Village, and the impact of enhanced community organization and human service initiatives being undertaken by third party non-profit agencies with the support of the Pittsburgh Foundation Community. Initially, HACP is cooperating in these efforts while focusing on increasing occupancy. This further analysis of St. Clair Village, will consider the effects of the recent demolitions, and revised management policies and practices, and enhanced community organizing and human service activities, will include use of HUD's conversion calculators as an assessment tool. the estimated costs and potential benefits of various options, and other factors to determine what additional development activities, if any, to take at this community. The results of this analysis will be used to guide decisions regarding the future of this community, and will be completed in mid-2008 and will be included in the 2009 HACP Annual Plan.

**REPLACEMENT SENIOR HOUSING** – For several years, HACP has developed enhanced-services replacement housing for it's elderly residents to replace poorly designed, high density, deteriorating and obsolete buildings that were not integrated into their surrounding neighborhoods. Through 2007, HACP opened Silver Lake, North Aiken, Fairmont, and the Legacy apartments to replace the subsequently demolished East Hills, Garfield, Auburn Towers, and Lou Mason highrise buildings. In addition, at Northview Heights HACP modernized one building and demolished a second building. ~~One additional building requires replacement—t~~The Kelly Street High Rise—~~and~~ is scheduled for demolition in 2008 (see below).

With the demolition of Auburn, Lou Mason, and Kelly Street in 2008, ~~only the replacement of Kelly Street remains to be completed as~~ the HACP has changeds the face of its senior/disabled housing portfolio. All of the senior buildings that were extremely large, isolated, inappropriate to their neighborhood, and built without modern standard items such as air conditioning will have been updated or removed from the HACP housing stock. The removed buildings have been replaced by modern, smaller, lower density, neighborhood appropriate buildings with designated and adequate space for supportive service functions. While many of HACP's remaining senior buildings still have significant modernization needs, none are functionally obsolete and HACP now has a desirable stock of senior/disabled buildings with low vacancy rates.

### **Kelly Street High Rise**

The Kelly Street High Rise was originally constructed in 1969. Based upon the information in the HACP's 1998 Viability Assessment, the Housing Authority of the City of Pittsburgh pursued comprehensive modernization of the Kelly Street High Rise, which included site and common area improvements, enclosed balcony hallways, central air conditioning and upgrades to electrical and mechanical systems and life safety features. Analysis of design development completed for modernization determined that a better use of funds would be to demolish the existing Kelly Street building and develop a brand new Kelly Street building rather than to modernize the current structure. This would also facilitate the leveraging of other funding sources and would allow a building that links residents to the surrounding neighborhood rather than isolating them from that community ~~as the current building does~~. Relocation of residents took place during the design analysis. Unfortunately, due to financial constraints, the Housing Authority of the City of Pittsburgh is no longer able to move forward with the tax-credit application and subsequently the construction of the new replacement mid-rise in 2008. Demolition of the existing Kelly Street High-rise however, has been awarded and will be finalized by December 2007.

Efforts to identify other funding mechanisms to permit proceeding with construction are ongoing, [and this has led to consideration of all possible options for a new East End Senior housing facility. Linking the development of a new senior housing facility to future development efforts in the East End could create significant funding opportunities. However, the timing of this effort cannot be currently identified but will not occur in 2008.](#)

[Former residents of the Kelly Street high rise have been kept informed of factors impacting the HACP and the resulting modifications of development plans. Communication efforts included mailings to all former residents and a meeting at the Auburn Towers high rise before relocation from that facility began in preparation for demolition there. Former residents of Kelly Street are now housed at the Fairmont, North Aiken, and Silver Lake mixed finance properties, other public housing developments, private market rate or assisted housing, or are receiving assistance via Section 8 Housing Choice Vouchers. HACP maintains a list of all former residents of Kelly Street and will keep them informed via mailings and meetings. Those residents also can contact the HACP to inquire about the status of the project.](#)

**OTHER DEMOLITION/DISPOSITION** – Planning and implementation activities related to additional planned demolition and disposition activities.

### **Broadhead Manor**

Broadhead Manor once had more than 428 housing units in 56 buildings. In the mid-1990s, HACP demolished 364 of these units and remodeled the remaining 64 units. In September of 2004, 48 of the 64 units were flooded in the aftermath of Hurricane Ivan. During 2005, HACP explored alternatives for repair or redevelopment of the site. Repair of the 48 flooded units was determined to be infeasible, so redevelopment planning began in late 2005. On site development was determined to be infeasible due to site limitations and low market demand for this isolated, largely industrial, location. In 2007, HACP began working with residents to acquire units, primarily in the West End of the City of Pittsburgh, to accommodate affected families as an alternative to on-site development. This strategy to acquire replacement housing will continue in 2008, [and will include the acquisition or modification of acquired units to comply with UFAS accessibility requirements.](#) HACP will also proceed in 2008 with steps necessary for disposition of the property.

### **Auburn Towers (Hamilton-Larimer)**

Auburn Towers failed its HUD viability assessment in 1998. In 2002, HACP was awarded demolition funding for the building. In 2006, HACP utilized the building as a relocation resource for the Kelly Street high-rise, which had to be completely vacated to allow for preparations for demolition and anticipated new construction. In 2007, HACP began relocation of Auburn residents to other HACP properties or other acceptable relocation alternatives. Design documents for the demolition were completed in early 2007 and demolition will begin in late 2007 and will be completed prior to September 30, 2008.

### **Lou Mason (Addison Terrace)**

The Lou Mason highrise at Addison Terrace failed its HUD viability assessment in 1998. A new enhanced-services mid-rise replacement building, The Legacy, was completed in mid-2007. Demolition will begin in late 2007 and will be completed prior to September 30, 2008.

### **Scattered Sites Demolition/Disposition**

During 2008, HACP will continue evaluating demolition and/or disposition options for various scattered site units and properties that have either been severely damaged by fire and/or are not structurally sound making the costs of rehab excessive and the units non-viable; and/or units that require modernization work whose estimated costs are excessive in comparison to the value of the property; and/or disposition of vacant properties which are not suitable for future construction by the HACP or its development partners.

### **ADDITIONAL INFORMATION**

The following Table provides additional details regarding the above activities:

**TABLE 6-1 FY 2008 NEIGHBORHOOD STABILIZATION PROGRAM**

<b>Summary of Neighborhood Stabilization Activities</b>				
<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2008 HACP Expenditures</b>	<b>Total Projected HACP Investment</b>	<b>Comments</b>
Oak Hill	Phase II Wadsworth Hall	\$250,000	\$ <del>913</del> ,077,000	Initiate renovation of Wadsworth Hall by a private development partnership with BCJ, the University of Pittsburgh, and Oak Hill Residents Association. Partnership intends to raise tax credit equity in support of a mixed finance development of 115 market rate units and redevelopment of the community center.
Bedford Additions HOPE VI	Phase II Rental	\$1,000,000	\$ <del>11,321,082</del> <u>11,594,277</u>	Continue construction of Phase II rental units, which will have a mix of 58 PH, 33 tax credit affordable and 25 market rate units. Construction could be completed late in 2008.
Bedford Additions HOPE VI	Phase III Rental	\$9,458,000	\$ <del>10,206,945</del> <u>12,128,757</u>	Phase III rental of the Bedford HOPE VI will have approximately 55 units on- site and 33 units off-site. All are planned to be public housing and affordable. 2008 costs include pre-development, site preparation, and initial construction costs.
Bedford Additions HOPE VI	Phase 1 Homeownership - 29 units	\$500,000	\$3,257,012	Units will be constructed in 3 stages of 8, 8, & 13 units, contingent upon market absorption. All twenty-nine units will be affordable to households at or below 100% of AMI. 2008 costs include completion of the second set of 8 units, and beginning of construction of the final 13 units.
Garfield Phase I	Redevelopment	\$ <del>32,000,000</del>	\$1 <del>03</del> ,600,000	Phase I includes 90 units on-site (50ph, 20 affordable, 20 market rate) and a new community center. 2008 expenditures include <del>completion of demolition</del> , predevelopment activities and start of construction activities.
<u>Garfield Phase I</u>	<u>Demolition</u>	<u>\$433,000</u>	<u>\$433,000</u>	<u>Awarded contract to demolish 105 units in preparation for the Mixed Income Development. Demolition is expected to be</u>

				<a href="#">completed the end of March, 2008.</a>
Auburn Towers	Demolition	\$1,200,000	<del>\$877,000</del> <a href="#">1,200,000</a>	Demolition of this obsolete and deteriorating high rise building is projected for completion by September, 2008.
Lou Mason Addison Terrace High Rise	Demolition	\$447,000	\$612,000	Demolition of this obsolete and deteriorating high rise building is projected for completion by September, 2008.
Kelly Street	Demolition of existing building	\$200,000	\$498,000	This deteriorating and poorly designed building would require substantial improvements to bring it up to modern senior housing standards. Costs of such modernization is excessive, so demolition and <a href="#">possible future</a> replacement is planned. Demolition is expected to be completed in 2008.
Broadhead	Replacement Units	<del>\$2,830,000</del>	\$ <del>3,400,000</del> <a href="#">4,193,588</a>	2008 projected expenditures include acquisition and/or rehab of existing properties to provide housing for residents displaced from Broadhead flooding. <a href="#">Work to modify acquired units to provide 4 UFAS units is separately listed in Chapter 7.</a>
Sojourner House	Supportive Housing	\$1,000,000	\$1,300,000	Completion of construction
Scattered Sites	Demolition	<del>\$100,000</del>	\$100,000	Planned demolition and/or disposition of various scattered site units that are fire damaged and/or structurally unsound.

**Totals**     ~~\$18,455,600~~ [20,388,000](#)     ~~\$58,249,039~~ [54,993,634](#)

[Note: The numbers presented in this table as projected 2008 expenditures include previously obligated amounts that will be expended in 2008 as well as amounts not yet obligated that are projected to be both obligated and expended in 2008. Please also see the chart at the end of Chapter 7 regarding proposed development activities and available funding.](#)

**7.0 CAPITAL PROGRAM – HOUSING PRESERVATION**

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**OVERVIEW..... 1**

**TABLE 7-1 FY 2008 HOUSING PRESERVATION CAPITAL PROGRAM SUMMARY..... 2**

**TABLE 7-2 Summary of Sources & Uses Related to FY2008 Capital Project Spending & Capital Fund Program Revenue Uses. 5**

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**OVERVIEW**

In 2004, HACP performed a Physical Needs Assessment of all public housing properties. Based on this Physical Needs Assessment, annual REAC inspection reports, and input from site management, HACP projects that more than \$35 million dollars in capital improvements were necessary over the subsequent five year period. In 2005, HACP entered into a Voluntary Compliance Agreement with HUD detailing actions that would be taken by HACP to comply with Section 504. Under this Agreement, HACP will be making at least 264 dwelling units UFAS accessible over the subsequent 5 years. In 2006, fifty-five (505) units were completed and HACP ~~is scheduled to complete~~ sixty-eightfive (685) 504/UFAS units in 2007. ~~The cost to complete the remaining 144 units is estimated to be \$23 million.~~ For 2008, HACP plans to make an additional ~~sixty-five (65)~~sixty-six (66) units fully 504/UFAS compliant in order to achieve or exceed the cumulative minimum total of one hundred eighty (180) by December 31, 2008. Due to some unexpectedly high cost estimates, some specifically targeted units and communities, and the accompanying costs, may be modified to ensure compliance with the agreement and unit conversion requirements within the financial limitations of the agency.

HACP expects completion of 66 units at numerous locations in 2008. Work to be completed is reflected in the pages below. In some cases, the plans described below (and in Chapter 6) are modified from the plans described in notes sections of the original VCA unit plan. When such changes impact the number of UFAS units to be completed, the bedroom breakdown of UFAS units to be completed or the units to be converted over the course of the VCA, requests to modify the UFAS unit plan will be submitted once the prerequisites for such submissions (such as the submission of demolition/disposition applications) are completed.

Units projected to be completed, in 2008 include Bedford Dwellings (8), Scattered Sites (2), New Pennly Place (2), Manchester Hope VI (2), Bedford Hills Phase 2 (3), Northview High Rise (5), Pennsylvania Bidwell (20), Glen Hazel High Rise (1), Finello Pavilion

(4), Morse Gardens (4), Carrick Regency (2), and Christopher Smith Terrace (2). Certification of 8 units at Arlington Heights, which were essentially completed in 2007, is also expected. Further, certification of additional units completed in prior years at Pressley High Rise (1) and Caliguiri Allentown Plaza (2) is expected. This is a total of 66 units to be completed and certified in 2008.

In addition, HACP has completed 10 additional UFAS units that are not included on the approved VCA UFAS unit list.

In 2006, HACP performed a Lead Based Paint Assessment of certain properties and began implementing necessary abatement actions in 2007 and will continue this effort in 2008. HACP also initiated and/or completed several large modernization projects in 2007, including \$2.8 million at PA Bidwell for the conversion of thirty-(30) units into twenty-(20) 504/UFAS compliant units. Glen Hazel High-rise is undergoing renovations and improvements at a cost of \$6.1 million that includes preparation of seventeen (17) 504/UFAS compliant units. Both modernization projects, which include system upgrades and common area improvements in addition to the UFAS unit conversions, are scheduled to be completed in 2008.

In 2007, HACP procured Honeywell, Inc to conduct an investment grade energy audit to identify potential energy efficient cost savings that may be utilized to fund future modernization projects. Further actions to negotiate and execute an Energy Performance Contract will be completed in ~~late 2007 and~~ 2008.

HACP will also continue to pursue Bond Financing and/or other debt financing mechanisms to leverage public housing Capital Fund dollars and/or other funding allocations to support planned development and modernization activities, and will submit such debt financing plans to HUD for approval.

HACP plans to spend \$10,630,000,908,000 in 2008 to complete the projects started in 2007 and to begin additional projects to address some of the deficiencies identified in HACP's physical needs and other assessments and to complete UFAS work required by the VCA. These improvements will benefit residents in numerous HACP communities as described in the chart below.

~~An additional \$1,000,000 will be expended for maintenance vehicles, appliances, dwelling and non-dwelling equipment, and contingencies.~~

#### **TABLE 7-1 FY 2008 HOUSING PRESERVATION CAPITAL PROGRAM SUMMARY UPDATE**

<b>Region I</b>			
<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2008 Expenditures</b>	<b>Comments</b>
Bedford Dwellings	504/UFAS	\$1,450,000	Work will start in 2008 to convert twenty-eight (28) units into twenty one-(21) 504/UFAS compliant units. <u>We expect to complete at least 8 in 2008, with the remaining 13 completed in 2009.</u>
PA- Bidwell	504/UFAS & Code Upgrades	\$1,550,000	The work at PA Bidwell started in 5/07 and the improvements include combining thirty (30) units into twenty (20) 504/UFAS compliant units plus code upgrades. The work will be completed in 2008 and the total project cost is \$2.8 million.
<b>Region II</b>			
<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2008 Expenditures</b>	<b>Comments</b>
Northview Heights Highrise	<del>Electrical and</del> 504/UFAS	\$690,000	Commence work to make 5 units UFAS compliant in the highrise. The work will be completed in 2008. The estimated project costs is \$690,000.
<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2008 Expenditures</b>	<b>Comments</b>
Allegheny Dwellings	504/UFAS	\$250,000	The work at Allegheny Dwellings to convert units into <u>14</u> UFAS/504 compliant units was substantially completed in 2007. The amount projected for 2008 is for punch list <u>items</u> and retainage payments.

**Region III**

<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2008 Expenditures</b>	<b>Comments</b>
Glen Hazel High Rise	Partial Comprehensive Modernization 504/UFAS	\$2,330,000	The renovations and improvements started in February 2007 including conversion of twenty-four (24) units into seventeen (17) units fully compliant with 504/UFAS and partial comp mod activities. Also seven (7) hard to lease efficiency units are being converted into ninety-eight (98) fully accessible 504/UFAS storage bins. The work will be completed in 2008. <del>Seven</del> <u>Sixteen</u> of

			the 17 units <del>will be</del> completed <u>and certified</u> in 2007 and the remaining <del>ten</del> <u>(10)one (1)</u> 504/UFAS units will be completed in 2008. <u>This work results in a net loss of 14 units.</u>
<u>Carrick Regency</u>	<u>UFAS</u>	<u>\$21,000</u>	<u>Perform work to convert 2 units into UFAS compliant units at Carrick Regency, where two units were previously completed. Total Estimated Cost of remaining work is \$21,000.</u>
Mazza Pavilion	Elevator	\$70,000	Work to completely overhaul and modernize the elevators began in 2007 and will be completed in 2008.
Mazza Pavilion & Carrick Regency	Roof Replacement	\$100,000	Work to replace the roofs at Mazza and at Carrick (bid under one contract) began in 2007 and will be completed in 2008.
Morse Gardens	Elevator	<del>\$250</del> <u>275,000</u>	Work to refurbish and upgrade the elevators will be completed in 2008.
Morse Gardens	UFAS	<u>\$552,000</u>	Perform work to convert 4 units into UFAS compliant units at the Morse Gardens Senior Facility. Total projected costs is estimated to be <u>\$552,000</u> . The work is expected to be completed in 2008.
Finello Pavillion	UFAS	<u>\$552,000</u>	Perform work to convert 4 units into UFAS compliant unit at Finello Pavillion. Total projected costs is estimated to be <u>\$552,000</u> . The work is expected to be completed in 2008.
Finello Pavilion	Elevator, HVAC, and site work	<u>\$368,000</u>	Elevator repair, installation of new chiller (replacing old unit) that supplies air conditioning to the resident's units, and necessary replacement of a retaining wall on the property to ensure resident and staff safety.
<u>Scattered Siotes</u>	<u>Partical Modernization</u> <u>504/UFAS</u>	<u>\$200,000</u>	<u>Perform work on 4 homes that were recently acquired to replace Broadhead Manor units to convert them into UFAS accessible units. Work is expected to extend into 2009, with completion of at least 2 UFAS units in 2008.</u>

**HACP-Wide**

<b>Site</b>	<b>Scope of Work</b>	<b>Projected 2007 Expenditures</b>	<b>Comments</b>
Authority-wide	Hazardous Materials Abatement	<u>\$500,000</u>	Remediation of Lead and other hazardous materials as necessary.
Authority-wide	A/E Services	\$1,000,000	A/E and professional services associated with the modernization projects, including UFAS unit conversion work.

**Grand Total**     **\$9,662,000**  
**9,908,000**

**Note: The numbers presented in the table above as projected 2008 expenditures include previously obligated amounts that will be expended in 2008 as well as amounts not yet obligated that are projected to be both obligated and expended in 2008.**

**TABLE 7-2 Summary of Sources & Uses Related to FY2008 Capital Project Spending & Capital Fund Program Revenue Uses**

**Summary of Sources and Uses Related to FY2008 Capital Project Spending and Capital Fund Program Revenue Uses**

As of December 31, 2007

<u>Uses</u>	<u>Projected Expenditures</u>
<u>Development Costs from Chapter 6 *</u>	<u>\$ 20,388,000.00</u>
<u>Modernization Costs from Chapter 7</u>	<u>\$ 9,908,000.00</u>
<u>CFP/RHF to support Operations**</u>	<u>\$ 5,793,534.00</u>
<u>Total</u>	<u>\$ 36,089,534.00</u>

<u>Sources</u>	<u>Unexpended Amounts as of December 31, 2007 to be used in 2008</u>
<u>HOPE VI Demo Auburn</u>	<u>\$ 1,200,000.00</u>
<u>HOPE VI Demo Lou Mason ***</u>	<u>\$ 447,000.00</u>
<u>Oak Hill Program Income ***</u>	<u>\$ 250,000.00</u>
<u>Bedford Program Income ***</u>	<u>\$ 1,500,000.00</u>
<u>2006 CFP Grant</u>	<u>\$ 13,896,553.00</u>
<u>2007 CFP Grant</u>	<u>\$ 12,320,984.00</u>
<u>2007 RHF Increment 1</u>	<u>\$ 2,199,983.00</u>
<u>2007 RHF Increment 2</u>	<u>\$ 5,765,002.00</u>
<u>Broadhead Flood Relief Grant</u>	<u>\$ 2,278,022.00</u>
<u>Broadhead MROP Grant</u>	<u>\$ 700,000.00</u>

Note: These numbers are preliminary projections and are subject to adjustment as part the annual financial closeout of 2007.

<u>Pre-2004 Section 8 Reserves</u>	<u>\$ 1,000,000.00</u>
<u>LIPH funds to be used for UFAS work</u>	<u>\$ 1,450,000.00</u>
<u>Total</u>	<u>\$ 43,007,544.00</u>

\* Total listed includes \$1,450,000 of expenses to paid from LIPH funds and thus not included in the Board approved Captial Budget of \$28,846,000. This amount appears in the annual budget Uses as part of the \$3,571,007 included as "Reserve for Capital Projects."

\*\* This amount is for central office costs center fees and site based soft costs budgeted as per asset management guidelines. These amounts appear in the annual budget Sources table under the line items CFP Fees, CFP Soft, and RHF Fees.

\*\*\* Only amounts projected to be expended in 2008 from these restricted sources are included for the purposes of this comparison of uses & sources. In some cases the total unexpended amounts may be greater than the amount presented here (ex. Oak Hill Program Income, Lou Mason Demo).

**8.0 MANAGEMENT INFORMATION FOR LIPH AND SECTION 8 UNITS**

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**PUBLIC HOUSING UNITS.....1**

**LEASED SECTION 8 UNITS.....3**

**TABLE 8-1 VACANCY RATES PRESENT & PROJECTED.....7**

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**PUBLIC HOUSING UNITS**

**Occupancy Levels – October 1, 2006 to September 1, 2007**

LIPH occupancy in the period from October 1, 2006 to September 1, 2007 declined by 230-180 occupied units (from 4461-4411 to 4231 occupied units respectively). Six HACP managed communities currently planned for redevelopment, selective demolition or under redevelopment (Addison Terrace, Addison Addition, St. Clair Village, Hamilton-Larimer, Northview and Garfield) declined in total occupancy by 316 units as opposed compared to the total HACP managed community decline of 313 units. Thus the remaining HACP communities retained relative occupancy stability through 2007. In 2008, HACP expects additional significant occupancy decline in the Garfield family community as it is vacated for redevelopment.

**Occupancy Levels – 2008**

During the latter part of 2007 and in 2008, the HACP will demolish 682 units in 5 communities: 294 units in Auburn/Hamilton Larimer, 132 units at Kelley Street, 149 units at Lou Mason/Addison Addition, 105 units in the first phase of Garfield demolition and 2 irreparably damaged scattered sites units. In the same time period, HACP will certify completion of construction of 6 scattered sites units in Manchester and- will complete an additional 58 mixed finance units in Phase II of Bedford Hills. The HACP will also purchase up to 30 – 35 scattered sites units for use initially by relocated Broadhead residents. In 2008, the HACP expects continued high and stable occupancy levels in newer HACP communities and expects occupancy levels in older HACP communities to be affected both by disruption from redevelopment/relocation and positively by management improvements. Completion of work related to conversion of units to UFAS compliant units may also positively affect occupancy rates at some communities. See Table 8-2 for projected HACP occupancy by community in 2008.

## Rent Collections

Rents uncollected in FY 2007 for all HACP communities were 2.34% (through September 1, 2007) an improvement of .67% over the same period a year ago. The HACP attributes this decrease in rents uncollected to the following factors:

- The change from a 30-day notice to a 15-day notice for posting of eviction action processing of delinquent accounts. Under the previous 30-day notice, accounts could accrue two months of overdue rent charges by the time management could act on the delinquency. Changing to a 15 day notice reduces the amounts owed on accounts when initial actions begins, allowing management, residents, and the local magistrates to act sooner before arrearages grow larger.
- Under the HACP's site based management system, delinquency rates are calculated for each site on a monthly basis. Sites with high delinquency rates must plan and implement actions to reduce delinquencies. These efforts may include joint efforts by management and self-sufficiency staff to personally contact tenants with delinquent accounts to remind them of their obligation and to identify and help to address obstacles. It may also include evening office hours and the increased use of realistic payment plans for tenants who have become behind in their accounts.

The HACP target for rent collections in 2008 is to maintain the better than 3% uncollected level while HACP explores additional policy, operational, and procedural changes to further improve rent collections.

## Work Order Turnaround

From September 1, 2006 to September 1, 2007, 42,039 routine work orders were completed at HACP properties (including privately managed communities) with an average turnaround time of 3.93 days. (Routine work orders do not include cyclical or vacant unit turnaround work orders.) During this same period, 2297 emergency work orders were completed at HACP properties (including privately managed communities) in less than 24 hours. System reports and reports from private management entities show a total of 25 emergency work orders that were not either closed or abated within 24 hours. Of these 25, further review indicates that 7 were improperly coded and should have been coded to urgent rather than emergency, and 4 resulted from data entry errors and the emergency was abated within 24 hours. Of the 13 remaining work orders that took more than 24 hours to complete, 8 were completed the next day (6 within 25 hours and 2 within 28 hours), and only 6 took more than two days to complete. HACP continues to adjust tracking and monitoring systems (including the upgrade to Emphasys Elite software) in an effort to ensure completion of all emergency work orders in less than 24 hours. ~~14 were from privately managed communities. We continue to work with private management agents and HACP site managers to research each of these work orders to determine if abatement, but not close out, occurred within 24 hours, why all were not both abated and closed within 24 hours, and to identify steps to be taken to prevent future occurrences. It should be noted that the transition to upgraded Emphasys Elite software for the work order system, which began rollout on September 1<sup>st</sup>, has both hindered investigation and will help to prevent future occurrences. In addition, monthly management reviews, including a review of emergency work orders, and quarterly comprehensive reviews will be conducted for all private management companies. Quarterly~~

meetings will be held with the senior management of each private management company at which any regulatory deficiencies will be addressed.

### **Inspections**

The HACP is on schedule to complete all required FY 2007 annual inspections in both HACP-managed and HACP privately managed communities prior to December 31, 2007.

### **Security**

#### **HACP Police Force**

In 2007, the HACP and the City of Pittsburgh completed negotiations with the City of Pittsburgh to coordinate the disbanding of the HACP Police Department and the hiring of interested and qualified HACP police officers by the City of Pittsburgh Police Department. These negotiations between the City and the Housing Authority also involved the Fraternal Order of Police and the Pittsburgh Housing Police Association. Low federal funding levels and the resulting need for the HACP to reduce costs was the primary driver of this effort. In pursuing steps to reduce costs, the HACP also pursued steps that would provide improved effectiveness of police and security services and above baseline police services to HACP residents.

These negotiations resulted in an agreement for the City to provide above baseline services to HACP residents and properties in exchange for payments from the HACP to the City for a limited period of time. Close monitoring of this agreement is ongoing to ensure the arrangement is effective. If the above baseline services are not provided and documented, payment will not be made and the agreement can be terminated.

In addition, the agreement included the transfer of certain HACP police department equipment to the City in an appropriate manner. This transfer was completed in a manner consistent with existing disposition policies, guidelines and regulations and HACP received fair market value for the transferred equipment.

The agreement also includes provisions regarding continued and improved information sharing between the police department and the HACP. Technical issues are still being resolved regarding efforts to automate information sharing while maintaining the privacy granted by law and governing the actions of both the HACP and the Pittsburgh Police Department. Manual information sharing continues. The objective is to provide timely information from the Police to the Housing Authority about incidents, reports, crimes and arrests that take place on HACP properties or properties receiving housing assistance through an HACP program. Conversely,

HACP will provide timely information to the Pittsburgh Police on information that may be useful to them. Similar mutual information sharing efforts are underway between the HACP and the City of Pittsburgh Bureau of Building Inspection.

As of September 2007, the City of Pittsburgh police are routinely providing information to the HACP on arrests that occur on HACP property and any arrests where arrested persons provide an HACP property address to police. Information on police activity relating to properties receiving assistance through the leased housing voucher program are provided to the HACP upon request for information regarding specific addresses. Efforts to automate a cross-reference between crime report and arrest data and voucher program unit addresses without compromising privacy rules will continue in 2008. In addition, HACP voucher program inspectors and City Bureau of Building Inspection (BBI) inspectors (who work out of the same building) routinely share information on an informal basis and upon request regarding specific properties. Efforts to formalize information sharing arrangements and to identify and eliminate any possible redundancies between the two departments will continue in 2008. It should be noted the HQS standards used by HACP voucher program inspectors are, in many cases, more stringent than the local building codes used by BBI. In addition, BBI's enforcement efforts focus on new construction, rehabilitation, and improvement projects, and in response to complaints received.

These coordination efforts and monitoring of the contracted police services will continue in 2008.

Two additional HACP security programs will be continued with modifications.

1. Use of advanced surveillance equipment. In 2005, the HACP installed 32 surveillance cameras at Addison Terrace, at that time HACP's highest crime rate community. These cameras have resulted in numerous drug arrests. In 2006 cameras were installed at Northview Heights. In 2007, cameras were installed at Homewood North and Glen Hazel Heights. The use of the surveillance cameras has been an effective strategy to deter, prevent and prosecute crime occurring in these HACP communities.
2. HACP Security Force - In 2007, the HACP continued to provide Security Guards and Monitors at high-rise elderly/disabled buildings and at the guardhouses at Northview Heights. Previously supervised and managed by the HACP Police Department, the HACP began phasing out in-house security guards and monitors and replacing them with appropriately licensed and trained contracted security services. By utilizing contracted services, the HACP gains several benefits. First, security guards at selected locations (such as the Northview Guardhouses) are armed. Secondly, a security company that provides services to other entities is better able to fill vacancies in a short time period and to cover shifts due to staff turnover or other absence. Finally, many administrative and other support costs required for in-house employees are now included in a contractor's fee.

As of December, 2007, the impact of these changes has been positive. The HACP went from less than 30 police officers patrolling HACP communities to a force of 900 patrolling and responding to HACP communities. HACP also gained access to better data related to crimes committed that affect HACP property and the residents in all HACP communities. Improved communication with the City on both crime issues and non-crime issues that affect our communities have positively impacted the peace and enjoyment of our residents.

This collaboration has enabled cooperative work with the City Police Department to improve enforcement of the HACP lease and the HACP Exclusion List. The police use the Exclusion List to monitor those that gain access to our communities. They also work with HACP's Guard / Security contractor to assist on enforcing access restrictions to HACP communities.

It is worth noting that residents have inundated HACP public safety and operations staff with positive comments on the receptiveness of the police officers to this transition and the willingness of the police to be more proactive instead of reactive to their communities.

The Pittsburgh Housing Authority Public Safety Department is currently working on integrating HACP's camera system into the City Police cars for 24 hour access. This will allow officers to view illegal actions that are occurring on HACP property and to take active steps to reduce crime. Currently on an as needed basis, the City Police use HACP camera rooms to view and monitor activity in HACP communities. They conduct surveillance, as well as pull data to support arrests that are made and introduce evidence at court hearings.

Due to the contracting with the City for services, data sharing capabilities have been enhanced. HACP is now able to monitor all daily patrol activity at all Public Housing Communities, Scattered Sites and Section 8/HCV assisted properties. Because of this relationship HACP can more quickly and effectively move to terminate vouchers or post for eviction based on the reports of criminal activity provided by the City of Pittsburgh Police.

These efforts will continue in 2008, and we expect that these initiatives, combined with continued property management, lease enforcement, and human services initiatives described elsewhere in this plan, will reduce crime and help to promote safe communities for our residents in a cost effective and efficient manner. Thus in addition to being more cost effective in the provision of security services, these initiatives will improve the quality of life of residents by reducing crime, and will improve the desirability of many communities, effectively increasing housing choices.

## LEASED (SECTION 8) UNITS

The Section 8 Department's aggressive leasing initiative in FY 2005 and early FY 2006 coupled with the flexibility incorporated through the MtW program enabled the HACP to reach its 100% leasing goal in the Housing Choice Voucher Program. HACP's aggressive lease up goals which led to this result were established in anticipation of exiting the Moving To Work Program, and in response to the Office of Inspector General Audit recommendation to utilize accumulated reserves. The accumulated reserves resulted from the time consuming nature of ongoing and planned capital development projects that would continue beyond the anticipated end of the Moving To Work program.

The achievement of full lease up of all HACP allocated vouchers and the significant expansion of the program created some administrative and financial challenges. This led the HACP to begin assessments of the effectiveness of the Section 8 Department and re-organization of the departmental functions to improve effectiveness of program management. These efforts will continue in 2008. Please see below for additional information on departmental re-organization efforts.

HACP has developed a revised Leased Housing Program Administrative Plan that makes both major and minor changes to policies governing HACP's Leased Housing Program (also referred to in this plan as the Section 8 and/or Housing Choice Voucher Program). Published for public comment separately, these changes were approved by the HACP Board on September 27, 2007. Phased implementation of the new policies has begun. Full implementation and enforcement will be in place early in 2008.

The major changes include the following:

- Admissions and eligibility provisions relating to past criminal activity of applicants and household members were modified to be consistent with the Low Income Public Housing Admissions and Continued Occupancy Policies (See Chapter 3). This included changes to the list of crimes for which a person is permanently denied housing assistance. For Section 8/HCV assistance, this list now includes Manufacturing Methamphetamines (added as required by law) and Lifetime Sex Offender.
- Local preferences were modified to add a working preference, including persons with disabilities and elderly persons. This is not expected to have any significant impact in 2008.
- ~~Elderly and disabled r~~Residents ~~on fixed incomes~~ may only be required to compete a ~~full~~ re-certification ~~tri-annually (once every three years) rather than annually~~ bi-annually (once every two years) to reduce administrative costs, unnecessary work by staff, and unnecessary time spent by program participants. Rent re-determination, based on ~~EIV-Upfront Income Verification System information or other income~~ sources information, ~~sources~~ will still be completed annually.

- Participants paying less than minimum rent through a long-term hardship exemption will be referred to the Family Self-Sufficiency (FSS) Program. Such persons, excluding elderly/disabled persons, must actively participate in the FSS program or they will be subject to termination of assistance.

HACP is also continuing its efforts to implement improvements to the operation of the Section 8 Department as initiated in 2006 and continuing through 2007. The goal of these efforts is to improve efficiency, improve service to residents and landlords, and to address issues identified through external reviews, independent audits, and internal reviews of departmental operations and activities to create a program with the highest levels of consistency and effectiveness of program operations.

#### Restructuring of the Section 8 Department:

The HACP continues to revise and amend internal workflows, responsibility assignments, and employee performance measures in an effort designed to streamline operations, assure program compliance, and increase customer service. The originally proposed revised organizational structure, planned for implementation during the first quarter of FY2007, had to be modified due to unanticipated low funding levels and other factors. Leadership changes and ongoing work volume demands also necessitated delays in re-organization implementation and continued modification of plans. In addition to previously implemented changes made to enhance customer service, supervisor responsibilities have been realligned, including the elimination of the Assistant Director position to flatten the organization and clarify roles. A Quality Control Manager and a Portability Representative have also been added. Some changes have been implemented as indicated above, and more are planned for 2008.

More specifically, in FY 2006, a management consultant conducted a global review of departmental structure and processes to identify ways to more efficiently and effectively deliver leased housing program functions. Programmatic and process changes resulting from the review were developed and implementation began and continued into 2007. These changes included re-instating interim recertification requirements, improving use of EIV services, continued efforts to bring handheld devices for inspectors into effective operation, modifications to the work flow within the department, addition of customer service positions, upgrading of the phone systems, and planning for an independent quality control function. The proposed organizational structure continues to include a strong quality control function within the Section 8 Department to monitor critical program functions. Departmental performance standards closely relating to those found under SEMAP are being used to monitor and improve staff and departmental performance. Additional programmatic changes, and completion of previously initiated process changes including those identified above, are planned for 2008.

#### Ensuring Rent Reasonableness:

The HACP had previously adopted a rent reasonableness system that, as a result of MtW flexibility, reduces the key comparability factors from eleven (11) to four (4). Those factors are location, quality, size, and type of unit. To conduct the comparability analysis, both total rent and tenant-paid utilities (based upon the current HCVP utility allowances) of at least two (2) comparable properties are used to establish the reasonable rent of the subject (assisted) property. However, staffing limitations and the lack of automation during the period of rapid program growth had a negative impact upon the functionality of the system.

In response to the HACP identifying the need to reallocate resources in the Section 8 Department, and as part of the re-organization and process improvement plans, in 2008 the HACP will continue efforts to implement a greatly enhanced and automated system to improve both the accuracy and program performance of the rent reasonableness system. HACP's plan to address the issue includes automation of rent reasonableness data. A new process will use an automated database to collect, retain and retrieve relevant information. Systems created during FY 2007 and included in HACP's program software upgrade will assure that all key factors and current utility allowances will be used. Initial implementation has begun as an effort to utilize wireless handheld devices to enter inspection information continues. Assistance from two fellows from the Coro Center for Civic Leadership is also being utilized to gather and assess data and refine the proposed process. Extensive collection and input of up to date data will take place in 2007 and 2008. HACP anticipates full implementation of the new and automated Rent Reasonableness System in 2008. It should be noted that the automated system will include enhancements to forms designed to assure consistency and accuracy in documenting rent reasonableness determinations.

Effective October 1, 2007, a new database and module within Emphasys Elite was put into use for determining rent reasonableness. Over 1,800 records, mostly collected and entered by the Coro Center fellows, have been updated in the database. These records are updated on an ongoing basis by using newspapers, rental list, rental websites, and comparable units submitted by Inspectors and landlords. The oversight of the database has been assigned to the Landlord Support Representative. This oversight will include annually verification of units in the database and assuring that the database contains units for all survey areas. HACP is excited about this new rent reasonableness system.

Plans Regarding Expanding Housing Opportunities - Exception Payment Standards Areas:

Because the HCVP is fully leased as a result of the HACP's aggressive efforts during FY 2005 and FY2006, the Annual Budget Authority for the HCVP will limit the HACP's use of Exception Payment Standards for FY 2008 to only those instances relating to

reasonable accommodations for persons with disabilities. However, the Section 8 Department will continue to market to landlords owning properties outside areas of poverty or minority concentrations as well as landlords with accessible homes through networking with landlord associations including ACRE-Pittsburgh and the Western Pennsylvania Real Estate Investors' Association. The HACP's housing search website, [www.apartmentsinpittsburgh.net](http://www.apartmentsinpittsburgh.net), will continue to be an important resource both within the City of Pittsburgh and for suburban areas to link participants of the HCVP with landlords owning properties in non-poverty areas. In addition, the HACP staff is committed to working with neighborhood groups within the city in an effort to foster relationships in the community and dispel misconceptions about the Housing Choice Voucher Program. Also, in light of changes to Utility Allowance and Fair Market Rent levels for 2008, HACP has modified the policy to again allow up to 110% of the payment standard.

Materials provided to HCVP participants during briefing sessions and at other times have been designed to inform families of the availability and benefits of mobility opportunities and for improving access to such housing opportunities both within the HACP's jurisdiction, as well as outside.

Furthermore, as a result of the real estate conditions within the City of Pittsburgh and the surrounding metropolitan area, the availability of rental units has increased, and as a result, HCVP participants are now discovering more housing options.

#### Change in re-examination policies

- In 2007, the HACP changed its interim re-examination policy in the Housing Choice Voucher Program, reinstating a previous requirement for families to complete a formal interim re-examination when reporting changes in income, assets and family composition between annual re-examinations that meet established criteria. This change increases program integrity in the Housing Choice Voucher Program by requiring families to promptly report all changes in family income, assets, size and composition, and pay a proportionate amount of rent in instances where substantial increases in income occur. However, by setting a threshold of \$100 per month or \$1,200 per year, smaller raises in wages will not be considered in the determination of rent until the next regular annual re-examination, thus providing an incentive for families to continue to steadily increase household incomes. Additionally, the change in the interim re-examination policy will reduce overall Housing Assistance Payments ("HAP") expense by requiring families to pay a reasonable amount of rent at all times, not only at the time of the regular annual re-examination.
- In 2008, HACP will implement a policy of requiring ~~only tri-annual re-examinations (one every three years) for elderly and disabled program participants on fixed incomes~~ only bi-annual re-examinations (once every two years) for program participants. The standard requirement to complete annual re-certifications creates redundancy in the system, costly additional work and administrative requirements on the housing authority, and unnecessary burdens on participants to

produce documents and complete the re-examination. Moving to ~~bi-annual a tri-annual~~ re-examinations ~~for persons on fixed incomes~~ eliminates these inefficient requirements. Changes in income meeting the thresholds for interim re-examinations will still apply to ~~elderly and disabled~~ all program participants.

#### Adoption of revised minimum rent policy

In 2007 the revision of the HACP's "minimum rent policy" in the Section 8 Housing Choice Voucher Program raised the minimum rent charged to a family from \$10 per month to \$50 per month. Specific HUD regulations require that a housing authority grant an exemption from the minimum rent if the family is unable to pay the minimum rent due to a financial hardship, and appropriate hardship exemption provisions are included in the revised Administrative Plan approved in 2007. This change in the HACP's Section 8 Housing Choice Voucher Program minimum rent is designed to reduce overall Housing Assistance Payments ("HAP") expense by requiring families to pay a reasonable amount of rent at all times, while providing an exemption to those families who are experiencing certain financial hardships.

In 2008, HACP will implement an additional element to the minimum rent policy to provide further incentives to families to become self-sufficiency while also potentially decreasing HAP payments, moving more families off the program making assistance available to new families, and improving the efficiency and effectiveness of HACP's program. Under this new policy participants who have received a long-term hardship exemption (~~excluding elderly and disabled participants~~) will be required to actively participate in a Self-Sufficiency Program or face possible termination of benefits. This change is similar to that established for Low Income Public Housing Program (described in Chapter 3) and is included in the HACP Administrative Plan.

#### Description of Inspection Strategy:

In 2007 HACP planned to monitor the inspection process and ensure 100% regulatory compliance by fully implementing its automated HQS inspection module. A series of technical issues with hardware and vendor supplied software have repeatedly delayed full implementation of this module, now expected to occur ~~no later than the first quarter of in~~ FY 2008. The system will enable the department to produce enhanced production reports necessary to effectively manage all inspections while significantly increasing the efficiency of inspectors and reducing the amount of time spent entering data collected in the field. The Section 8 Department will conduct 100% of all Annual and Pre-contract Housing Quality Standards (HQS) inspections required in FY 2008.

The HACP Supervisor of Housing Inspections conducts HQS quality control inspections on a regular basis. The sample size used under the MtW Plan is larger than that which is required under the standard Section 8 Management Assessment Program (SEMAP),

thereby creating tighter controls on the quality of inspections conducted. HACP also plans to contract with an outside agency to assist with HQS Quality Control. Enhanced quality control of inspections and all functions of the inspectors are part of the departmental ~~re-~~organization adjustments that are currently underway.

Planned inspections completed FY 2008 by category:

- Annual HQS inspections: 5,800
- Pre-contract HQS inspections: 1200
- HQS Quality Control Inspections: 350

HACP plans to complete 100% of the required inspections in 2008. These planned inspections are included in the numbers above.

#### HQS Enforcement

The HACP will continue to select samples of files with failed HQS inspections to assure that where cited life-threatening deficiencies were discovered, correction was made within 24 hours from the inspection and, for all other cited HQS deficiencies, correction was made no more than 30 calendar days from the inspection (or any PHA approved extension); or, if HQS deficiencies were not corrected within the required time frame, the HACP stopped Housing Assistance Payments beginning no later than the first of the month following the correction period. In addition, where the family caused the HQS deficiency, the HACP will continue to take prompt and vigorous action to enforce the family obligations. This same standard used for SEMAP that focuses on inspection integrity will be used by the HACP for its Housing Choice Voucher Program in FY 2008.

#### Landlord Responsibility Program

In 2008 HACP will develop and implement a Landlord Responsibility Program to create additional mechanisms to ensure accountability from property owners. The Landlord Responsibility Program will have three components: Landlord Orientations; Criminal Background Checks; and property tax payment reviews.

Landlord orientations will be offered to, and may be required of, all program landlords and potential landlords and will cover program rules and regulations, and the respective responsibilities of the landlords, housing authority, and tenants.

Criminal background checks will be conducted on all landlords and potential landlords. Persons with convictions for Methamphetamine manufacture and those who are required Lifetime Sex Offender Registrants will not be permitted to participate in the program. Specific guidelines for other felonies, and specific procedures including policies for appeals and/or hearings regarding such decisions, will be finalized and implemented during 2008. It is expected that these policies and procedures will be similar to those currently in place for applicants with felony convictions.

Property Tax payment status is currently reviewed, at a minimum on new properties requesting to participate in the program, and if property taxes are not current the unit is not approved for voucher assistance. Under the new Landlord Responsibility Program, reviews of property tax payment status will be completed on a more routine basis. A progressive series of sanctions on landlords with delinquent property taxes, which may include sanctions on all properties in a landlord’s portfolio receiving voucher assistance, will be finalized and implemented in 2008.

As details of the Landlord Responsibility Program are finalized, appropriate public comment requirements will be completed if changes to the Administrative Plan are required.

**Table 8-1 - Public Housing Current and Projected Occupancy**

	FY 01 Physical Unit Count	Actual – September 1, 2007			Projected – <del>October</del> December 31, 2008		
		Physical Unit Count	Number Occupied	Percent Occupied	Physical Unit Count	Number Occupied	Percent Occupied
1-1 Addison Terrace	781	691	523	76%	691	<del>598</del> 575	<del>87</del> 83%
1-2 Bedford Dwellings	420	420	355	85%	420	<del>379</del> 374	<del>96</del> 89%
1-3 Allequippa Terrace (1)	120	0			0		
1-4 Arlington Heights	150	150	127	85%	<del>144</del> 143	<del>137</del> 136	95%
1-5 Allegheny Dwellings	282	282	236	84%	<del>272</del> 270	<del>267</del> 265	98%
1-7 Saint Clair Village (7)	680	357	163	46%	357	178	50%
1-8 Bedford Additions (2)	460	0			0		
1-9 Northview Heights	882	592	450	76%	592	462	78%
1-10 Glen Hazel (Cove Place)	39	0			0		
1-11 Hamilton Larimer (3)	324	324	59	18%	30	<del>30</del> 29	<del>100</del> 97%
1-12 Garfield Heights (4)	601	326	200	61%	221	<del>150</del> 133	<del>60</del> 8%
1-13 Addison Addition (5)	194	194	39	20%	45	42	93%
1-14 Kelly Street High Rise	165	132	0	0%	0	0	0%

1-15 PA Bidwell High Rise	130	130	87	67%	120	<del>116</del> 114	95%
1-17 Pressley High Rise	212	211	199	94%	211	205	97%
1-20 Homewood North	135	135	98	73%	135	<del>128</del> 118	<del>95</del> 87%
1-29 East Hills	157	0			0		
1-31 Murray Towers	70	68	66	97%	68	<del>68</del> 66	<del>100</del> 97%
1-32 Glen Hazel Duplexes	104	104	98	94%	104	101	97%
1-33 Glen Hazel High Rise	111	111	72	65%	<del>111</del> 97	<del>72</del> 92	<del>65</del> 95%
1-38 Glen Hazel Homes	18	10	2	20%	10	6	60%
1-40 Brookline Terrace	30	30	25	83%	30	29	97%
1-41 Allentown High Rise	104	104	101	97%	104	102	98%
1-42 Renova	18	18	16	89%	18	17	94%
1-44 South Oakland (Finello)	60	60	48	80%	60	<del>46</del> 51	<del>77</del> 85%
1-45 Morse Gardens	70	70	69	99%	70	<del>68</del> 66	<del>97</del> 94%
1-46 Carrick Regency	66	66	62	94%	66	64	97%

**TABLE 8-2 - PUBLIC HOUSING CURRENT AND PROJECTED OCCUPANCY (CONTINUED)**

	FY 01 Physical Unit Count	Actual – September 1, 2007			Projected – October 1, 2008		
		Physical Unit Count	Number Occupied	Percent Occupied	Physical Unit Count	Number Occupied	Percent Occupied
1-47 Gualtieri Manor	31	31	26	84%	<del>30</del> 31	<del>29</del> 30	97%
**Scattered Sites	225	220	189	86%	254 (8)	2490	984%
1-57 Glen Hazel Accessible	6	6	6	100%	6	6	100%
1-62 Broadhead Manor (6)	64	64	3	5%	0	0	0%
1-64 New Pennley Place	38	39	39	100%	39	<del>39</del> 38	<del>100</del> 97%
1-66 Oak Hill “MROP”	99	80	77	96%	80	77	96%
1-68 Oak Hill Phase 1A	97	97	95	98%	97	95	98%
1-72 Manchester I	20	20	20	100%	20	<del>20</del> 19	<del>100</del> 95%
1-73 Christopher Smith	25	25	23	92%	25	23	92%
1-74 Manchester II	25	25	25	100%	25	245	<del>100</del> 96%
1-75 Manchester III	18	18	18	100%	18	187	<del>100</del> 94%
1-76 Oak Hill Phase 1B	101	101	99	99%	101	99	989%
1-78 Manchester Phase IVa	23	23	22	96%	23	22	96%

1-79 Oak Hill Phase 1C	14	96	94	98%	96	94	98%
1- 80 Silver Lake	0	75	68	91%	75	72	96%
1- 81 Oak Hill Phase 1D	0	56	56	100%	56	<del>54</del> 6	<del>100</del> 96%
1- 82 Bedford Hills Phase 1A	0	24	24	100%	24	<del>24</del> 3	<del>100</del> 96%
1- 83 Bedford Hills Phase 1B	0	50	50	100%	50	<del>49</del> 50	<del>100</del> 96%
1- 85 North Aiken	0	62	62	100%	62	<del>62</del> 0	<del>100</del> 98%
1-86 Fairmont	0	50	50	100%	50	<del>49</del> 50	<del>100</del> 98%
1-87 Legacy Apartments	0	90	90	100%	90	<del>90</del> 87	<del>100</del> 97%
1-XX Bedford Hills Phase 2	0	0			58	<del>5</del> 68	<del>100</del> 97%
<b>Total</b>	<b>7169</b>	<b>5837</b>	<b>4231</b>	<b>72%</b>	<b>5142</b> <del>58</del>	<b>4516</b> <del>44</del> 68	<b>87%</b>

\*\* Scattered Sites include: PA1-22, PA1-39, PA1-43, PA1-50, PA1-51 & PA1-52. Scattered Sites to be sold include: PA1-22, PA1-39, PA1-50 & PA1-51. Units in PA1-38 (Glen Hazel Homes may also be sold.) (1) Community demolished. (2) Community demolished. (3) 294 units approved for demolition. (4) 275 units demolished. (5) 149 units approved for demolition. (6) 64 units to be demolished or sold (7) 155 units awaiting demolition. (8) Includes 2 units to be demolished, 6 ~~to be~~ newly built and 30 to be acquired.

**9.0 RESIDENT PROGRAMS – SELF SUFFICIENCY**

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**OVERVIEW .....1**

**RESIDENT SELF SUFFICIENCY PROGRAMMING .....1**

**COMMUNITY PLANNING MODEL – COORDINATION WITH SITE BASED MANAGEMENT .....2 & 3**

**COMMUNITY PLANNING MODEL – RESIDENT COUNCIL .....4**

**YOUTH DEVELOPMENT INITIATIVES .....5**

**Other Programs .....6**

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**OVERVIEW**

In FY 2005, the HACP focused self-sufficiency program efforts on: 1. The expansion (i.e. increased enrollment) of the HACP’S LIPH and Section 8 self-sufficiency programs; 2. The implementation of a community planning model for the provision of resident self-sufficiency services and 3. The development of youth related programs including a Youth Services Investment Fund.

In FY 2006, HACP integrated existing resident self-sufficiency program components developed during and prior to FY 2005 rather than initiating the development of additional program components.

In 2007 HACP expanded services in employment, strengthened the partnership with site-based management in HACP communities, and further developed cooperative arrangements with other governmental human service agencies.

In 2008 HACP will continue these efforts.

**Resident Self-Sufficiency Programming**

HACP continues to operate two parallel self-sufficiency programs:

- The Section 8 Housing Choice Voucher family self-sufficiency program.
- The Low Income Public Housing family self-sufficiency program.

- Together, the two parallel self-sufficiency programs are the “Realizing Economic Attainment for Life” (REAL) Program. The objectives of the REAL program are to assist residents in becoming self-sufficient through assessment, planning, and referral to needed services. Built on links to public and private sector social services agencies, the REAL program pursues these goals by coordinating services from these social service agencies for resident families.

These services may include, but are not limited to: life skills, job readiness skills, drug and alcohol related services, mental and physical health services, training and education, child care, transportation and employment placement.

The HACP, either directly or through agency partners, will provide entry-level training programs such as housekeeping, painting, on-line college courses, customer service and data entry. The resident employment program will also offer pre-orientations, computer training and drug testing for Section 3 applicants and all persons who wish to receive services. A web site of eligible applicants will be provided to employers through HACP’s home page. HACP will continue to offer (4) job fairs per year and assist local unions to recruit persons for apprenticeship openings.

In 2007, the Self Sufficiency program installed Tracking At A Glance case management software, and the site management offices implemented Emphasys Elite, the upgraded version of the public housing management software used by HACP. Completion of conversion to the upgraded software and implementation and integration of the new case management software will continue into 2008, and is expected to produce improved tracking of participant and partner performance and improved information on program successes.

In addition, the REAL Program upgraded its contact system, referral process, and caseload goal measurement system. These combined efforts will allow for greater tracking of client outcomes, increase communications between site and self-sufficiency staff, and will limit the amount of time required to create reports.

HACP projects enrollment in the Family Self-Sufficiency Program by Section 8 Housing Choice Voucher program families to reach 520. Enrollment in the Low Income Public Housing Family Self-Sufficiency Program is more difficult to project due to the new lease provisions. It is expected to be no less than 500 families. Total combined enrollment will be over 1000 HACP families.

The goals for Resident Self Sufficiency programming in 2008, as reflected in the HACP 2008 Strategic Plan, are listed below. These are also the primary categories that will be used to measure program success.

- Increase enrollment in the HACP Homeownership Program by 25%
- Increase the Outcome Rate in the Family Self Sufficiency Program by 5% (for purposes of this measure, HACP identifies specific participant goals achieved as identified in each participants individual action plan. To count towards this outcome, the following goals are counted: Increase in Income; New Employment; Homeownership; Enrolled in Employment/Training).
- Increase collaboration with outside agencies for in-kind services
- Maximize Section 3 employment in HACP funded projects

- Require able-bodied participants to work or participate in Family Self-Sufficiency program
- Expand use of technology in providing Self-Sufficiency services
- Implement Resident Orientation program for new Section 8 and LIPH participants

### **Community Planning Model – Coordination with Site-Based Management**

In 2007, HACP achieved the goals identified in the 2007 annual plan to create coordination between resident self-sufficiency programming and site-based management operations. These efforts will continue, including integration of Emphasys Elite site management software and Tracking At A Glance case management software; Healthy Homes support for residents who fail housekeeping inspections; and further development of the resident driven Welcome Wagon and the Resident Advisory Board. The site-based service clusters have proven effective, and facilitation of cooperation between residents and site-management will continue.

### **Community Planning Model – Resident Councils**

In 2008 the RSS Department will build on the training foundation that was provided to resident councils over the last 2 years. The goals for 2008 are as follows:

- Tenant Council compliance with the Memorandum Of Understanding (MOU) in regard to holding tenant meetings, participating in the Welcome Wagon, preparing an Annual Report, maintaining financial records, and utilizing the HACP supplied computer to receive letters and information from HACP departments.
- Restructure the Food Bank program to include linking it to the employee sponsored Cupboard of Hope fund and to establish Urban Gardens in (5) family communities.
- Reorganize the monthly Tenant Council Presidents' meeting to include time for Site and Asset managers to discuss regional issues on a monthly basis.
- Improve the agenda for the Resident Advisory Board and add representation for Scattered Sites residents.
- Provide technical assistance to family tenant councils to reduce reliance on HACP for the development and implementation of Community Day programs.
- Provide opportunities for Tenant Councils to receive advocacy training and to work with other groups on community planning and City of Pittsburgh citizen safety projects.
- Establish a Business Training program for Resident Councils and other individuals interested in starting a business or contracting with HACP.

## **YOUTH DEVELOPMENT INIATIVES**

The HACP has successfully initiated a variety of Youth Development and Intervention Programs as part of overall efforts to promote family self-sufficiency, improve community environments and community safety, reduce crime and increase demand and thus reduce the costs of operations. Overall these programs have been successful and will continue to the extent that resources allow.

### **Youth Services Investment Fund**

Established at the Pittsburgh Foundation to improve the outcomes for HACP resident youth ages 13-21 through investment in programs that result in academic success, career development, and good citizenship, the Youth Services Investment Fund (YSIF) has invested over \$500,000. in promising youth programs serving HACP resident youth. These programs include summer and year round programs and include training, counseling, skill development, employment readiness, and job placement services and programs. Additional grants for evidence based, outcome focused programs are expected to support programs during 2008.

### **Additional Youth Programs**

In 2008, the HACP will continue to operate, support, expand and/or improve a variety of youth programs including programs directly operated by the HACP, contracted by the HACP, or conducted in collaboration with other agencies.

A Special Focus will be placed on the Creative Arts Corner at Northview Heights to continue the audio/video production training program and adding dance instruction opportunities for residents on a regular basis. HACP will also continue to advertise the fact that music lessons are available at the studio, while continuing efforts to develop an HACP youth choir. Focused efforts will also continue to support the Street Team. For 2008 the HACP Street Team will continue to be affiliated with HACP's Clean Slate Drug Free Lifestyle program and will focus on leadership development, college preparation, and an employment component.

Other efforts relating to Youth Programs will include the following:

- Develop more program opportunities for females 9-14 years of age.
- Initiate a youth financial literacy and business project
- Collaborate with program partners to increase academic support for students in grades 5-9.
- Continue cooperation with Allegheny County Midget Football League to include violence prevention, coaching, cheerleading and player skill development clinics.
- Continue non-traditional activities with B.J.W.L after school and summer programs for youth ages 6-12 to add activities such as golf, tennis and possibly BMX biking to the activities list.
- Work with program partners to establish three week-long 'fresh air camps' featuring programming on arts, robotics, and the environment.

### **Other Programs**

HACP will continue to operate the Cupboard of Hope program. It will be adjusted to include linking it with the Greater Pittsburgh Food Bank, providing school supplies and clothing to HACP families and also to increase the number of families served in the Holiday Programs.

The HACP will seek to increase the number of grants it receives, will strive to increase the value of leveraged services by 10%, and will work to develop long term funding strategies for the services currently provided through intergovernmental agreements with the Allegheny County Department of Human Services.

The HACP also plans to develop a wired community proposal to link residents to electronic resources. Most likely targeting Hamilton Larimer for a program pilot, the project will include providing each family with a refurbished computer, basic computer training and academic tutoring software.

**10.0 REAL ESTATE PROGRAMS**

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**HOMEOWNERSHIP PROGRAM..... 1**

**HOMEOWNERSHIP PROGRAM**

In FY 2006, the HACP continued to develop the HACP’s agency-wide Homeownership Program pursuant to the Moving To Work Demonstration Agreement by and between HUD and HACP dated November 17, 2000 (the “MtW Agreement”). The MtW Agreement authorizes HACP to establish reasonable low-income home ownership programs that are not limited by the existing Nehemiah and Section 5(h) program requirements, provided that any disposition of current public housing units must be approved in advance by HUD.

The HACP has requested and received approval to terminate the existing Section 5(h) Homeownership Program implementing agreement, and to transfer the disposition approvals associated with that agreement to the Moving To Work Homeownership Program. A listing of the included units is included as an attachment to this plan. The HACP may request additional disposition for homeownership approvals for units in PA-42, PA-43 and PA-52 during 2007.

The HACP’s Homeownership Program provides assistance for HACP residents to purchase a primary residence. From July 2004 through September 2007, HACP has helped 60 first-time homebuyers purchase homes within the City of Pittsburgh.

The HACP is working with a number of outside agencies to assist HACP residents in the Homeownership Programs. Neighborhood Housing Services, Inc., a HUD approved counseling agency, enrolls participants for credit counseling services and homebuyer education class. The HACP is partnering with Sky Bank (now Huntington Bank), Dollar Bank, Citizens Bank and National City Bank to provide Homeownership Program participants with mortgage pre-approval letters and mortgage loans.

During 2008, the HACP Homeownership Program will enroll additional participants, continue training opportunities, and expects to assist an additional 10 low-income families to become homeowners.

The HACP currently operates its Homeownership Program as a MtW homeownership program. The HACP Moving To Work Homeownership Program include numerous program components and approaches which may be used to assist eligible families to

become homeowners, to establish positive equity levels, and to succeed as homeowners after the initial purchase. These components and approaches include the following:

1. The HACP may provide financial assistance to public housing families, Housing Choice Voucher Program participants, or other low-income families to purchase either HACP owned or privately owned housing for use as their primary residence. The form of this assistance may include but is not limited to (a) downpayment assistance, (b) closing cost assistance, (c) subordinate mortgages, (d) direct financing, (e) below-market financing, (f) soft-second mortgage financing for public housing buyers. HACP soft-second mortgage financing (excluding closing cost assistance) shall not exceed 50% of the sales price or \$20,000.00 whichever is less. For each year the participant lives in the property the principal amount of the HACP mortgage will be reduced by 10%. Buyer's debt ratios, employment, income and downpayment required for first mortgages are reviewed and verified by lenders applying their standard underwriting guidelines. In all cases buyers must provide a minimum downpayment from their personal funds. The minimum down payment requirement is one percent (1%) of the net sales price for Program participants. Buyers may also be responsible for prepaid city, county and school taxes due at closing and private mortgage insurance.
2. HACP may provide closing costs assistance to cover expenses which include, but are not necessarily limited to (a) home, pest, survey, mold and radon inspections, (b) home appraisal, loan application and origination fees, (c) document processing, filing fees, courier services and notary stamps, (d) flood insurance, (e) buyer's portion of Pennsylvania real estate transfer tax, (f) settlement company closing fee, (g) three years property and casualty insurance, (h) three-year home warranty policy, (i) six months foreclosure prevention fund, and (j) sewer dye tests.
3. HACP may acquire existing homes or construct new homes using capital funds or other available funds for sale to eligible purchasers, and may do so without adding these units to the ACC.
4. HACP may sell ACC units in its scattered sites portfolio to eligible purchasers participating in the Homeownership Program including units previously approved for homeownership disposition in PA1-22, PA1-38, PA1-39, PA1-50, and PA1-51, as noted above. The HACP may also request disposition approval for homeownership for units in PA-42, PA-43, and PA-52.
5. HACP may use the proceeds from the sale of ACC units to fund replacement housing, to assist additional first-time homebuyers, to further its mission of providing quality affordable housing to eligible households, or for other affordable housing purposes.

6. The HACP may operate and/or utilize other purchase mechanisms, such as land-installment contracts, to assist program participants to complete their home purchase.
7. The HACP may operate a foreclosure prevention program to minimize mortgage defaults in event of a family catastrophe. This program would create a six-month foreclosure prevention fund to temporarily aid tenant buyers who apply for assistance through the Homeowners Emergency Mortgage Assistance Program (HEMAP).
8. Section 8 Housing Choice Voucher program participants may use the Voucher assistance as a mortgage subsidy in the form of monthly assistance payments ("MAP").
9. HACP assistance is used by first-time homebuyers to purchase a home within the City of Pittsburgh.
10. Program participants can purchase single family, town homes, row homes, or condominiums.
11. Family eligibility requirements include (1) Participant must be a first-time homebuyer (2) Participant may be either a current Low Income Public Housing Tenant or Section 8 Housing Choice Voucher Program voucher holder and have been a tenant or voucher holder for at least one year (3) minimum income requirement is \$17,000 per year except for a person with a disability or an elderly person (4) a member of the family must be working at least 30 hours per week except for a person with a disability or an elderly person (5) Participants must not owe HACP money and participant must be in good standing with HACP.
12. The participant must complete a Homebuyer Counseling and Education Program.
13. LIPH buyers are required to have a private home inspection prior to purchase of their home, and Section 8 buyers are required to have both a private inspection and a Section 8 Department HQS inspection.
14. In the event a Section 8 participant desires to purchase a HACP property, the Section 8 buyer must be represented by a HUD-approved independent agency.

15. The HACP's MtW Homeownership Program has been designed as a means for low income public housing tenants and Section 8 tenants to take advantage of the flexibility of the HACP MtW Homeownership Program opportunities and as such are utilized in lieu of the conventional 5(h), Section 32 and Section 8 programs.

**11.0 OTHER INITIATIVES**

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**11.1 SITE-BASED MANAGEMENT..... 1**

**11.2 SITE-BASED MANAGEMENT – PROJECT-BASED ACCOUNTING/BUDGETING (PBA/PBB) .....2**

**11.3 SITE-BASED MANAGEMENT –SITE BASED WAITING LISTS ..... 3**

**11.4 SITE-BASED MANAGEMENT MONITORING MEASURES.....3**

**11.5 ASSET MANAGEMENT MONITORING MEASURES.....4**

**11.6 COMPLIANCE WITH HUD ASSET MANAGEMENT REQUIREMENTS.....4**

**11.7 CREATION OF ENTITIES FOR DEVELOPMENT PURPOSES.....4**

**11.8 ENERGY PERFORMANCE CONTRACTING.....5**

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In FY 2003, the HACP began the planning process to de-centralize the organizational structure of the HACP and to implement site-based management in all HACP-managed communities. In FY 2004, the HACP hired consultants to assist the HACP in the transition to site-based management. The basic organizational changes necessary to implement site-management at the HACP were completed in July 2005. The HACP now operates all HACP-managed communities using a site-based management model. During 2006 and 2007, the HACP continued to monitor performance and make necessary adjustments to streamline operations and improve performance. Additional adjustments are planned in 2008.

**11.1 SITE-BASED MANAGEMENT**

Under the HACP’s site-based management organizational structure, site managers fully responsible for the day-to-day management of each respective HACP community manage each HACP community. Each site manager leads teams of site-based maintenance and property management personnel at each HACP community. Each site manager is directly responsible for maintenance, HUD

regulatory compliance and leasing levels at their respective communities. The site managers are involved in all long-range modernization and development planning in their communities as well as involved in necessary coordination with social services provided to the residents of their communities. The performance of each site-manger is gauged by the performance of their respective communities as measured by a variety of HUD and HACP established criteria including HUD regulatory compliance, HUD performance measures, occupancy levels, rent delinquency rates, and additional measures as determined by the HACP.

The HACP's organizational structure under site-based management consists of largely autonomous site managers operating within 3 separate regional groupings of communities. Each regional group is the responsibility of a single regional Real Estate Asset Manager. The HACP's former Maintenance Department has been replaced by a combination of site-based maintenance staff and a Facilities Services Department that provides specialized maintenance services that would be impractical to provide at each community. These services include pest control, systems engineering, and additional specialized maintenance tasks. Each site manager has site-based maintenance personnel under their supervision to provide routine maintenance. The HACP's Occupancy Department continues to provide admissions processing and waiting list management for all HACP communities. Under site-based management, however, site mangers are responsible for maintaining adequate occupancy levels in their communities.

### **11.2 SITE-BASED MANAGEMENT – PROJECT-BASED ACCOUNTING/BUDGETING (PBA/PBB)**

Project-based accounting and project-based budgeting (PBA/PBB) are essential to the full operational implementation of site-based management. Under PBA/PBB, each site manager is responsible for creating and implementing an efficient and workable budget for their respective communities. Services provided by outside departments (Facilities Services, Resident Self-Sufficiency, Communications, etc.) are charged against the budget of recipient communities. The performance of the site manager in meeting budgetary requirements is one of the monitoring measures applied to each HACP-managed community.

The full implementation of PBA/PBB requires substantial redesign of the HACP's accounting systems. The HACP has contracted with qualified consultants to assist in the necessary redesign of HACP's accounting system and the development of site budgets. Draft 2006 budgets for each HACP community were created by the consultants using 2005 data. Site Managers, with assistance from Real Estate Asset Managers and the Finance department, developed specific site-based FY 2006 budgets late in 2005. For the first time, in 2006, the HACP operated with site-based budgets rather than solely with department-based budgets. The budget process was repeated in 2007, and was refined for the 2008 budget planning cycle, which began in August 2007. As a part of this process, HACP is working to develop and finalize budgeting and accounting systems that support an Asset Management approach. This effort includes implementation of software upgrades to the Finance module of HACP's management software. ~~Where it does not conflict with HACP's goals and strategies for asset management, these systems are being designed to be compatible with HUD's Asset Management guidelines.~~

In conjunction with the effort to implement PBA/PBB, the HACP procured the services of additional consultants to re-engineer the HACP's procurement and inventory control systems. These systems affect the process and authority site managers have to access goods and services; the levels and types of inventory maintained at each community and how records are kept among other basic property management functions. In the initial phase of this effort, completed in 2006-2007, a complete inventory of all HACP materials was completed, and this was used to create a materials catalog listing all items purchased by the HACP. Streamlined requisitioning processes were developed and implemented including the use of blanket purchase agreements with expeditious delivery of materials on an as needed basis. Efforts to rationalize and standardize the item catalog to reduce redundancies and create consistency of materials used across the authority were initiated. A second full inventory combined with the new streamlined catalog helped to consolidate and extend operational improvements. This process also included identification of obsolete and excess materials. A process consistent with disposition policies has been initiated to complete disposition of all obsolete and excess materials ~~prior to the end of 2007~~. Furthermore, new contracts providing for just-in-time delivery of materials are being procured for 2008.

### **11.3 SITE-BASED MANAGEMENT – SITE-BASED WAITING LISTS**

The HACP's site-based waiting list was implemented in July 2006. Information on the operation of HACP's site-based waiting list system and the length of each site waiting list is included in Chapter 2. Initial demographic data has been recorded to establish baselines for tracking impacts of the site-based system. Assessment of the impact, if any and to the extent possible with limited time elapsed, will be included in the 2007 Annual Report.

### **11.4 SITE-BASED MANAGEMENT – MONITORING MEASURES**

During FY 2005 the HACP maintained centralized monitoring of basic property management indicators including occupancy, rent collection, vacant unit turnaround and work orders among other indicators. Monthly, de-centralized, reporting by community was fully implemented in October 2005. Monthly ~~Board~~ reports have included community-based information for each HACP community since January 2006. Late in FY 2006 and in FY 2007, HACP began to establish corrective action plans for under-performing sites. Monitoring measures continue to evolve, and the current ~~daily~~ reports includes information on occupancy/vacancy, move-ins and move-outs, rent collection, work orders ~~created, work orders completed, work orders using inventory, materials relieved from inventory,~~ unit turnaround time, tenant complaints filed and distribution by trade of work orders completed site-by-site financial information. During 2008, HACP will continue to refine, consolidate, and automate the reports.

Results of site monitoring measures include significantly reduced expenditures; generally stable occupancy (see other sections of this plan regarding occupancy levels at specific sites), adequate work order completion times and slightly improved rent collection rates at most sites. Results for Addison Terrace, Northview Heights Estates, and St. Clair Village require substantial improvement, and information on those plans are included in the discussion of occupancy levels in Chapter 2 and in the discussions of redevelopment and repositioning strategies in Chapter 6.

More importantly, Asset Managers and individual Site Managers are able to review specific elements of performance and assess how that is impacted by their actions and other variables. HACP anticipates improved results in 2008 as staff continue to adapt to the site-based model and as software and procurement improvements take hold. More detailed information on monitoring results will be included in the HACP Moving To Work 2007 Annual Report.

### **11.5 ASSET MANAGEMENT MONITORING MEASURES**

Beginning October 1, 2005, the HACP's three Real Estate Asset Managers began assuming oversight and performance monitoring of the HACP's privately managed communities. Contractors provided support and training to the Asset Managers during the first six months of 2006. Privately managed properties are included in each of the HACP's three management regions and in all monthly reports to the Board of Commissioners, and additional monthly reports are provided by private management companies to HACP's Asset Managers. Regular site visits are performed to ensure compliance with HUD regulations, Regulatory and Operating Agreements, and Management Plans. Staff from the Department of Financial Services assist the asset managers in analyzing and reviewing invoices, budgets, reconciliations, and other financial documents submitted by private management companies. The results shown by the monitoring measures for privately managed sites are generally good. The regular reviews have enabled Asset Managers to identify potential issues before they became serious, and to work with the private management companies to address those issues. More detailed information on the result of Asset Management Monitoring Measures will be included in the HACP Moving To Work 2007 Annual Report.

### **11.6 COMPLIANCE WITH HUD ASSET MANAGEMENT REQUIREMENTS**

Under Moving To Work, HACP embarked on a strategy to implement site-based management and Asset Management 2 years prior to HUD's determination that this would be required of all housing authorities. HACP is closely following the development of guidelines for implementation of the new Operating Fund Rule and the Asset Management requirements that accompany that rule. At the same time, HACP continues to develop its own Asset Management policies, procedures, and standards. As those HUD guidelines

continue to evolve and be refined and clarified, HACP will work with HUD to determine what adjustments, if any, are needed to HACP's site-based, asset management, project based budgeting and accounting policies, procedures, and practices to achieve any required compliance.

### **11.7 CREATION OF ENTITIES FOR DEVELOPMENT PURPOSES**

In FY 2006, HACP began the process to establish appropriate affiliate entities and/or instrumentalities, such as affiliate non-profit corporations and/or limited liability partnerships (LP) in order to leverage tax credit investments and complete development or redevelopment initiatives. ~~The non-profit Kelly Street Corporation was established in 2006.~~ In 2007, HACP created the non-profit Allies and Ross Management and Development Corporation. These entities may be used for a variety of development efforts, including but not limited to the Garfield Heights Redevelopment. Allies and Ross may also be used to provide management services to mixed finance or other properties. As development agreements, financing strategies, regulatory and operating agreements and management plans are developed, specific roles for these entities will be defined and included in required submissions.

### **11.8 ENERGY PERFORMANCE CONTRACTING**

Pursuant to the Moving to Work Agreement Attachment A, Section 2, Subsection F – 4, the Housing Authority of the City of Pittsburgh is in the process of negotiating and executing an energy performance contract with Honeywell, Inc. Specifically, HACP's energy performance contract will be entered into pursuant to HACP's Moving to Work authorization to conduct an energy saving program. The program will consist of multifaceted conservation improvements at public housing sites throughout the HACP inventory. Utilizing its MTW authority provided in Attachment A, the provision entitled "Calculation of Subsidy", HACP will extend the current freeze of its utility consumption level for operating subsidy calculation purposes for a twelve year period from the date of the final executed energy performance contract. This level established in the MTW agreement, will remain frozen for the duration of the energy performance contract. Also as specified in the MTW agreement, the HACP will utilize at least 50% of the energy consumption savings generated by the project to pay financing and debt costs and will maintain adequate file documentation showing the basis for HACP's determination that the debt service payments can be funded from the reasonably anticipated energy cost savings. HACP will execute and implement this energy performance contract in 2008.

## 12.0 SUMMARY OF HUD APPROVALS

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12.1 Status of Pending Approvals.....	1
12.2 New Approvals Sought. ....	1
12.3 New Activities as Authorized by the MTW Agreement .....	1

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### **12.1 Status of Pending Approvals**

HACP has received prior approval for all activities proposed in the 2008 Plan based upon HUD approvals of the Years 1-7 Plans (2001-2007). In the 2004 plan HACP withdrew requests for approval of alternative procurement plans originally requested in the Year 1 2001 Plan.

### **12.2 New Approvals Sought**

The HACP is not pursuing any new activities that require separate approvals, and thus is not requesting any new approvals.

### **12.3 New Activities as Authorized by the MTW Agreement**

The HACP 2008 MTW Annual Plan includes the following new activities that are permitted by HACP's Moving To Work Agreement.

HACP will implement modifications to its Low-Income Public Housing Lease and Admissions and Continued Occupancy Policy to create a requirement for participation in self-sufficiency programming for certain groups of tenants. See Chapter 3.

HACP will implement modifications to its Leased Housing/Section 8 Housing Choice Voucher Program Administrative Plan to create a requirement for participation in self-sufficiency programming for certain groups of participants, and to add certain requirements for landlords. See Chapter 8.

HACP will enter into an Energy Performance Contract to conduct an energy saving program that will consist of multifaceted conservation improvements at public housing locations throughout the HACP inventory. See Chapter 11.

# **HOUSING AUTHORITY OF THE CITY OF PITTSBURGH**

## **Comprehensive Capital Develop Plan**

### **Progress Update**

#### **Submitted as an attachment to the HACP 2008 Moving To Work Annual Plan**

This progress update, comprised of the attached chart, is submitted as an update to the “Comprehensive Capital Development Plan,” originally prepared in June of 2005 and updated in December 2005, as “Analysis of Future Development and Modernization to be Funded by Capital Funds and Section 8 Moving to Work Reserves.”

The originally prepared document did not contain the level of detail included on the attached chart, and did not attempt to attach specific development costs to specific funding sources. To the extent that such information is included in the attached, it represents a presentation of the current expectation for funding sources but is not intended to be a final and definitive statement of the funding sources to be used, in part because availability of many funding sources is not yet known.

Representatives of the U.S. Department of Housing and Urban Development will be kept informed as changes to this Comprehensive Capital Development Plan occur. Changes to this attachment that do not represent significant changes to the conceptual framework of the Annual Plan and do not change the nature of resource allocations identified in the Annual Plan will not trigger formal amendment of the Annual Plan to which this is attached.

In addition, the originally prepared document identified substantial funding deficits, and did not include significant potential funding obligations, thus not all projects identified can be completed.

The attached chart includes the projects that have been included in recent years. Several have timelines modified to TBD, To Be Determined, as available funds are not adequate to proceed on these projects at this time. Future funding levels for existing programs, timing of and total possible revenue to be generated by bond issues, and potential funding available from new programs or sources, is unknown at this juncture. Thus it is impossible to project accurately when these projects will proceed.

HACP will continue to keep HUD updated as activities and events impacting these projects occur.

**HOUSING AUTHORITY OF THE CITY OF PITTSBURGH**

As of December 31, 2007

**Planned Development Activity  
2007 - 2011**

	Bedford Phase II Whiteside	Garfield Phase I	Garfield Phase II	Bedford For-Sale (Stage 2)	Garfield Offsite	Manchester Phase IV	Oak Hill Wadsworth Hall	Broadhead	Bedford Phase III	Kelly St
	9% Tax Credits			No Tax Credits					4% Tax Credits	
<b>Tax Credit App Submissions</b>	Apr 2006	Apr 2007	December 2007	NA	NA	NA	December 2007	NA	Aug 2007	NA
<b>Development Team</b>										
HACP Development Manager	Eannarino	Laporte	Laporte	Eannarino	Laporte	Laporte	Berkley	Berkley	Eannarino	Laporte
Developer / Construction Manager	MBS	KBK	KBK	MBS	GJA/KBK	HACP	BCJ		MBS	TBA
Architect	Tai + Lee	Moody Nolan	Moody Nolan	Design Build	Multi-Lynx	Multi-Lynx	PerfidoWeiskoff		Tai/Lee	Rothschild/Doyno
General Contractor				Catranel		REPAL Construction			Mistick	
HACP Outside Counsel	Cohen & Grigsby	Cohen&Grisby		Reno					Cohen & Grigsby	
Equity Partner	Sun America	Red Market Capital							Sun America	
<b>Required # of Demo Units</b>	220	105	40	0	0	0	0	0	0	132
<b>Planned Unit Mix</b>										
Public Housing Only Units					10	6			48	108
Public Housing / Tax Credit Units	58	50	25				40			
Tax Credit Only Units	33	20	15						40	
Market Rate Units	25	20	5				60			
Other				8				40		
<b>Total Planned Units:</b>	<b>116</b>	<b>90</b>	<b>45</b>	<b>8</b>	<b>10</b>	<b>6</b>	<b>100</b>	<b>40</b>	<b>88</b>	<b>108</b>
<b>Projected Dev Costs</b>										
Projected Demo Costs	1,426,594	433,000	200,000	0	85,061	0		0		498,989
Projected Construction Costs	15,293,841	15,114,359	7,062,146	1,536,400	2,200,000	1,496,779	25,654,900		17,776,580	14,324,862
Projected Other Dev Costs	9,493,153	6,275,708	3,137,854	429,235	342,759	237,579	5,334,819	4,193,588	2,859,940	
<b>Total Projected Dev Costs:</b>	<b>26,213,588</b>	<b>21,823,067</b>	<b>10,400,000</b>	<b>1,965,635</b>	<b>2,627,820</b>	<b>1,734,358</b>	<b>30,989,719</b>	<b>4,193,588</b>	<b>20,636,520</b>	<b>14,823,851</b>
<b>Total Per Unit Dev Costs - All Units</b>	225,979	242,479	231,111	245,704	262,782	289,060	NA	104,840		137,258
<b>Funding Sources</b>										
Capital Fund Program	1,064,214	433,000		0	2,627,820	443,086			11,646,757	9,201,483
Replacement Housing Factor	7,387,063									
HOPE VI	2,700,000			795,185		1,291,272			482,000	
HOPE VI Demo										
CFFP Financing		10,600,000	5,200,000							
Emergency Flood Grant								4,193,588		
Program Income	443,000			515,962			9,077,000			
Reserves										
<b>Subtotal HACP Sources:</b>	<b>11,594,277</b>	<b>11,033,000</b>	<b>5,200,000</b>	<b>1,311,147</b>	<b>2,627,820</b>	<b>1,734,358</b>	<b>9,077,000</b>	<b>4,193,588</b>	<b>12,128,757</b>	<b>9,201,483</b>
HACP % of Total Sources	44%	51%	48%	67%	100%	100%	29%	100%		62%
HACP - Per Unit Public Hsg Costs	199,901	220,660	208,000	NA	262,782	289,060	NA	NA		NA
Tax Credit Equity	12,641,000	10,731,512	5,700,000				13,801,167		7,455,000	5,422,368
Other Private Debt	1,478,311			0			6,847,429		1,052,763	
Private equity							1,064,123			
Other Non-HACP Grants, etc.	500,000	58,555		654,488						200,000
<b>Subtotal Non-HACP Sources:</b>	<b>14,619,311</b>	<b>10,790,067</b>	<b>5,700,000</b>	<b>654,488</b>	<b>0</b>	<b>0</b>	<b>21,712,719</b>	<b>0</b>	<b>8,507,763</b>	<b>5,622,368</b>
<b>Total Funding All Sources:</b>	<b>26,213,588</b>	<b>21,823,067</b>	<b>10,900,000</b>	<b>1,965,635</b>	<b>2,627,820</b>	<b>1,734,358</b>	<b>30,789,719</b>	<b>4,193,588</b>	<b>20,636,520</b>	<b>14,823,851</b>
<b>Activity Schedules</b>										
Procure Dev / Const. Mgmt Team	6/1996	4/27/07	9/07-11/07	6/1996	6/22/06	NA	TBD	NA	6/1996	TBD
Prepare Design Documents	2/2006	11/06 - 9/07	11/07-3/08	11/2004	5/07-10/07	10/06	TBD	NA	7/2007	10/06
Prepare / Submit Tax Credit App	4/2006	4/13/07	12/07	NA	NA	NA	12/14/07	NA	8/2007	TBD
Tax Credit Award Notice	9/06	9/07	9/08	NA	NA	NA	5/08	NA	11/30/08	TBD
Prepare Evidentiaries	12/06-5/07	9/07 - 2/08	8/08-12/08	12/05 - 2/06	NA	NA	TBD	NA	10/07-12/07	TBD
HUD Approval / Closing	5/07-8/07	12/07 - 4/08	12/08-2/09	6/06	TBD	NA	TBD	NA	2/2008	TBD
Construction Start	7/07	4/08	3/09	9/07	TBD	3/07	TBD	NA	3/2008	TBD
<b>Construction Completion</b>	<b>10/2008</b>	<b>12/2009</b>	<b>5/2010</b>	<b>5/08</b>	<b>TBD</b>	<b>09/07</b>	<b>TBD</b>	<b>NA</b>	<b>5/2009</b>	<b>TBD</b>

## **Attachment – HACP Compliance with the Violence Against Women Act (VAWA)**

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In recognition of Congress' passage of the Violence Against Women Act ("VAWA") in 2005, HACP has implemented measures to promote lifesaving programs to end sexual and domestic violence against women.

First with regard to the LIPH program, The Housing Authority of the City of Pittsburgh ("HACP") has complied with the VAWA by revising its standard lease. Per terms of its MTW Lease, it states that HACP will not terminate a family for criminal activity directly relating to domestic violence, dating violence, sexual assault or stalking engaged in by a member of a tenant's household, guest or other person under the tenant's control. In addition, the lease has been revised to ensure an exception to the Federal "One Strike Criminal Activity" eviction rule for tenants or other members of a tenant's household who are victims of domestic violence. Moreover, the intent of actual or threatened domestic violence, dating violence or stalking shall not qualify as serious or repeated violations of the lease, or good cause for termination of the assisted tenancy or in any impact the occupancy rights of the victim.

Under the revised lease, HACP may bifurcate a lease in order to evict, remove or terminate the assistance of the offender while allowing the victim, who is a tenant or lawful occupant, to remain in possession.

HACP can require certification that a resident is a victim of domestic violence, such as certification from an attorney, domestic violence agency, medical professional or a police or court record. In such case, a resident will have 14 business days to respond to HACP's request for certification.

Secondly with regard to Section 8 participants, HACP has incorporated into its HAP Contracts and standard lease a provision that a participant can not be terminated from the program for criminal activity if they or a member of their household is a victim of domestic violence and can provide certification of same.

All LIPH residents and Section 8 participants have been notified of HACP's implementation of applicable VAWA provision, and additional notification is provided each tenant as part of the annual recertification process.

In addition, when an incident of domestic violence occurs, City of Pittsburgh Police advise all victims of The Pennsylvania Crime Victims Compensation Program. When an incident occurs on HACP, City Police notify HACP personnel who review police activity reports daily. REAL Family Self-Sufficiency program personnel are then contacted to coordinate necessary follow up to victims of domestic violence. The REAL program service coordinators are assigned to make contact with persons and families listed in the report for domestic violence-related issues. The contact must be made within 72 hours of the incident and a REAL program supervisor decides if additional support is needed. The service coordinator during the initial contact provides the person with a business card, information on PAAR (Pittsburgh Action Against Rape) and WAAR (Women Against Abusive Relationships), provides an opportunity to enroll in the REAL Family Self-Sufficiency Program or addresses other needs (i.e. food, employment, etc.). In addition, HACP allows WAAR to use HACP facilities for counseling and for emergency housing when all shelters are full.

On weekends, support is available through the REAL on call program. Police or any HACP employee can contact REAL On Call and a service coordinator will contact the person/family to determine what support is required. REAL On Call personnel are on duty from 5:00 PM Friday to 8:00 AM Monday and have food coupons and bus passes if needed.

More information on the REAL program and other social service programs are included in Chapter 9 of the Moving To Work Annual Plan.

## Units approved for homeownership disposition

(showing those units still in the housing stock as of 10-31-2007)

### PA-28-P001-022

PA Number	Zip	Address	All Units Pittsburgh, PA
PA-28-P001-022	15210	1603 BALLINGER ST #1	
PA-28-P001-022	15210	1611 BALLINGER ST #2	
PA-28-P001-022	15206	254 AMBER ST #3	
PA-28-P001-022	15216	219 SEBRING AVE #4	
PA-28-P001-022	15206	252 AMBER ST #5	
PA-28-P001-022	15206	250 AMBER ST #6	
PA-28-P001-022	15206	248 AMBER ST #7	
PA-28-P001-022	15206	45 PENN CIRCLE WEST #8	
PA-28-P001-022	15206	5465 BROAD STREET #9	
PA-28-P001-022	15206	246 AMBER ST #10	
PA-28-P001-022	15235	254 TRAVELLA BLVD #11	
PA-28-P001-022	15206	33 PENN CIRCLE WEST #12	
PA-28-P001-022	15206	39 PENN CIRCLE WEST #16	
PA-28-P001-022	15206	43 PENN CIRCLE WEST #17	
PA-28-P001-022	15206	35 PENN CIRCLE WEST #18	
PA-28-P001-022	15214	411 CHAUTAUQUA ST #19	
PA-28-P001-022	15233	1217 SHEFFIELD ST #20	
PA-28-P001-022	15233	1219 SHEFFIELD ST #21	
PA-28-P001-022	15233	1216 HAMLIN ST #22	
PA-28-P001-022	15233	1218 HAMLIN ST #23	
PA-28-P001-022	15206	6535 ROWAN ST #24	
PA-28-P001-022	15216	2534 NEELD AVE #27	
PA-28-P001-022	15210	712 MONTTOOTH ST #28	
PA-28-P001-022	15210	714 MONTTOOTH ST #29	
PA-28-P001-022	15210	716 MONTTOOTH ST #30	
PA-28-P001-022	15210	718 MONTTOOTH ST #31	
PA-28-P001-022	15210	720 MONTTOOTH ST #32	
PA-28-P001-022	15210	722 MONTTOOTH ST #33	
PA-28-P001-022	15210	724 MONTTOOTH ST #34	
PA-28-P001-022	15210	726 MONTTOOTH ST #35	
PA-28-P001-022	15210	728 MONTTOOTH ST #36	
PA-28-P001-022	15210	730 MONTTOOTH ST #37	
PA-28-P001-022	15212	1429 SANDUSKY ST #38	
PA-28-P001-022	15212	1431 SANDUSKY ST #39	
PA-28-P001-022	15216	142 SEBRING ST #40	
PA-28-P001-022	15210	212 CLOVER ST #41	
PA-28-P001-022	15210	214 CLOVER ST #42	
PA-28-P001-022	15210	216 CLOVER ST #43	
PA-28-P001-022	15210	218 CLOVER ST #44	
PA-28-P001-022	15210	213 ROTHMAN ST #45	
PA-28-P001-022	15210	215 ROTHMAN ST #46	
PA-28-P001-022	15210	217 ROTHMAN ST #47	
PA-28-P001-022	15210	219 ROTHMAN ST #48	
PA-28-P001-022	15207	515 FRAYNE ST #49	

PA Number	Zip	Address	All Units Pittsburgh, PA
PA-28-P001-022	15207	517 FRAYNE ST #50	
PA-28-P001-022	15207	521 FRAYNE ST #51	
PA-28-P001-022	15207	523 FRAYNE ST #52	
PA-28-P001-022	15207	527 FRAYNE ST #53	
PA-28-P001-022	15207	529 FRAYNE ST #54	
PA-28-P001-022	15207	533 FRAYNE ST #55	
PA-28-P001-022	15207	535 FRAYNE ST #56	
PA-28-P001-022	15220	\1406 STEUBEN ST #57	
PA-28-P001-022	15226	2337 WOLFORD ST #58	
PA-28-P001-022	15212	3564 BRIGHTON RD #60	
PA-28-P001-022	15226	952 BAYRIDGE AVE #61	
PA-28-P001-022	15210	1602 FIAT ST #62	
PA-28-P001-022	15226	2069 WOODWARD AVE #63	
PA-28-P001-022	15216	1309 METHYL ST #64	
PA-28-P001-022	15201	112 SCHENLEY MANOR DR #65	
PA-28-P001-022	15212	1323 OAKHILL ST #66	
PA-28-P001-022	15226	1541 CHELTON AVE #67	
PA-28-P001-022	15210	221 WAYSIDE ST #68	
PA-28-P001-022	15216	1415 KENBURMA AVE #69	
PA-28-P001-022	15201	111 SCHENLEY MANOR DR #70	
PA-28-P001-022	15235	7314 SOMERSET ST #71	
PA-28-P001-022	15216	948 SHADYCREST RD #72	
PA-28-P001-022	15220	1245 CRANE AVE #73	
PA-28-P001-022	15217	3773 BEECHWOOD BLVD #74	
PA-28-P001-022	15208	6947 HAMILTON AVE #75	
PA-28-P001-022	15210	2113 ECCLES ST #76	
PA-28-P001-022	15210	2115 ECCLES ST #77	
PA-28-P001-022	15210	2119 ECCLES ST #78	
PA-28-P001-022	15210	2121 ECCLES ST #79	
PA-28-P001-022	15210	2125 ECCLES ST #80	
PA-28-P001-022	15210	2127 ECCLES ST #81	
PA-28-P001-022	15210	2133 ECCLES ST #82	
PA-28-P001-022	15210	2135 ECCLES ST #83	
PA-28-P001-022	15212	223 CARRINGTON ST #84	
PA-28-P001-022	15212	225 CARRINGTON ST #85	
PA-28-P001-022	15212	227 CARRINGTON ST #86	
PA-28-P001-022	15212	229 CARRINGTON ST #87	

### **PA-28-P001-038**

PA Number	Zip	Address
PA-28-P001-038	15207	922 JOHNSTON AVE #258
PA-28-P001-038	15207	926 JOHNSTON AVE #259
PA-28-P001-038	15207	930 JOHNSTON AVE #260
PA-28-P001-038	15207	934 JOHNSTON AVE #261
PA-28-P001-038	15207	940 JOHNSTON AVE #262
PA-28-P001-038	15207	944 JOHNSTON AVE #263
PA-28-P001-038	15207	948 JOHNSTON AVE #264
PA-28-P001-038	15207	950 JOHNSTON AVE #265
PA-28-P001-038	15207	970 JOHNSTON AVE #270
PA-28-P001-038	15207	978 JOHNSTON AVE #272

PA Number                      Zip                      Address                      All Units Pittsburgh, PA

**PA-28-P001-039**

PA Number	Zip	Address
PA-28-P001-039	15214	211 W.BURGESS ST #2
PA-28-P001-039	15226	738 WOODBOURNE AVE #3
PA-28-P001-039	15210	700 LILLIAN ST #4
PA-28-P001-039	15226	1405 BROOKLINE BLVD #5
PA-28-P001-039	15216	1512 ROCKLAND AVE #6
PA-28-P001-039	15201	4290 COLERIDGE ST #7
PA-28-P001-039	15216	2724 STRACHAN ST #8
PA-28-P001-039	15206	27 PENN CIRCLE WEST #9
PA-28-P001-039	15211	447 SWEETBRIAR ST #10
PA-28-P001-039	15211	449 SWEETBRIAR ST #11
PA-28-P001-039	15211	453 SWEETBRIAR ST #12
PA-28-P001-039	15211	455 SWEETBRIAR ST #13
PA-28-P001-039	15206	1470 OBERLIN ST #14
PA-28-P001-039	15204	3828 MERLE STREET #15
PA-28-P001-039	15226	2010 PIONEER AVE #16
PA-28-P001-039	15211	116 WILBERT ST #17
PA-28-P001-039	15216	1318 ORANGEWOOD AVE #18
PA-28-P001-039	15210	2159 WHITED ST #19
PA-28-P001-039	15210	2161 WHITED ST #20
PA-28-P001-039	15226	958 NORWICH ST #21
PA-28-P001-039	15216	2367 SARANAC AVE #22
PA-28-P001-039	15216	2344 PALM BEACH AVE #23
PA-28-P001-039	15226	1676 PIONEER AVE #24
PA-28-P001-039	15216	2393 SARANAC AVE #25
PA-28-P001-039	15204	3740 MERLE ST #26
PA-28-P001-039	15206	6622 APPLE ST #27
PA-28-P001-039	15226	517 ROSSMORE AVE #28
PA-28-P001-039	15210	2073 WALTON AVE #29
PA-28-P001-039	15201	1159 WOODBINE ST #30
PA-28-P001-039	15204	802 STANHOPE ST #31
PA-28-P001-039	15221	8331 VIDETTE ST #32
PA-28-P001-039	15216	1630 DAGMAR AVE #33
PA-28-P001-039	15208	114 N DALLAS AVE #34
PA-28-P001-039	15226	2216 WOODWARD ST #35
PA-28-P001-039	15204	2728 STAFFORD ST #36
PA-28-P001-039	15204	2730 STAFFORD ST #37
PA-28-P001-039	15221	1969 ROBINSON BLVD #38
PA-28-P001-039	15226	707 DUNSTER ST #39
PA-28-P001-039	15204	2736 MERWYN AVE #40
PA-28-P001-039	15204	2738 MERWYN AVE #41
PA-28-P001-039	15210	315 ROCHELLE ST #42
PA-28-P001-039	15212	1233 HODGKISS ST #43
PA-28-P001-039	15212	1219 MARSHALL AVE #44
PA-28-P001-039	15212	3851 HIAWATHA ST #45
PA-28-P001-039	15204	1302 HILLSBORO ST #46
PA-28-P001-039	15204	1304 HILLSBORO ST #47
PA-28-P001-039	15204	3176 LADOGA ST #48
PA-28-P001-039	15201	118 SCHENLEY MANOR DR #49
PA-28-P001-039	15208	112 N DALLAS AVE #50

PA Number	Zip	Address	All Units Pittsburgh, PA
PA-28-P001-039	15208	7152 MCPHERSON BLVD #51	
PA-28-P001-039	15219	512 MORGAN STREET #52	
PA-28-P001-039	15204	1253 BERRY ST #53	
PA-28-P001-039	15214	3527 COLBY ST #55	
PA-28-P001-039	15206	537 MELLON STREET #56	
PA-28-P001-039	15206	5461 CLARENDON PL #57	
PA-28-P001-039	15206	7216 MINGO ST #59	
PA-28-P001-039	15201	4307 COLERIDGE ST #60	

## PA-28-P001-050

PA Number	Zip	Address
PA-28-P001-050	15216	1605 CANTON AVE #1
PA-28-P001-050	15216	1607 CANTON AVE #2
PA-28-P001-050	15216	1609 CANTON AVE #3
PA-28-P001-050	15216	1611 CANTON AVE #4
PA-28-P001-050	15216	1613 CANTON AVE #5
PA-28-P001-050	15216	1615 CANTON AVE #6
PA-28-P001-050	15207	4634 MONONGAHELA ST #7
PA-28-P001-050	15207	4632 MONONGAHELA ST #8
PA-28-P001-050	15207	4630 MONONGAHELA ST #9
PA-28-P001-050	15207	4628 MONONGAHELA ST #10
PA-28-P001-050	15207	4626 MONONGAHELA ST #11
PA-28-P001-050	15207	4624 MONONGAHELA ST #12
PA-28-P001-050	15207	4622 MONONGAHELA ST #13
PA-28-P001-050	15207	4620 MONONGAHELA ST #14
PA-28-P001-050	15207	4618 MONONGAHELA ST #15
PA-28-P001-050	15207	4616 MONONGAHELA ST #16
PA-28-P001-050	15207	4732 SYLVAN AVE #17
PA-28-P001-050	15207	4730 SYLVAN AVE #18
PA-28-P001-050	15207	147 ALLUVIAN ST #19
PA-28-P001-050	15207	149 ALLUVIAN ST #20
PA-28-P001-050	15207	151 ALLUVIAN ST #21
PA-28-P001-050	15207	153 ALLUVIAN ST #22
PA-28-P001-050	15207	155 ALLUVIAN ST #23
PA-28-P001-050	15207	157 ALLUVIAN ST #24
PA-28-P001-050	15207	315 FLOWERS AVE #25

## PA-28-P001-051

PA Number	Zip	Address
PA-28-P001-051	15204	1212 STANHOPE ST #1
PA-28-P001-051	15204	1212 1/2 STANHOPE ST #2
PA-28-P001-051	15204	1214 STANHOPE ST #3
PA-28-P001-051	15204	1214 1/2 STANHOPE ST #4
PA-28-P001-051	15204	1111 FAULKNER ST #5
PA-28-P001-051	15204	1113 FAULKNER ST #6
PA-28-P001-051	15204	1115 FAULKNER STREET #7
PA-28-P001-051	15204	1117 FAULKNER ST #8
PA-28-P001-051	15204	2703 SACRAMENTO AVE #9
PA-28-P001-051	15204	324 WYCKOFF AVE #10
PA-28-P001-051	15204	326 WYCKOFF AVE #11
PA-28-P001-051	15204	2649 GLASGOW ST #14

PA Number	Zip	Address	All Units Pittsburgh, PA
PA-28-P001-051	15204	2651 GLASGOW ST #15	
PA-28-P001-051	15204	2700 SACRAMENTO AVE #16	
PA-28-P001-051	15204	2702 SACRAMENTO AVE #17	
PA-28-P001-051	15204	2704 SACRAMENTO AVE #18	
PA-28-P001-051	15204	2706 SACRAMENTO AVE #19	
PA-28-P001-051	15204	2708 SACRAMENTO AVE #20	
PA-28-P001-051	15204	2710 SACRAMENTO AVE #21	
PA-28-P001-051	15204	1208 FAULKNER ST #22	
PA-28-P001-051	15204	1210 FAULKNER ST #23	
PA-28-P001-051	15204	1212 FAULKNER ST #24	
PA-28-P001-051	15204	1214 FAULKNER ST #25	