

PHILADELPHIA HOUSING AUTHORITY



MOVING TO WORK ANNUAL REPORT

**PHA FISCAL YEAR 2019
APRIL 1, 2018 - MARCH 31, 2019**

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Philadelphia Housing Authority
Moving to Work Annual Report Fiscal Year 2019

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I. Introduction

The Moving to Work Annual Report provides information on activities undertaken by the Philadelphia Housing Authority (PHA) under the Moving to Work Demonstration Program (MTW) during Fiscal Year 2019, i.e., the period from April 1, 2018 to March 31, 2019. The format and required content of the Report are defined by the U.S. Department of Housing and Urban Development (HUD) in the current version of HUD Form 50900.

PHA has been an MTW agency since April 2001. The MTW Agreement as amended, which has a term that extends through 2028, describes the authorities granted to PHA under MTW and the requirements for participation. MTW is a demonstration program authorized by Congress, through which PHA and other participating agencies are given the flexibility to waive certain statutes and HUD regulations in order to design and test approaches for providing housing assistance that address one or more of the following MTW statutory objectives:

- 1) Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- 2) Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,
- 3) Increase housing choices for low-income families.

The MTW Agreement allows PHA to combine its three (3) primary HUD funding sources (Public Housing Operating Fund, Capital Fund and Housing Assistance Payments) into a single MTW Block Grant that can be used flexibly and interchangeably for any MTW authorized purpose.

A. MTW Long-Term Goals and Objectives

The flexibility afforded to PHA by its MTW designation has a positive and consequential impact on virtually every area of PHA policy and operations. PHA's MTW status has helped to build and sustain innovative partnerships and leverage substantial additional funds in support of PHA and the City of Philadelphia's ambitious neighborhood revitalization and housing preservation efforts citywide.

PHA views the use of MTW funding and regulatory flexibility as an essential component to implement the long-term goals and objectives detailed in the Board-approved Strategic Directions Plan. The Strategic Directions Plan, which was described in more detail in the FY 2015 MTW Annual Plan, identifies twelve (12) strategic priority areas that guide PHA's major initiatives and resource allocation decisions:

1. Preserve and expand the supply of affordable housing available to Philadelphia's residents with low-incomes;
2. Achieve excellence in the provision of management and maintenance services to PHA residents;
3. Create safe communities in collaboration with neighborhood residents and law enforcement agencies;

4. Enhance resident well-being and independence through partnerships for employment, job training, education, health and other evidence-based supportive services;
5. Improve access to quality housing choices and opportunity neighborhoods through the Housing Choice Voucher program;
6. Incorporate energy conservation measures and sustainable practices throughout PHA operations;
7. Improve customer service, streamline operations and create a business model that is data-driven and high performing;
8. Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity and adheres to the highest ethical standards;
9. Strengthen existing relationships and forge new public, private and philanthropic partnerships to support PHA's strategic goals;
10. Make PHA an employer of choice with an accountable, diverse, trained and productive workforce;
11. Ensure that PHA is a good neighbor and reliable community partner; and
12. Encourage innovation and promote PHA's financial health through ongoing participation in the Moving to Work Program.

B. MTW Initiatives and Accomplishments

In FY 2019, PHA collaborated with the City of Philadelphia and a broad array of neighborhood partners and other stakeholders to increase the supply of affordable housing, preserve existing affordable units, and revitalize and transform neighborhoods in and around distressed public housing developments. PHA's development efforts support the goals established in the Assessment of Fair Housing Plan jointly issued by the City and PHA and accepted by HUD in February 2017. These goals emphasize the importance of a balanced approach to fair housing including preservation of existing housing, development of new affordable rental and homeownership housing, investments to improve the quality of life in distressed neighborhoods, and mobility initiatives to support housing in high opportunity areas.

All of the activities summarized below involve the use of MTW funding and/or regulatory flexibility. PHA's development and neighborhood revitalization initiatives leverage MTW Block Grant funds to secure private equity, City, State and/or other non-PHA funds.

Blumberg/Sharswood

The Choice Neighborhoods Transformation Plan for Sharswood/Blumberg is the largest mixed-income, mixed-use redevelopment project underway in the City of Philadelphia. A key goal of the Plan is to develop 1,200 units of mixed-income housing including affordable rentals and homeownership units. Major housing-related accomplishments in FY 2019 include:

- The \$28M rehabilitation of the 94-unit Senior Tower was substantially completed, and reoccupancy began in March 2019.
- Financing was secured and construction commenced for a new 83 family rental unit phase.

- Street and infrastructure work was completed at the original Blumberg public housing site. This \$8.9M project was designed to reintegrate and connect the site to the community, create three new streets and storm water management infrastructure, and pave the way for future development phases.
- PHA collaborated with its development partners to secure financing for several upcoming housing phases to be developed on PHA-owned land. Habitat for Humanity secured necessary financing and finalized development plans for a 20-unit affordable homeownership phase. Hunt Development, which is slated to build 300 rental and 100 homeownership units, submitted a first rental phase 9% Low Income Housing Tax Credit (LIHTC) application, which is currently under PHFA review. Michaels Development submitted a 4% LIHTC application for the development of new family units and the recapitalization of the existing Harlan Street Apartments, a project that will result in 111 units. HELP USA submitted a 9% LIHTC application to create 55 units with a preference for the homeless, those at risk of homelessness, and veterans in the PHA-owned Reynolds School.

In addition to the planned 1,200 units of new housing, the Transformation Plan envisions Sharswood as a vibrant neighborhood of choice and opportunity, with neighborhood amenities, good schools, jobs for residents and a robust commercial sector.

- Construction was completed on the new 130,000 sq. ft. PHA consolidated headquarters building. The new facility serves as an anchor for the Ridge Avenue commercial corridor, bringing hundreds of employees, residents, applicants and contractors to the neighborhood each day. It consolidates and streamlines PHA's operations under one roof for the first time in decades. The new headquarters facility will generate an approximate \$2M annual savings initially, with further savings to be accrued in future years. It will reduce PHA's annual office costs by greater than 50%, while serving as an economic engine for the Sharswood neighborhood.
- Letters of Intent were executed for a full service grocer, restaurant, and an urgent care facility, for the planned mixed-use project to be developed by Mosaic Development Partners on the Ridge Ave. commercial corridor.
- Phase 2 rehabilitation of the Vaux Community Building (the former Vaux School) was completed. Temple University signed a lease to create a Nurse Managed Clinic, and began offering health care services to the community in February 2019.
- Vaux Big Picture High School (BPHS) completed its first year of operations at the Vaux and welcomed the second incoming class in September 2018. For the first year of school operations, BPHS met or exceeded 95% of the goals established by the School District of Philadelphia.
- PHA received HUD designation of the Vaux Community Building as an EnVision Center, and developed plans to open a Workforce Development Center for public housing and neighborhood residents in April 2019.
- PHA continued its partnership with Philadelphia Horticultural Society to stabilize and green approximately 900 vacant properties in the neighborhood.

Norris Homes/North Central Philadelphia

PHA continued its partnership with the City to implement an ambitious Choice Neighborhoods Transformation Plan for the Norris/North Central area that will result in extensive community improvements and construction of 267 rental and 30 homeownership units, of which 147 will be

replacement housing. MTW Block Grant funds support the project, leveraging a HUD CNI Implementation grant, private equity, City and other funds. In addition to serving as Housing Lead Partner, PHA took over the role of People Lead Partner. As People Lead, PHA now provides case management and other supportive services to relocated and returning Norris residents. Key housing-related accomplishments in FY 2019 include the following:

- Phase II construction of 89 family rental units was substantially completed and reoccupancy commenced in early 2019.
- PHA secured a 9% LIHTC competitive award, and began construction on Phase III, consisting of 50 family rental units and a 10,000 sq. ft. community building.

Citywide Development

Utilizing its MTW financial and programmatic flexibility, PHA continued to serve as a catalyst and major funder for housing and neighborhood development throughout the City, working directly through its PHADC affiliate and in partnership with a diverse group of development partners, including community-based organizations:

- A new 55-unit family townhome Strawberry Mansion Apartments, adjacent to Fairmount Park, was completed and fully occupied early in FY 2019. As part of the \$23.6 million funding package, PHA used the “transfer of assistance” provision of the Rental Assistance Demonstration (RAD) program, thus replacing previously vacant and uninhabitable scattered site units with new, energy efficient and affordable housing.
- The long-awaited Lucien E. Blackwell Community Center opened in October 2018, providing the community with a modern, accessible space for supportive service, recreational, educational and other programming.
- PHA joined the community and development partners to celebrate several grand openings of 167 affordable rental apartments made possible by PHA financial support including Roberto Clemente Homes (38 units), Centennial Village (23 units), New Courtland at St. Barts (42 units), Witherspoon (40 units), and Tioga Apartments (24 units).
- PHA continued to work with Liberty Resources, HACE, Project HOME, Women’s Community Revitalization, New Courtland, and other partners to support planned new housing development at locations throughout the City. Overall, PHA is providing operating subsidies to support more than 3,000 units through the MTW Unit Based Leasing Program. Many of these developments serve special needs populations and provide case management and other vital services to residents.

Public Housing Development

PHA works primarily with third party development partners to construct new public housing units (ACC units). PHA did not add any new public housing units during FY 2019; however, substantial construction progress was made at the New Courtland at Henry Avenue, Phase 1 development (49 ACC units), which is expected to be completed and occupied beginning in the spring of 2019. Also in FY 2019, PHA closed on two additional ACC developments that are projected to be completed in FY 2020: New Courtland at Henry Avenue, Phase 1B (36 ACC units), and Maguire Residence (27 ACC units). Five (5) other new public housing developments, with a total of 199 ACC units, are scheduled to close in FY 2020.

Scattered Site Asset Repositioning

PHA owns a scattered site, public housing portfolio of over 4,000 units, one of the largest such portfolios in the country. Almost all scattered sites were built 60+ years ago and, thus have significant capital needs that vastly outweigh PHA's limited capital funding. In FY 2019, PHA continued to implement a comprehensive asset repositioning strategy to address the portion of the scattered site portfolio including long-term, vacant and uninhabitable units with very high capital needs.

The asset repositioning strategy emphasizes preservation where feasible and cost-effective, with priority placed on units located in strong and emerging market areas. In FY 2019, PHA completed rehab of 212 scattered site units. Rehab work was completed using both internal staff (Operations or "force account" crews) and contractors.

Where preservation is not financially feasible or appropriate, PHA implements a two-prong strategy. The first component involves use of the "transfer of assistance" provisions of the RAD program through which PHA converts and transfers existing scattered site public housing subsidies to Section 8 project-based assistance at new housing developments. To date, PHA has successfully closed on RAD transactions involving transfer of assistance for 626 scattered site units. This process generates new capital dollars, while creating new housing to replace vacant and uninhabitable units.

The second component involves the sale at public auction of vacant and uninhabitable scattered site units to generate capital for affordable housing development. In FY 2018, a total of 112 units were auctioned. The closing process was completed in FY 2019, generating \$9.4M for development and over \$32,000 for PHA's PhillySEEDS non-profit affiliate. In FY 2019, PHA auctioned an additional 67 vacant scattered sites, generating \$4.74M for development and over \$16,000 for PhillySEEDS.

Rental Assistance Demonstration (RAD)

The RAD program allows PHA to leverage MTW Block Grant, private and other capital sources through conversion of public housing subsidies to long-term project based assistance. RAD is a critical component of PHA's efforts to secure new capital resources necessary for the long-term preservation of PHA's existing housing portfolio. Through FY 2019, PHA has closed on 1,396 rental units at nineteen (19) developments sponsored by PHA and partner organizations that will serve veterans, seniors, formerly homeless families and other underserved, diverse populations while also helping to catalyze additional public and private sector investments into neighborhoods. As of March 31, 2019, total investments in RAD sites exceed \$415.37 million, including more than \$193.55 million in investor equity contributions through the LIHTC program. PHA utilizes MTW flexibility and funding in the RAD conversion process, subject to HUD approval.

Affordable Homeownership

PHA continued to implement first-time affordable homeownership initiatives to expand housing choice and increase the number of first time, low-income homebuyers. The new MTW Opening Doors to Affordable Homeownership initiative consolidates PHA's existing HUD-approved Section 5h Homeownership Program, Housing Choice Voucher (HCV) Homeownership Program, other new development homeownership initiatives and homeownership readiness and counseling supports under a single department. Implementation of the new consolidated program was approved by HUD in FY 2019 and is slated to begin in the next fiscal year. A total of 66 PHA residents and HCV participants became new homeowners in FY 2019.

Public Safety Improvements

Utilizing MTW Block Grant funds, PHA continued its efforts to strengthen and improve safety and security for residents and staff including ongoing efforts to hire residents as police officers. The success

of PHA's approach to public safety is demonstrated by the continuing decrease in reported crimes at PHA developments. Comparing calendar years 2017 to 2018, serious crime at PHA sites decreased in all categories except for robberies, which remained constant. Overall, Part I crimes fell by more than 22%.

Resident Supportive Service Programs

PHA utilized MTW Block Grant and other partner-leveraged funds to support a wide range of self-sufficiency, first time homeownership, senior/disabled and youth development programs. Table 21 provides a summary of programs offered and households served during the year.

Re-Entry Initiatives

PHA continued implementation of the MTW Second Chance pilot program, which provides housing and services to returning citizens. Through Second Chance, PHA provides tenant-based vouchers to returning citizens in good standing with the Eastern District Federal Court Supervision to Aid Reentry (STAR) program and the Mayor's Office of Reintegration Services (RISE) program. Second Chance participants are provided with skills, training, and education necessary to successfully reintegrate into society, avoid recidivism, and lead constructive, useful lives. PHA also continued its efforts to support re-entry efforts through a partnership with the Pennsylvania First District Court's MENTOR program.

Voucher Mobility

PHA started a Housing Opportunity Program (HOP) in August 2013 to assist voucher holders in locating units and prospective property owners in opportunity neighborhoods within and outside of Philadelphia. The program was initially a pilot effort supported by HUD grant funds, and is currently funded through PHA's MTW Block Grant. In FY 2019, HOP assisted thirty (30) HCV participants lease homes in opportunity areas.

Rent Simplification

PHA continued to implement previously approved MTW rent simplification initiatives that simplify program administration and provide incentives for economic self-sufficiency.

C. Non-MTW Initiatives and Accomplishments

The following are highlights of PHA's Non-MTW initiatives and accomplishments in FY 2019. Non-MTW initiatives are those activities that do not require the use of MTW regulatory or financial flexibility:

Bartram Village/Kingsessing Choice Neighborhoods Planning & Action Grant

Working with the City, public housing residents, PHA's development partner and a broad-based group of neighborhood stakeholders, PHA began the planning process for Bartram Village/Kingsessing utilizing a \$1.3 million CNI Planning & Action Grant. Resident needs assessments, workshops and other activities were conducted as part of the two-year process to develop a Transformation Plan.

Small Area Fair Market Rents (SAFMR)

PHA began implementation of SAFMRs effective on April 1, 2018. SAFMRs allow PHA to establish multiple HCV payment subsidy standards at the zip code level, instead of utilizing single payment standards for the entire City. Adoption of SAFMRs is projected, over time, to assist HCV program participants to move from areas with high concentrations of poverty to higher opportunity areas that have better access to jobs, education and other services. Briefing sessions, landlord outreach and other materials were modified to reflect this significant change. PHA continues to closely monitor implementation to support leasing in higher opportunity areas, and to minimize any hardships to tenants and landlords in areas that have seen a decrease in rents as a result of SAFMRs.

Veterans Administration Supportive Housing (VASH)

PHA expanded its partnership with the Department of Veteran's Affairs (VA) to serve veterans through the VASH program. The program provides rental assistance for homeless veterans through HUD funding, and offers case management and clinical services through the VA. A total of 638 veterans were housed under the program, including (72) new homeless veterans who secured housing at a unit of their choice. In July 2018, PHA was awarded (34) new vouchers by HUD to further support housing to one of the most vulnerable populations in the city.

Mainstream Vouchers

HUD awarded PHA ninety-nine (99) new vouchers through the Mainstream program, which provides housing assistance to non-elderly persons with disabilities. PHA expanded its partnerships with the City of Philadelphia Office of Homeless Services and Liberty Resources to provide case management and support for Mainstream voucher holders. The new vouchers awarded supplement existing Mainstream vouchers administered by PHA.

Blueprint to End Homelessness Initiative

PHA continued to collaborate with the City of Philadelphia Office of Supportive Housing on the Blueprint to End Homelessness Program that provides housing opportunities for formerly homeless families and individuals moving out of transitional housing.

Smoke Free Initiative

The citywide Smoke Free initiative previously reported by PHA continues to show significant positive results. The policy, which was developed and implemented in 2016 with the active collaboration and support of PHA resident leaders, has resulted in an approximate 50% reduction in the presence of nicotine and second hand smoke, as documented in a study conducted Drexel University and published by the Tobacco Regulatory Science Group in its April 2017 Tobacco Regulatory Science journal.

II. General Operating Information

A. Housing Stock Information

PHA is the fourth largest Public Housing Authority in the United States and the largest provider of affordable housing in the City of Philadelphia. PHA serves eligible low-income households through its two (2) primary housing programs: Public Housing and the Housing Choice Voucher (HCV) program both of which are supported with MTW Block Grant funds.

Public Housing

PHA's public housing inventory includes units for families, seniors, and persons with disabilities. These affordable apartments are located throughout the City in thirty (30) conventional public housing developments, twenty-four (24) Low Income Housing Tax Credit (LIHTC) developments managed by the Philadelphia Asset and Property Management Corporation (PAPMC), and thirteen (13) developments operated by Alternate Management Entities (AME) under contract to PHA. Over 4000 of PHA's public housing units are "scattered sites," i.e. housing units located in single family homes or small buildings of up to 4 units. PHA operates one of the largest scattered site public housing programs in the country.

It is important to note that PHA's portfolio is aging and deteriorating. More than 75% of all units were built over 40 years ago and over 55% were built 60 or more years ago. PHA's estimated \$1 billion capital needs backlog continues to grow each year, creating enormous maintenance challenges.

Table 1 below provides a summary of PHA's actual public housing inventory as of the end of FY 2019. The public housing inventory can be expected to vary from year to year as a result of public housing units being converted to long-term project-based assistance under the Rental Assistance Demonstration program and other factors.

Table 1: Public Housing Inventory

	Units as of 3/31/2019
MTW Public Housing Units*	12,868
Public Housing Units Available for Occupancy**	12,800

* Standing units

** Available for occupancy units exclude units that are vacant and not available for occupancy, including units that are undergoing modernization as defined in CFR 990.145 and other authorized exclusions. The actual number of units that can be occupied is significantly lower than the listed number due to inadequate funding to support rehabilitation of some long-term vacant and distressed (non-viable) scattered site units.

PHA did not add any new public housing units to inventory during FY 2019; however, substantial construction progress was made at the New Courtland at Henry Avenue, Phase 1 development (49 ACC units), which is expected to be completed and occupied beginning in the spring of 2019. Also in FY 2019, PHA closed on two additional ACC developments that are projected to be completed in FY 2020: New Courtland at Henry Avenue, Phase 1B (36 ACC units) and Maguire Residence (27 ACC units). Five (5) other new public housing developments with a total of 199 ACC units are scheduled to close in FY 2020. See FY 2020 MTW Annual Plan for additional information on these planned new public housing developments.

Housing Choice Voucher Program

Through its Housing Choice Voucher (HCV) program, PHA provides rental assistance to families, seniors and persons with disabilities at properties owned by private or non-profit owners. The HCV program also provides support to first time homebuyers. PHA supports HCV program participants in their efforts to find good quality housing units, including housing located in high opportunity areas, through the Housing Opportunity Program.

PHA's voucher inventory includes MTW tenant-based vouchers, project-based vouchers supported through PHA's Unit Based Voucher (UBV) program, as well as vouchers authorized by HUD for special purposes such as the Veterans Affairs Supportive Housing (VASH) Program, Family Unification Program, SRO Moderate Rehab and Mainstream programs. PHA partners with a wide array of mission-driven, non-profit and for profit organizations to provide quality housing opportunities, many which provide site or neighborhood-based supportive services, through the UBV program.

Periodically, HUD issues Enhanced Vouchers and Tenant Protection Vouchers for PHA to administer. As allowed by the MTW Agreement, PHA incorporates Enhanced and Tenant Protection Vouchers into the MTW Block Grant when eligible.

i. Actual New Project Based Vouchers

In FY 2019, PHA entered into Agreements and/or Housing Assistance Payments Contracts for 687 new project-based voucher units under PHA's Unit Based Leasing (UBV) program. A list of new UBV projects and summary descriptions is shown in Table 2 below.

Table 2: Actual New Project Based Vouchers

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Francis House	10	10	Committed	No	New Construction in West Philadelphia for frail seniors
Harlan St	22	22	Committed	Yes	New Construction in West Philadelphia for low-income families – RAD Transfer of Assistance. Project to consist of 45 units of which 22 will be RAD PBV.
Liddonfield	150	150	Committed	No	New Construction in Northeast Philadelphia for seniors
Reynolds School	65	65	Committed	Yes	Rehabilitation of site in North Philadelphia for Veterans-RAD Transfer of Assistance
Susquehanna Square	37	37	Committed	Yes	Rehabilitation of site for low income families in North Philadelphia-RAD Transfer of Assistance
Walton School	44	0	N/A		Project no longer under consideration for PBV HAP contract.
Blumberg Phase III	83	83	Committed	Yes	New construction for low-income families in the Sharswood neighborhood-RAD transfer of assistance
27 th and Susquehanna	74	74	Committed	Yes	New construction for low-income families in the Strawberry Mansion neighborhood
Beury Building	50	0	N/A		Project no longer under consideration for PBV HAP contract.
Westpark Plaza	65	65	Committed	Yes	Rehabilitation and conversion of existing public housing development
Suffolk Manor	137	137	Committed	Yes	Rehabilitation and conversion of existing public housing development

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Cambridge Plaza I	44	44	Committed	Yes	Rehabilitation and conversion of existing public housing development
Edison 64	20	0	N/A		Project no longer under consideration for PBV HAP contract.
	801	687	Planned/Actual Total Vouchers Newly Project-Based		

Describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

In FY 2019, PHA entered into commitments for a total of 687 project-based vouchers in the developments listed above. Three of the projects noted above did not proceed due to changes to owner/development plans.

ii. Actual Existing Project Based Vouchers

In addition to the new units/developments added to PHA's UBV program in FY 2019 shown in Table 2, PHA continued to provide subsidies and provide oversight to 3,583 existing UBV units. Table 3 provides a list of existing UBV projects and summary descriptions, including information on actual unit counts as of March 31, 2019, compared to those projected in the FY 2019 MTW Annual Plan.

Table 3: Actual Existing Project Based Vouchers

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
1315 N 8 th St	25	25	Leased/Issued	Yes	New construction of low-rise apartments in North Philadelphia providing housing and services for homeless youth. Project sponsor is Project HOME.
2415 N Broad Street	88	88	Leased/Issued	Yes	New construction of low-rise apartments in North Philadelphia providing housing and services for homeless individuals. Project sponsor is Project HOME.
46 th St	4	4	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
4th & Diamond	32	32	Leased/Issued	No	North Philadelphia row home development providing housing and services for very low-income families. Project sponsor is Women's Community Revitalization Project.
4050 Apartments	20	20	Leased/Issued	No	New construction of low-rise apartments in West Philadelphia providing housing and services for homeless artists. Project sponsor is People's Emergency Center.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
5317 S 15 th St	1	1	Leased/Issued	No	North Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
7 th and Ritner	5	5	Leased/Issued	No	South Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
810 Arch Street	70	70	Leased/Issued	No	Center City high-rise providing housing and services for the homeless, including youth and senior couples. Project sponsor is Project Home.
Academy Rd	18	18	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
Anna's House	12	12	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for the homeless and persons with mental health issues. Project sponsor is Citizens Acting Together Can Help, Inc.
Arch V Temple	49	49	Leased/Issued	No	North Philadelphia low-rise development serving families. Project sponsor is Columbus Property Management.
Arch VI Temple	40	40	Leased/Issued	No	North Philadelphia low-rise development serving families. Project sponsor is Columbus Property Management.
Arch VII/LIH Walnut	14	14	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Art Apartments	30	30	Leased/Issued	No	West Philadelphia low-rise development serving families. Project sponsor is Pine Lake Management Associates LP.
Ascension Manor	3	3	Leased/Issued	No	North Philadelphia low-rise development providing housing and services for persons with disabilities. Project sponsor is Michaels Organization.
Belmont I	25	25	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for seniors and people with disabilities. Project sponsor is Inglis House.
Belmont II	15	15	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for seniors and people with disabilities. Project sponsor is Inglis House.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Benner/Frankford	8	8	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
Bernice Elza	6	6	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for homeless emancipated teens. Project sponsor is Peoples Emergency Center.
Bethesda Project Bainbridge	20	20	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Bethesda Project Inc.
Bethesda Project South	4	4	Leased/Issued	No	Center City low-rise development providing housing and services for the homeless. Project sponsor is Bethesda Project Inc.
Bethesda Project Spruce	13	13	Leased/Issued	No	Center City low-rise development providing housing and services for the homeless. Project sponsor is Bethesda Project Inc.
Bigham Place	7	7	Committed	No	Existing low-rise apartments in West Philadelphia providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
Blakiston St	7	7	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
Blumberg Phase I	6	6	Leased/Issued	No	New construction of row homes in North Philadelphia serving families. Project sponsor is the Philadelphia Housing Authority.
Blumberg Phase I	51	51	Leased/Issued	Yes	New construction of row homes in North Philadelphia serving families. Project sponsor is the Philadelphia Housing Authority.
Blumberg Senior	94	94	Leased/Issued	Yes	Rehabilitation of Blumberg Senior development. North Philadelphia high-rise providing housing and services for seniors. Project sponsor is the Philadelphia Housing Authority.
Borinquen	17	17	Leased/Issued	No	North Philadelphia scattered row homes for families. Project sponsor is Borinquen Associates II Limited.
Brentwood Parkside	22	22	Leased/Issued	No	West Philadelphia high-rise for families and seniors. Project sponsor is Columbus Property Management.
Cantrell Place	40	40	Leased/Issued	Yes	Substantial rehabilitation development of low-rise apartments in South Philadelphia providing housing and services for seniors. Project sponsor is Presby's Inspired Life.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Casas En La Plaza	29	29	Leased/Issued	Yes	North Philadelphia low-rise for families. Project sponsor is Norris Square Civic Association.
Centennial Village	23	23	Leased/Issued	No	New construction and rehab in West Philadelphia of low-rise apartments for families. Project sponsor is Community Ventures.
Chatham Court Apartments	18	18	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Chatham Apts. Assoc. LP.
Chestnut St	6	6	Leased/Issued	No	University City low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
Cloisters	18	18	Leased/Issued	No	West Philadelphia low-rise, duplex and row home development providing housing and services for the homeless. Project sponsor is Cloisters III Housing Partnership.
Conklin St	3	3	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health/chemical dependency issues. Project sponsor is Columbus Property Management.
Courtyard at Riverview	470	470	Leased/Issued	Yes	South Philadelphia high-rise and row home development for families and seniors. Project sponsor is Michaels Organization.
Dignity 1	10	10	Leased/Issued	No	Germantown/Mt. Airy scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Dignity 15	4	4	Leased/Issued	No	Germantown/Mt. Airy scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Dignity 21	11	11	Leased/Issued	No	Germantown scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Dignity 33	16	16	Leased/Issued	No	Mt. Airy scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Dignity 4	3	3	Leased/Issued	No	Logan (Northwest Philadelphia) scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Dignity Boss	8	8	Leased/Issued	No	Germantown/Mt. Airy scattered row homes providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Dignity Nedro	4	4	Leased/Issued	No	Logan (Northwest Philadelphia) low-rise apartments providing housing and services for women with children (domestic abuse victims). Project sponsor is Community For Dignity & Fairness.
Ditman St	10	10	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services to persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Dunlap School Venture	35	35	Leased/Issued	No	West Philadelphia low-rise development for seniors. Project sponsor is Dunlap Management Partners LP.
Edgewood Manor	33	33	Leased/Issued	No	North Philadelphia low-rise development for families. Project sponsor is Edgewood Manor Associates II LP.
Elders Place I	43	43	Leased/Issued	No	Germantown high-rise development for seniors. Project sponsor is Penn Housing LLC.
Elders Place II	38	38	Leased/Issued	No	Germantown low-rise development for seniors. Project sponsor is Penn Housing LLC.
Fattah Homes I	6	6	Leased/Issued	No	West Philadelphia scattered row homes providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
Fattah Homes II	6	6	Leased/Issued	No	West Philadelphia scattered row homes providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
Fourth St Access	24	24	Leased/Issued	No	North Philadelphia row home and triplex development for families. Project sponsor is Columbus Property Management.
Freedom Village	16	16	Leased/Issued	No	North Philadelphia low-rise development for families. Project sponsor is Freedom Village LP.
Gaudenzia Shelton Court	19	19	Leased/Issued	No	North Philadelphia low-rise and triplex development providing housing and services for young women with chemical dependency. Project sponsor is Gaudenzia Foundation Inc.
Gordon Street	21	21	Leased/Issued	No	North Philadelphia row home development for families. Project sponsor is the Philadelphia Housing Authority.
Grace Townhomes	36	36	Leased/Issued	No	North Philadelphia row home development providing housing and services for families. Project sponsor is Women's Community Revitalization Project.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Haddington III	48	48	Leased/Issued	Yes	Scattered site rehabilitation of row home development in West Philadelphia providing housing and services for homeless families. Project sponsor is Mission First.
Hancock Manor	14	14	Leased/Issued	No	North Philadelphia low-rise providing housing and services for homeless veterans. Project sponsor is Impact Services. HUD-VASH Project Based.
HELP I	14	14	Leased/Issued	No	West Philadelphia row home development providing housing and services for veterans. Project sponsor is HELP USA.
HELP IV	15	15	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for veterans. Project sponsor is HELP USA.
HELP V	37	37	Leased/Issued	Yes	Rehab of low-rise development in the Northern Liberties section of Philadelphia providing housing and services to homeless veterans. Project sponsor is HELP USA.
HELP Philadelphia II	50	50	Leased/Issued	No	West Philadelphia low-rise development providing transitional housing and services for women. Project sponsor is HELP USA.
Hope Bridge (Vine St)	20	20	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Methodist Family Services of Philadelphia.
Hope Bridge (Ogden)	4	4	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Methodist Family Services of Philadelphia.
Imani I	24	24	Leased/Issued	No	West Philadelphia row homes for homeless families. Project sponsor is Peoples Emergency Center.
Imani II	6	6	Leased/Issued	No	West Philadelphia row homes for homeless families. Project sponsor is Peoples Emergency Center.
Imani III	6	6	Leased/Issued	No	West Philadelphia row homes for homeless families. Project sponsor is Peoples Emergency Center.
Imani IV	8	8	Leased/Issued	No	West Philadelphia row homes for homeless families. Project sponsor is Peoples Emergency Center.
Imani V	11	11	Leased/Issued	No	West Philadelphia row homes providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
Impact Veteran's Family Center	8	8	Leased/Issued	No	North Philadelphia low-rise development providing housing and services for veteran families. Project sponsor is Impact Services.
INB Mascher	12	12	Leased/Issued	No	North Philadelphia row home development providing housing and services for families. Project sponsor is Women's Community Revitalization Project.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Inglis Apartments at Elmwood	40	40	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for seniors and people with disabilities. Project sponsor is Inglis House.
Inglis Housing (Morris-Klein Apts)	17	17	Leased/Issued	No	West Philadelphia-high rise development providing housing and services for seniors and people with disabilities. Project sponsor is Inglis House.
Jackson St.	2	2	Leased/Issued	No	Germantown low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Jannie's Place	17	17	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
JBH Homes	15	15	Leased/Issued	No	Fairmount low-rise development providing housing and services for persons with alcohol dependency. Project sponsor is Project Home.
Kate's Place	35	35	Leased/Issued	No	Center City high-rise development providing housing and services for homeless persons with chemical dependency. Project sponsor is Project Home.
Kendrick/Gillespie	11	11	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Keystone St	6	6	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Larchwood	4	4	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Lehigh Park I & II	74	74	Leased/Issued	Yes	North Philadelphia low-rise development providing housing and services for families. Project sponsor is HACE.
Liberty at Welsh	2	2	Leased/Issued	No	Northeast Philadelphia low-rise development providing housing and services for people with disabilities. Project sponsor is Liberty Resources.
Liberty at Disston	5	5	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for people with disabilities. Project sponsor is Liberty Resources.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Lindley Court	11	11	Leased/Issued	No	North Philadelphia low-rise development providing housing and services for seniors. Project Sponsor is Presby's Inspired Life
Los Balcones	21	21	Leased/Issued	No	North Philadelphia row home development for families. Project sponsor is Norris Square Civic Association.
Martin St	7	7	Leased/Issued	No	Roxborough low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Monument Mews	60	60	Leased/Issued	No	West Philadelphia low-rise and row home development for families. Project sponsor is Columbus Property Management.
Monument Rd	11	11	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for homeless emancipated teens. Project sponsor is Methodist Family Services of Philadelphia.
Morton St	2	2	Leased/Issued	No	Germantown low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Mt. Vernon Manor I	15	15	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Mt. Vernon LP.
Mt. Vernon Manor II	15	15	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Mt. Vernon LP.
New Courtland at Allegheny	40	40	Leased/Issued	No	New construction of low-rise apartments in North Philadelphia providing housing and services for seniors. Project sponsor is New Courtland.
New Courtland Apts at Cliveden	32	32	Leased/Issued	No	Germantown high-rise development providing housing and services for seniors. Project sponsor is New Courtland.
New Courtland at St. Barts	42	42	Leased/Issued	Yes	New construction in Northeast Philadelphia of low-rise apartments providing housing and services for seniors. Project sponsor is New Courtland.
Norris Homes Phase II	74	74	Leased/Issued	Yes	New construction in North Central Philadelphia of low-rise apartments and row homes for families. Replacements for Public Housing as part of Choice Neighborhoods. Project sponsor is the Philadelphia Housing Authority.
Norris Apartments Phase III	28	28	Committed	Yes	New construction family replacement units as part of Choice Neighborhoods Plan – RAD conversion
NPCH - Community Building	16	16	Leased/Issued	No	North Philadelphia duplex apartment development for families. Project sponsor is NPCH Associates.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Oakdale Street Apartments	12	12	Leased/Issued	No	North Philadelphia row home development for families. Project sponsor is the Philadelphia Housing Authority.
Osage Ave	2	2	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Parkside 10	41	41	Leased/Issued	No	West Philadelphia scattered site triplexes for families. Project sponsor is Columbus Property Management.
Parkside 11	8	8	Leased/Issued	No	West Philadelphia scattered site triplexes for families. Project sponsor is Columbus Property Management.
Paseo Verdes	19	19	Leased/Issued	No	North Philadelphia row home development for families. Project sponsor is Transit Village Affordable Housing LP.
Patriot House	15	15	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Citizens Acting Together Can Help, Inc.
Penrose	10	10	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Citizens Acting Together Can Help, Inc.
Plymouth Hall	53	53	Leased/Issued	Yes	Rehab of existing public housing. North Philadelphia low-rise development for seniors. Project sponsor is the Philadelphia Housing Authority.
Powelton Heights	30	30	Leased/Issued	No	West Philadelphia low-rise development for seniors. Project sponsor is Columbus Property Management.
Praveen Chestnut	2	2	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for people with disabilities. Project sponsor is Liberty Resources.
Preston St	7	7	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Ray's Place	17	17	Leased/Issued	No	North Philadelphia low-rise development providing housing and mental health services for veterans. Project sponsor is Project Home.
Reed St	8	8	Leased/Issued	No	South Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Regent Terrace	80	80	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Regent Terrace Housing Partnership.
Rhawn St	11	11	Leased/Issued	No	Northeast Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Roberto Clemente House	38	38	Leased/Issued	Yes	Substantial rehabilitation of row home development in North Philadelphia providing housing and services to families. Project sponsor is Nueva Esperanza.
Sandy's/Catherine House	3	3	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for the homeless. Project sponsor is Citizens Acting Together Can Help, Inc.
Sarah Allen Homes	1	1	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Sarah Allen Community Homes LP.
Sarah Allen IV	2	2	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Sarah Allen Community Homes LP.
Sarah Allen V	3	3	Leased/Issued	No	West Philadelphia low-rise development for families. Project sponsor is Sarah Allen Community Homes LP.
Sartain School Apartments	35	35	Leased/Issued	No	North Philadelphia low-rise development for seniors. Project sponsor is Sartain Management Partners LP.
Sedgley Apartments	16	16	Leased/Issued	No	North Philadelphia low-rise development for families. Project sponsor is MPB School Apartments LP.
Sheff/Wingate	8	8	Leased/Issued	No	Northeast Philadelphia mid-rise development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Sheila D Brown Women's Center	9	9	Leased/Issued	No	South Philadelphia low-rise development providing housing and services for women with behavioral disabilities. Project sponsor is Columbus Property Management.
SIL Program	13	13	Leased/Issued	No	Roxborough low-rise development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Inter Community Action Inc.
South 55th St	18	18	Leased/Issued	No	West Philadelphia duplex apartment development for families. Project sponsor is South 55th Street LP.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
South Phila Scattered	19	19	Leased/Issued	No	South Philadelphia low-rise and row home scattered sites providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Spring Garden	9	9	Leased/Issued	No	West Philadelphia low-rise development providing housing and services for homeless families. Project sponsor is Peoples Emergency Center.
Spruce St	3	3	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
St. John Neumann	52	52	Leased/Issued	Yes	New construction in South Philadelphia of low-rise apartments serving seniors. Project sponsor is Archdiocese of Philadelphia.
Strawberry Mansion	55	55	Leased/Issued	Yes	New construction in North Philadelphia of low-rise apartments and row homes for families. Project sponsor is PHA.
Susquehanna Apartments	47	47	Leased/Issued	No	North Philadelphia low-rise development for families. Project sponsor is Susquehanna Apts LP.
Thompson St	20	20	Leased/Issued	No	West Philadelphia low-rise and row home development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.
Tillmon Villanueva	38	38	Leased/Issued	No	North Philadelphia row homes providing housing and services for families. Project sponsor is Women's Community Revitalization Project.
Tioga Family Center	24	24	Leased/Issued	No	New construction of row homes in North Philadelphia providing housing and services for families. Project sponsor is Gaudenzia.
Tioga Gardens	17	17	Leased/Issued	No	North Philadelphia low-rise development for families. Project sponsor is Tioga Gardens Associates.
Walnut Park Plaza	3	3	Leased/Issued	No	West Philadelphia high-rise development for seniors with disabilities. Project sponsor is Walnut Park Associates.
Walnut Park Plaza	224	224	Leased/Issued	No	West Philadelphia high-rise development for seniors. Project sponsor is Walnut Park Associates LLC.
Walnut St	15	15	Leased/Issued	No	West Philadelphia mid-rise development providing housing and services for persons with mental health and chemical dependency issues. Project sponsor is Columbus Property Management.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD? (Yes/No)	Description of Project
	Planned	Actual			
Witherspoon	40	40	Leased/Issued	Yes	Substantial rehab in West Philadelphia of low-rise apartments providing housing and services to seniors. Project sponsor is Presby's Inspired Life.
WCRP-Scattered	21	21	Leased/Issued	No	North Philadelphia scattered site row homes providing housing and services for families. Project sponsor is Women's Community Revitalization Project.
	3,583	3,583	Planned/Actual Total Existing Project-Based Vouchers		

Describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

Not applicable.

iii. Actual Other Changes to MTW Housing Stock During the Plan Year

PHA, in collaboration with the City of Philadelphia and a network of community partners, continued to pursue opportunities and take action to help further the mutual goal of development of new affordable housing. Table 4 below provides an update on changes to PHA's housing stock during FY 2019 and an update on planned initiatives that were identified in the FY 2019 Annual Plan.

Table 4: Actual Other Changes to Housing Stock

Site	Description of Project	Status as of March 31, 2019
Brooklyn Heights	PHA is negotiating the acquisition (PRA) of land in the Mill Creek neighborhood to develop approximately 32 units.	PHA continues to pursue the acquisition of these properties which have complex title issues.
Market West	PHA is working to acquire vacant sites in Haddington neighborhood to develop affordable sites in this West Philadelphia neighborhood.	No longer an active project.
Gordon Street Phase II (Strawberry Mansion)	PHA is planning for the second phase development to support the newly developed Gordon Apartments.	Planning activities are underway for a 70 unit development to begin construction by end of year 2020.
Strawberry Mansion Community Center	PHA plans to identify and acquire property in the Strawberry Mansion neighborhood for a multiservice Community Center.	No longer an active project.
Falls Ridge	PHA is finalizing plans for a long-term sale or lease to Pennrose Properties of land at the former Schuylkill Falls public housing development. Land to be developed as affordable and market rate housing by Pennrose.	Previous plans were cancelled due to financial feasibility issues. PHA listed property for sale for fair market value and accepted an offer proposing construction of approximately 150 market rate units. Closing on the transaction is projected for first quarter of FY 2020.
27 th and Susquehanna	PHA intends to consolidate existing PHA properties and Philadelphia Land Bank sites, and enter into a ground lease with a third party developer to build approximately 78 rental units in the Strawberry	Developer submitted funding application in February 2019; financial closing and construction anticipated to begin in Fall of 2019.

Site	Description of Project	Status as of March 31, 2019
	Mansion neighborhood with potential RAD transfer of assistance.	
Sharswood Acquisition	PHA completed the acquisition of privately owned parcels in the Sharswood neighborhood for the redevelopment of the Norman Blumberg development consistent with HUD-approved CNI Transformation Plan.	Acquisitions completed.
Sharswood Development	PHA has designated Hunt Development Company, HELP USA, Habitat for Humanity and Michaels Development as developers for certain off-site parcels in the Sharswood community. PHA is working with its partners to develop a plan for additional housing development in support of the CNI Transformation Plan goals.	Hunt Development Company submitted an LIHTC application for 60 units; Michaels (Harlan) submitted an application for 111 units; HELP submitted an application for 55 units. If awarded, all transactions should close by end of CY 2019. Habitat for Humanity plans to start construction on 20 homeownership units by Summer of 2019
Liddonfield	PHA completed the sale of this former public housing site to New Courtland, the selected developer who plans to build 300 rental units on the site.	Developer is in the predevelopment planning stage, and plans to apply for 9% LIHTC for 75 phase I units.
2012 Chestnut Street	PHA entered into a development agreement with a private developer (Alterra Property Group) to develop the vacant, former PHA headquarters site at 2012 Chestnut Street into approximately 200 units of housing including 160 market and 40 units targeted to households with incomes at or below 60% of Area Median Income. The development will include 7,000 square ft. of commercial space.	Developer is in the predevelopment stage and anticipates construction to commence in 2020.
Bartram Village	PHA entered into a predevelopment agreement with Pennrose Properties to evaluate the redevelopment of Bartram Village. PHA also submitted an application for Choice Neighborhoods Planning grant funds for the Bartram Village and surrounding Kingsessing neighborhood to support the development of a comprehensive Transformation Plan.	PHA was awarded a \$1.3 million Choice Neighborhoods Planning & Action grant in February 2018. Planning is currently underway with a diverse group of residents and community stakeholders. A final transformation plan is expected to be complete in February 2020, with development activity to follow.
Vaux Community Building	PHA completed Phase 1 renovations to the building, which serves as a community center and focal point for the Sharswood/Blumberg neighborhood revitalization effort. A neighborhood school operated by Big Picture Philadelphia leases space in the building and began operations in September 2017. PHA is completing negotiations with additional non-profit partners to lease space to provide health care and other services for low-income residents.	Big Picture Philadelphia continues to operate the neighborhood school. Temple University School of Nursing opened a nurse-managed health clinic in February 2019. PHA will open a workforce development center and homeownership center in April 2019.
Vacant Lot Disposition	PHA owns approximately 700 vacant lot parcels that are not part of the ACC inventory and that do not have a HUD Declaration of Trust attached to the deed. PHA plans to dispose of the properties for fair market value to the Land Bank, to a PHA affiliate or alternate means.	The PHA Board approved disposition of 57 vacant properties at its Dec 2018 meeting. Environmental review is underway, with disposition applications to be submitted later in CY 2019.
2200-50 Turner Street	PHA may enter into a lease or purchase agreement for this parking lot facility for future development activity.	No longer an active project.
Strawberry Mansion (RFP)	Potential acquisition of homeownership units in Strawberry Mansion area	No longer an active project. See Gordon Street Strawberry Mansion II above.

The RAD program allows PHA to leverage MTW Block Grant, private and other capital sources through conversion of public housing subsidies to long-term project based assistance. RAD is a critical component of PHA's efforts to secure new capital resources necessary for the long-term preservation of PHA's existing

housing portfolio. RAD also allows PHA to transfer subsidies from long-term vacant and distressed scattered site properties to new developments (“transfer of assistance). Table 5 provides a list of RAD development transactions that have closed through FY 2019, including transactions that closed in prior periods. (Note that these developments are also shown in Tables 2 or 3 as they are all part of PHA’s Unit Based Voucher program.) Total investments in RAD sites exceed \$415.37 million, including greater than \$193.55 million in investor equity contributions through the Low Income Housing Tax Credit program. PHA utilizes MTW flexibility and funding in the RAD conversion process, subject to HUD approval.

Table 5: RAD Conversions: Closed Transactions through FY 2019

Property Name	RAD Units	Description
2415 N. Broad	88	Transfer of Assistance
St John Neumann Place II	52	Transfer of Assistance
H.E.L.P Philadelphia V	37	Transfer of Assistance
New Courtland at St. Bartholomew	42	Transfer of Assistance
Lehigh Park I and II	49	Transfer of Assistance
Strawberry Mansion	55	Transfer of Assistance
Haddington III	48	Transfer of Assistance
Roberto Clemente House	38	Transfer of Assistance
Courtyard at Riverview (PA2-121)	470	Conversion of existing AME public housing development
Cantrell Place	40	Transfer of Assistance
Witherspoon Senior Apartments	40	Transfer of Assistance
1315 N. 8th Street	25	Transfer of Assistance
Norris Square Community Alliance Scattered Sites	29	Transfer of Assistance
Norris CNI Phase II	74	Choice Neighborhoods RAD Conversion
Plymouth Hall (PA2-079)	53	Conversion of existing public housing development
Blumberg Phase I	51	Transfer of Assistance
Blumberg Phase II-Senior Building	94	Conversion of existing public housing development
Norris Apartments Phase III	28	Choice Neighborhoods RAD Conversion
Blumberg 83	83	Transfer of Assistance
TOTAL	1,396	

iv. General Description of All Actual Capital Expenditures During the Plan Year

The backlog of unmet and unfunded capital needs for PHA’s public housing developments is estimated at greater than \$1 billion and growing. PHA can address only a small fraction of its capital needs with existing funding. The oldest PHA developments were built more than 70 years ago, and twenty-eight (28) sites are now more than 40 years old. Several sites are functionally obsolete from design, efficiency and operating cost perspectives; however, the availability of funding to support major redevelopment efforts has been extremely limited, a situation that appears unlikely to change in the near future, given federal budget constraints. Table 6 provides a general description of actual capital expenditures in FY 2019.

Table 6: Actual Capital Expenditures FY 2019

Development Name	No	Work Item	Total
Abbottsford Homes	030	504 unit modification/fair hsg	\$ 60,480
		504Site modifications/fair hsg	\$ 20,270
		Admin & Field Office FE&M	\$ 73,136
		LBP testing/monitor asbestos	\$ 19,934
		Relocation	\$ 4,808

Development Name	No	Work Item	Total
Abbottsford Homes Total			\$ 178,628
Arch Homes	018	504 unit modification/fair hsg	\$ 12,607
		504Site modifications/fair hsg	\$ 799
		Comp unit mod, SMART II	\$ 21,107
		Landscaping, tree trimming	\$ 2,658
		LBP testing/monitor asbestos	\$ 30,754
		Relocation	\$ 3,626
Arch Homes Total			\$ 71,551
Arlene Homes	104	504 unit modification/fair hsg	\$ 116
		504Site modifications/fair hsg	\$ 353
		LBP testing/monitor asbestos	\$ 524
Arlene Homes Total			\$ 992
Bartram Village	031	504 unit modification/fair hsg	\$ 4,657
		Admin & Field Office FE&M	\$ 195,766
		Electrical	\$ 243
		Heating Plant Upgrades	\$ 91,921
		LBP testing/monitor asbestos	\$ 57,537
		Maint equip including vehicles	\$ 8,376
		Relocation	\$ 7,560
Bartram Village Total			\$ 366,060
Bartram Warehouse	380	A&E Fees & Professional Serv	\$ 905
Bartram Warehouse Total			\$ 905
Bentley Hall	077	504 unit modification/fair hsg	\$ 1,259
		Comp unit mod, SMART II	\$ 146,493
		Comprehensive unit mod	\$ 18,280
		LBP testing/monitor asbestos	\$ 728
		Relocation	\$ 1,293
Bentley Hall Total			\$ 168,054
Blumberg 83 Units	211	A&E Fees & Professional Serv	\$ 204,529
Blumberg 83 Units Total			\$ 204,529
Blumberg Apartments I LP	207	A&E Fees & Professional Serv	\$ 470,224
Blumberg Apartments I LP Total			\$ 470,224
Blumberg Apts	050	504Site modifications/fair hsg	\$ 705
		A&E Fees & Professional Serv	\$ 156,894
		Infrastructure	\$ 4,627,691
		Other Fees/Costs	\$ 7,000
Blumberg Apts Total			\$ 4,792,290
Blumberg FY20 PH8 55 Units	225	A&E Fees & Professional Serv	\$ 30,332
Blumberg FY20 PH8 55 Units Total			\$ 30,332
Blumberg FY21 PH12 97 Units	226	A&E Fees & Professional Serv	\$ 12,647
Blumberg FY21 PH12 97 Units Total			\$ 12,647
Blumberg Senior Tower	210	A&E Fees & Professional Serv	\$ 43,591
		Comprehensive site improve	\$ 6,806,319

Development Name	No	Work Item	Total
Blumberg Senior Tower Total			\$ 6,849,910
Cassie L Holley	062	504 unit modification/fair hsg	\$ 324
Cassie L Holley Total			\$ 324
Cecil B Moore	100	504 unit modification/fair hsg	\$ 501
		504Site modifications/fair hsg	\$ 662
		LBP testing/monitor asbestos	\$ 1,489
Cecil B Moore Total			\$ 2,652
Champlost Homes	042	504 unit modification/fair hsg	\$ 4,996
		504Site modifications/fair hsg	\$ 8,552
		Comp unit mod, SMART II	\$ 79,419
		Concrete and pavement	\$ 22,150
		LBP testing/monitor asbestos	\$ 22,265
		Relocation	\$ 1,324
Champlost Homes Total			\$ 138,708
CNI Bartram Village	222	A&E Fees & Professional Serv	\$ 20,500
CNI Bartram Village Total			\$ 20,500
College View	065	504 unit modification/fair hsg	\$ 617
		504Site modifications/fair hsg	\$ 2,841
		LBP testing/monitor asbestos	\$ 728
		Plumbing upgrades	\$ 46,170
		Relocation	\$ 1,258
College View Total			\$ 51,614
Emlen Arms	076	504 unit modification/fair hsg	\$ 2,318
		Comp unit mod, SMART II	\$ 8,891
		Comprehensive unit mod	\$ 88,620
		Environmental hazard abate	\$ 1,862
		LBP testing/monitor asbestos	\$ 6,788
Emlen Arms Total			\$ 108,479
Fairhill Apartments	055	504 unit modification/fair hsg	\$ 5,559
		504Site modifications/fair hsg	\$ 2,037
		Admin & Field Office FE&M	\$ 74,446
		Fire safety	\$ 51,189
		LBP testing/monitor asbestos	\$ 25,171
		Relocation	\$ 8,490
		Trash Chute Doors	\$ 4,990
Fairhill Apartments Total			\$ 171,882
Fairhill Square	905	504 unit modification/fair hsg	\$ 10,987
		504Site modifications/fair hsg	\$ 77,247
		Comp unit mod, SMART II	\$ 541,611
		Comprehensive unit mod	\$ 408,723
		Landscaping, tree trimming	\$ 1,563
		LBP testing/monitor asbestos	\$ 113,036
		Relocation	\$ 7,298

Development Name	No	Work Item	Total
		Roof repair/replacement	\$ 55,298
		Unit Renovation	\$ 5,119
Fairhill Square Total			\$ 1,220,884
Francisville	906	504 unit modification/fair hsg	\$ 48,437
		504Site modifications/fair hsg	\$ 68,657
		Comp unit mod, SMART II	\$ 267,821
		Comprehensive unit mod	\$ 470,662
		Landscaping, tree trimming	\$ 2,942
		LBP testing/monitor asbestos	\$ 74,121
		Relocation	\$ 2,497
		Roof repair/replacement	\$ 50,930
Francisville Total			\$ 986,067
Germantown House	152	504 unit modification/fair hsg	\$ 481
Germantown House Total			\$ 481
Germantown/Hunting Park	904	504 unit modification/fair hsg	\$ 33,589
		504Site modifications/fair hsg	\$ 25,201
		Comp unit mod, SMART II	\$ 665,100
		Concrete and pavement	\$ 6,080
		Landscaping, tree trimming	\$ 8,698
		LBP testing/monitor asbestos	\$ 72,015
		Relocation	\$ 1,347
		Roof repair/replacement	\$ 45,513
Germantown/Hunting Park Total			\$ 857,543
Gladys B Jacobs	114	504 unit modification/fair hsg	\$ 689
		LBP testing/monitor asbestos	\$ 4,357
		Relocation	\$ 1,072
Gladys B Jacobs Total			\$ 6,118
Greater Grays Ferry Estates I	139	504 unit modification/fair hsg	\$ 4,221
Greater Grays Ferry Estates I Total			\$ 4,221
Greater Grays Ferry II-A	143	504 unit modification/fair hsg	\$ 501
Greater Grays Ferry II-A Total			\$ 501
Haddington	901	504 unit modification/fair hsg	\$ 4,621
		504Site modifications/fair hsg	\$ 39,636
		Comp unit mod, SMART II	\$ 366,376
		Comprehensive unit mod	\$ 110
		Concrete and pavement	\$ 25,259
		Landscaping, tree trimming	\$ 4,502
		LBP testing/monitor asbestos	\$ 288,066
		Relocation	\$ 1,448
		Roof repair/replacement	\$ 111,832
		Vacant unit rehab program	\$ 236
Haddington Total			\$ 842,087
Haddington Homes	035	504 unit modification/fair hsg	\$ 8,241

Development Name	No	Work Item	Total
		504Site modifications/fair hsg	\$ 8,206
		Admin & Field Office FE&M	\$ 43,105
		Comp unit mod, SMART II	\$ 12,393
		Comprehensive unit mod	\$ 192,994
		LBP testing/monitor asbestos	\$ 26,194
		Maint equip including vehicles	\$ 8,376
		Relocation	\$ 2,335
Haddington Homes Total			\$ 301,845
Harrison Plaza	015	504 unit modification/fair hsg	\$ 13,358
		504Site modifications/fair hsg	\$ 15,628
		A&E Fees & Professional Serv	\$ 43,080
		Comp unit mod, SMART II	\$ 19,893
		Comprehensive unit mod	\$ 753,136
		Environ issues-LBP/asbestos	\$ 988
		LBP testing/monitor asbestos	\$ 46,535
		Relocation	\$ 10,081
		Repair exterior wall surfaces	\$ 35,660
Harrison Plaza Total			\$ 938,360
Harrison Plaza Phase I	223	A&E Fees & Professional Serv	\$ 10,112
Harrison Plaza Phase I Total			\$ 10,112
Haverford Homes	046	504 unit modification/fair hsg	\$ 407
		LBP testing/monitor asbestos	\$ 8,809
		Relocation	\$ 1,258
Haverford Homes Total			\$ 10,474
Hill Creek	029	504 unit modification/fair hsg	\$ 4,018
		504Site modifications/fair hsg	\$ 28,415
		Admin & Field Office FE&M	\$ 33,318
		Comp unit mod, SMART II	\$ 24,598
		Comprehensive unit mod	\$ 156,625
		Landscaping, tree trimming	\$ 15,554
		LBP testing/monitor asbestos	\$ 62,961
		Relocation	\$ 2,463
Hill Creek Total			\$ 327,951
Holmecrest Homes	066	504 unit modification/fair hsg	\$ 3,358
		Environmental hazard abate	\$ 7,934
		LBP testing/monitor asbestos	\$ 4,357
Holmecrest Homes Total			\$ 15,650
Johnson Homes	001	504 unit modification/fair hsg	\$ 49,811
		504Site modifications/fair hsg	\$ 45,095
		Admin & Field Office FE&M	\$ 71,611
		Comprehensive unit mod	\$ 282,370
		LBP testing/monitor asbestos	\$ 87,708
		Relocation	\$ 9,021

Development Name	No	Work Item	Total
Johnson Homes Total			\$ 545,616
Katie B Jackson	063	504 unit modification/fair hsg	\$ 11,189
		Environmental hazard abate	\$ 3,002
		LBP testing/monitor asbestos	\$ 1,457
		Roof repair/replacement	\$ 139,583
Katie B Jackson Total			\$ 155,231
Kingsessing	903	504 unit modification/fair hsg	\$ 14,136
		504Site modifications/fair hsg	\$ 86,072
		Comp unit mod, SMART II	\$ 189,772
		Comprehensive unit mod	\$ 282,503
		Concrete and pavement	\$ 82,346
		Landscaping, tree trimming	\$ 7,068
		LBP testing/monitor asbestos	\$ 47,236
		Relocation	\$ 2,440
		Roof repair/replacement	\$ 97,066
		Vacant unit rehab program	\$ 2,459
Kingsessing Total			\$ 811,096
Lucien E. Blackwell II	150	504 unit modification/fair hsg	\$ 1,152
Lucien E. Blackwell II Total			\$ 1,152
Ludlow	907	504 unit modification/fair hsg	\$ 45,592
		504Site modifications/fair hsg	\$ 56,876
		Comp unit mod, SMART II	\$ 789,973
		Comp unit renovations work	\$ 247
		Comprehensive unit mod	\$ 602,995
		Concrete and pavement	\$ 2,275
		Exterior bldg structures	\$ 2,300
		Landscaping, tree trimming	\$ 6,587
		LBP testing/monitor asbestos	\$ 46,513
		Relocation	\$ 18,554
		Roof repair/replacement	\$ 34,219
Ludlow Total			\$ 1,606,131
Ludlow Phase III	157	504 unit modification/fair hsg	\$ 2,819
Ludlow Phase III Total			\$ 2,819
Mantua	902	504 unit modification/fair hsg	\$ 44,816
		504Site modifications/fair hsg	\$ 37,586
		Comp unit mod, SMART II	\$ 545,878
		Comp unit renovations work	\$ 60
		Concrete and pavement	\$ 18,097
		Landscaping, tree trimming	\$ 11,822
		LBP testing/monitor asbestos	\$ 112,286
		Relocation	\$ 7,469
		Roof repair/replacement	\$ 73,587
		Unit Renovation	\$ 3,149

Development Name	No	Work Item	Total
Mantua Total			\$ 854,749
Mantua I	163	504 unit modification/fair hsg	\$ 9,982
Mantua I Total			\$ 9,982
Marshal Shepard	156	504 unit modification/fair hsg	\$ 1,187
Marshal Shepard Total			\$ 1,187
Morton Homes	049	504 unit modification/fair hsg	\$ 4,053
		504Site modifications/fair hsg	\$ 14,661
		Admin & Field Office FE&M	\$ 103,779
		Comprehensive unit mod	\$ 521,474
		Electrical distribution system	\$ 402,096
		LBP testing/monitor asbestos	\$ 22,943
		Plumbing upgrades	\$ 107,290
		Relocation	\$ 1,072
Morton Homes Total			\$ 1,177,368
Mount Olivet	138	504 unit modification/fair hsg	\$ 105
Mount Olivet Total			\$ 105
Nellie Reynolds Garden	158	504 unit modification/fair hsg	\$ 108
Nellie Reynolds Garden Total			\$ 108
Norris Apartments	014	504Site modifications/fair hsg	\$ 3,216
		A&E Costs	\$ 112,040
		A&E Fees & Professional Serv	\$ 3,109
		Relocation	\$ 46,350
Norris Apartments Total			\$ 164,715
North Central CNI Phase II LP	209	504 unit modification/fair hsg	\$ 1,108
		A&E Fees & Professional Serv	\$ 12,868
North Central CNI Phase II LP Total			\$ 13,976
North Central CNI Phase III	221	A&E Fees & Professional Serv	\$ 183,980
		Demolition	\$ 730,538
North Central CNI Phase III Total			\$ 914,518
Oakdale Street Project	206	504 unit modification/fair hsg	\$ 150
Oakdale Street Project Total			\$ 150
Oxford Jefferson	910	504 unit modification/fair hsg	\$ 26,700
		504Site modifications/fair hsg	\$ 29,474
		Comp unit mod, SMART II	\$ 354,559
		Comprehensive unit mod	\$ 80,759
		Demolition	\$ 45,224
		Landscaping, tree trimming	\$ 11,493
		LBP testing/monitor asbestos	\$ 237,146
		Relocation	\$ 3,748
		Roof repair/replacement	\$ 45,515
Oxford Jefferson Total			\$ 834,618
Oxford Village	032	504 unit modification/fair hsg	\$ 1,167
		504Site modifications/fair hsg	\$ 16,364

Development Name	No	Work Item	Total
		Admin & Field Office FE&M	\$ 27,199
		Comprehensive unit mod	\$ 151,488
		LBP testing/monitor asbestos	\$ 44,078
		Relocation	\$ 1,448
Oxford Village Total			\$ 241,744
Parkview Apartments	054	504 unit modification/fair hsg	\$ 290
		504Site modifications/fair hsg	\$ 4,295
		LBP testing/monitor asbestos	\$ 364
		Relocation	\$ 1,006
Parkview Apartments Total			\$ 5,955
Paschall Phase II LP	174	504 unit modification/fair hsg	\$ 1,725
Paschall Phase II LP Total			\$ 1,725
Passyunk Office	345	Environ issues-LBP/asbestos	\$ 888
Passyunk Office Total			\$ 888
PHA Consolidated Headquarters	220	Public Infrastructure	\$ 1,389,426
PHA Consolidated Headquarters Total			\$ 1,389,426
Pha-Wide	000	A&E Fees & Professional Serv	\$ 153,591
		Computer Upgrades, etc	\$ 62,277
		Energy Efficiency	\$ 817,144
		HVAC upgrades	\$ 40,949
		LBP testing/monitor asbestos	\$ 77,382
		Maint equip including vehicles	\$ 24,689
		Non-Dwelling	\$ 9,573
		Signage	\$ 34,340
Pha-Wide Total			\$ 1,219,945
Plymouth Hall	079	LBP testing/monitor asbestos	\$ 728
		Relocation	\$ 1,258
Plymouth Hall Total			\$ 1,986
Queen Lane Apartments	024	504 unit modification/fair hsg	\$ 1,978
		Comp unit modernization	\$ 255,674
Queen Lane Apartments Total			\$ 257,652
Queen Lane Apartments LP	179	504 unit modification/fair hsg	\$ 88
Queen Lane Apartments LP Total			\$ 88
Queen's Row Low Income	178	504 unit modification/fair hsg	\$ 2,237
		LBP testing/monitor asbestos	\$ 2,549
		Relocation	\$ 5,805
Queen's Row Low Income Total			\$ 10,591
Raymond Rosen	010	504 unit modification/fair hsg	\$ 17,784
		504Site modifications/fair hsg	\$ 24,395
		Admin & Field Office FE&M	\$ 93,341
		LBP testing/monitor asbestos	\$ 35,138
		Plumbing upgrades	\$ 134,352
		Relocation	\$ 7,798

Development Name	No	Work Item	Total
		Vacant unit rehab program	\$ 1,760
Raymond Rosen Total			\$ 314,568
Richard Allen	003	504 unit modification/fair hsg	\$ 408
		504Site modifications/fair hsg	\$ 16,048
		Landscaping, tree trimming	\$ 1,634
		LBP testing/monitor asbestos	\$ 1,424
		Relocation	\$ 2,475
Richard Allen Total			\$ 21,990
Richard Allen IIIA	133	504 unit modification/fair hsg	\$ 606
Richard Allen IIIA Total			\$ 606
Spring Garden Apartments	020	504 unit modification/fair hsg	\$ 771
		504Site modifications/fair hsg	\$ 4,380
		Comprehensive unit mod	\$ 359,239
		Heating Plant Upgrades	\$ 335,121
		Landscaping, tree trimming	\$ 1,677
		LBP testing/monitor asbestos	\$ 40,934
		Relocation	\$ 4,168
Spring Garden Apartments Total			\$ 746,291
Strawberry Mansion	909	504 unit modification/fair hsg	\$ 44,971
		504Site modifications/fair hsg	\$ 53,654
		A&E Fees & Professional Serv	\$ 790
		Comp unit mod, SMART II	\$ 861,014
		Comprehensive unit mod	\$ 234,199
		Exterior bldg structures	\$ 4,703
		Landscaping, tree trimming	\$ 5,955
		LBP testing/monitor asbestos	\$ 29,187
		Relocation	\$ 12,378
		Roof repair/replacement	\$ 91,676
Strawberry Mansion Total			\$ 1,338,527
Susquehanna	908	504 unit modification/fair hsg	\$ 6,028
		504Site modifications/fair hsg	\$ 55,438
		Comp unit mod, SMART II	\$ 735,945
		Comprehensive unit mod	\$ 248,449
		Concrete and pavement	\$ 6,600
		Interior wall repair	\$ 4,043
		Landscaping, tree trimming	\$ 2,380
		LBP testing/monitor asbestos	\$ 72,359
		Relocation	\$ 1,599
		Roof repair/replacement	\$ 60,240
Susquehanna Total			\$ 1,193,081
Warnock II	161	504 unit modification/fair hsg	\$ 7,989
Warnock II Total			\$ 7,989
West Park Apartments	039	504 unit modification/fair hsg	\$ 4,043

Development Name	No	Work Item	Total
		A&E Fees & Professional Serv	\$ 7,095
		Comp unit mod, SMART II	\$ 92,812
		Comprehensive unit mod	\$ 648,394
		Concrete and pavement	\$ 23,338
		Elevator upgrades	\$ 385,624
		Environmental hazard abate	\$ 11,711
		Heating Plant Upgrades	\$ 458,711
		LBP testing/monitor asbestos	\$ 68,203
		Relocation	\$ 2,684
		Repair exterior wall surfaces	\$ 224,137
West Park Apartments Total			\$ 1,926,753
Westpark Plaza	093	504 unit modification/fair hsg	\$ 1,867
		LBP testing/monitor asbestos	\$ 17,951
		Roof repair/replacement	\$ 105,520
Westpark Plaza Total			\$ 125,338
Whitehall Apartments	034	504 unit modification/fair hsg	\$ 830
		504Site modifications/fair hsg	\$ 1,058
		Comp unit mod, SMART II	\$ 61,105
		Concrete and pavement	\$ 28,872
		LBP testing/monitor asbestos	\$ 23,532
		Relocation	\$ 6,363
Whitehall Apartments Total			\$ 121,760
Wilson Park - Senior	013	504 unit modification/fair hsg	\$ 10,951
		504Site modifications/fair hsg	\$ 50,353
		Admin & Field Office FE&M	\$ 124,225
		Comp unit mod, SMART II	\$ 132,539
		Environmental hazard abate	\$ 2,639
		LBP testing/monitor asbestos	\$ 64,433
		Relocation	\$ 12,062
		Roof repair/replacement	\$ 26,540
Wilson Park - Senior Total			\$ 423,742
Grand Total			\$ 35,606,737

B. Leasing Information

i. Actual Number of Households Served

PHA provided housing assistance to approximately 30,792 households in FY 2019 through the Public Housing (n=11,902) and HCV (n=18,890) programs, including both MTW and Non-MTW Special Purpose vouchers. Excluding non-MTW vouchers, the total number of MTW-only households served was 29,641 as shown on the HUD required Table 7 below. The MTW HCV Utilized figure includes RAD units. Non-MTW vouchers are shown in Table 8.

Table 7: MTW Households Served Planned vs. Actual

Number of Households Served Through	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	157,188	142,824	13,099	11,902
MTW HCV Utilized***	210,528	212,868	17,544	17,739
Local, Non-Traditional: Tenant-Based	0	0	0	0
Local, Non-Traditional: Property-Based	0	0	0	0
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	367,716	355,692	30,643	29,641

*Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied throughout the full Plan Year (as shown in the Annual MTW Plan).

**Planned Number of Households Served is calculated by dividing the Planned Number of Unit Months Occupied/Leased by the number of months in the Plan Year (as shown in the Annual MTW Plan).

***MTW HCV Utilized includes MTW tenant based vouchers that have been project-based and 889 RAD units.

Describe any differences between the planned and actual households served:

PHA noted in the Annual Plan that the actual number of households served may vary based on RAD conversion schedules and other factors. In addition to variances in RAD conversion schedules, other factors that resulted in differences in the number of households served included changes to lease up schedules for new project-based developments, move out rates and unit turnover timetables. Note that the calculation methodology required in Table 7 effectively undercounts the actual number of households served because it is based on a full year of occupancy. For example, if two households each lived in PHA housing for 6 months during the year, Table 7 would only count this as 1 household. See also “Discussion of Any Actual Issues/Solutions Related to Leasing” narrative below.

Table 8: Non-MTW Households Served Planned vs. Actual

	Number of Unit Months Occupied/Leased		Number of Non-MTW Households Served	
	Planned	Actual	Planned	Actual*
Mainstream	1,440	1,068	120	89
VASH	8,436	7,116	703	593
VASH Project Based	168	156	14	13
Mod Rehab	2,436	2,364	203	197
SRO	3,552	3,108	296	259
TOTAL	16,032	13,812	1,336	1,151

HUD requires that all MTW agencies submit Tables 9 and 10 below, which report on local, non-traditional housing and services, i.e. housing units and/or supportive services which utilize MTW funds but that are not public housing or HCV-related. PHA does not currently have any such units or service programs.

Table 9: Local, Non-Traditional Housing Programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-Based	N/A	0	0	0	0
Property-Based	N/A	0	0	0	0
Homeownership	N/A	0	0	0	0
	Planned/Actual Totals	0	0	0	0

Table 10: Local, Non-Traditional Service Programs

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
0	0	0

In addition to its large public housing and HCV rental assistance programs, PHA utilizes MTW funds to support public housing and HCV residents who wish to become first time homebuyers. PHA's Homeownership Department works with a network of local partners to provide counseling, financial literacy, down payment assistance and other support services. In FY 2019, a total of 66 residents became first time homebuyers including 15 residents who purchased scattered site units through the 5h program, 25 HCV participants who utilized vouchers to purchase private market unit and 26 additional households who utilized other locally available resources to purchase homes.

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Table 11: Issues/Solutions Related to Leasing

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	The Blumberg Senior Tower remained vacant for most of FY 2019, while rehab was taking place as part of a RAD conversion. Reoccupancy began in March 2019. As with prior years, PHA continued to face challenges related to the high cost of rehabilitation of scattered site units. Additionally, efficiency units continued to have high refusal rates that negatively impacted overall occupancy. PHA continues to work to screen and maintain ready pools of applicants to respond to high refusal rates at hard to lease sites.
MTW Housing Choice Voucher	PHA continued to explore new approaches to boost leasing in opportunity areas including ongoing operation of a Housing Opportunity Program, which provides services and supports to voucher holders who wish to move to new neighborhoods. PHA expects that implementation of Small Area FMRs, which began in FY 2019, will enhance voucher holders' ability to secure units in opportunity areas. PHA plans to closely monitor SAFMR implementation.
Local, Non-Traditional	N/A

C. Waiting List Information

i. Actual Waiting List Information

PHA continues to maintain its waitlists in accordance with its Board of Commissioners-approved HCV Administrative Plan and Public Housing Admissions and Continued Occupancy Policy, as applicable. PHA's conventional and scattered sites, PAPMC-managed, and Alternately Managed (AME) public housing sites are subject to site-specific waitlist policies. PHA also operates a centralized "first available"

waitlist for referral programs and for applicants who elect this option. Conventional and scattered site public housing waiting lists are open are for seniors, those needing accessible units, and special programs including the nursing home initiative, Blueprint to End Homelessness, and DHS Youth Aging Out Pilot Program. PAPMC and AME waiting lists remain open at this time.

The HCV waiting list is currently open only for applicants who qualify for admission under HUD’s Special Purpose Voucher programs (VASH, Mainstream) and for applicants referred to PHA from external agencies with whom PHA has a referral agreement as described in the Administrative Plan such as the “Blueprint” and “Second Chance” programs. These applicants are referred to PHA, entered onto the waiting list and then selected for either the Special Purpose Voucher or per the referral agreement.

Developments under PHA’s Unit Based Voucher program continued to establish and operate site-based waiting lists in accordance with PHA’s HCV Administrative Plan and/or with each owner’s regulatory and operating agreement with PHA or approved tenant selection plan. PHA’s waiting list data does not include UBV site-based waiting list data, except for PAPMC-managed UBV developments.

Table 12 provides information on HCV, conventional and scattered site public housing and PAPMC-managed waiting list as of March 31, 2019.

Table 12: Waiting List Information at Fiscal Year End

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Fiscal Year
HCV Tenant Based	Community-Wide	13533	Partial –Special purpose & referrals only	Partial
HCV Project Based (PAPMC managed only)	Site-Based	12545	Open	Open
Public Housing 1 – Conventional & Scattered Sites	First Available and Site-Based	13587	Partial – Open for Seniors & 504 Applicants only	Partial
Public Housing 2 – PAPMC Tax Credit	Site-Based	44636	Open	Open

Describe any duplication of applicants across waiting lists:

Waiting lists are maintained separately by program, and there may be duplication across the various waiting lists. For example, households on the HCV waiting list may also be on the Public Housing and/or PAPMC lists.

For informational purposes, details on the racial and ethnic composition of PHA’s waiting list applicants are provided in Tables 13 and 14 below. PHA has also provided data on its Limited English Proficiency Policy as an appendix to this document.

Table 13: Waiting List Applicants by Race

Waiting List	White	Black	American Indian	Asian	Hawaiian/ Pacific Islander	Other	Total
HCV-Tenant Based	2302	10761	165	242	30	33	13533
HCV – Project Based (PAPMC managed only)	2200	9974	165	100	94	12	12545
Public Housing Conventional & Scattered Sites	2829	10343	178	139	78	20	13587

Public Housing (PAPMC managed)	8475	34937	504	377	244	99	44636
Total	15806	66015	1012	858	446	164	84301

Table 14: Waiting List Applicants by Ethnicity

Waiting List	Hispanic	Non Hispanic	Other	Total
HCV-Tenant Based	792	12724	17	13533
HCV – Project Based (PAPMC managed only)	1339	11198	8	12545
Public Housing Conventional & Scattered Sites	1219	12359	9	13587
Public Housing (PAPMC managed)	4432	40168	36	44636
Total	7782	76449	70	84301

ii. Actual Changes to Waiting Lists in the Plan Year

PHA implemented its waiting list policies in accordance with Board approved policy documents.

D. Statutory Objectives and Requirements

Under the MTW Agreement between PHA and HUD, PHA is required to meet certain statutory objectives and other requirements, and to report on them in the MTW Annual Report. The tables below provide the required information.

i. 75% of Families Assisted Are Very Low Income

Within the public housing program, approximately 91% of households served are very low income, i.e. households with incomes at or below 50% of Area Median Income. Within the HCV program, greater than 95% of households served are very low income. HUD verifies this data through PHA's electronic submissions under HUD's PIC system. Table 15 is required by HUD; however, as noted, PHA did not operate any local, non-traditional programs in FY 2019.

Table 15: Local Non-Traditional Households and Income Levels

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80% - 50% Area Median Income	0
49% - 30% Area Median Income	0
Below 30% Area Median Income	0
Total Local, Non-Traditional Households Admitted	0

ii. Maintain Comparable Mix

As first noted in the FY 2014 Annual Report, beginning in May 2013, HUD has required MTW agencies to provide data on the number of persons in each household served as of the date of entry to the MTW program and as of the current fiscal year. While PHA has this data available for the current fiscal year, it does not have data and is unable to report on household size as of April 2001, which is the effective date of the MTW Agreement.

Note that PHA provided *bedroom size* data as part of its initial MTW submissions, but did not provide *household size* data. PHA's current information technology systems do not have 2001 data available. Therefore, PHA is not able to provide the information required in Tables 16 and 17 below relative to the size of families served in the MTW baseline year. PHA will work with HUD's MTW Office to identify potential solutions to this issue if necessary. For informational purposes, Table 18 provides a breakdown of PHA households by bedroom size when PHA became an MTW agency.

Table 16: Baseline Mix of Family Sizes Served

BASELINE MIX OF FAMILIES SERVED UPON ENTRY TO MTW					
Family Size	Occupied Number of Public Housing units	Utilized HCVs	Non-MTW Adjustments	Baseline Mix Number	Baseline Mix Percentage
1 Person	N/A	N/A	N/A	N/A	N/A
2 Person	N/A	N/A	N/A	N/A	N/A
3 Person	N/A	N/A	N/A	N/A	N/A
4 Person	N/A	N/A	N/A	N/A	N/A
5 Person	N/A	N/A	N/A	N/A	N/A
6+ Person	N/A	N/A	N/A	N/A	N/A
TOTAL	N/A	N/A	N/A	N/A	N/A

Table 17: Mix of MTW Family Sizes Served in FY 2019

Family Size	Baseline Mix Percentage	Number of MTW Households Served in Plan Year	Percentage of MTW Households Served in Plan Year	Percentage Change from Baseline Year to Current Plan Year
1 Person	N/A	12,021	40.5%	N/A
2 Person	N/A	6,097	20.6%	N/A
3 Person	N/A	4,975	16.8%	N/A
4 Person	N/A	3,441	11.6%	N/A
5 Person	N/A	1,717	5.8%	N/A
6+ Person	N/A	1,390	5.0%	N/A
TOTAL	N/A	29,641	100%	N/A

Table 18: Mix of MTW Households by Bedroom Size in April 2001

	Bedroom Sizes of PHA Households in April 2001		
	Public Housing	HCV	Total
1 Bedroom/SRO	2,113	2,722	4,835
2 Bedroom	3,157	3,369	6,526
3 Bedroom	4,332	5,834	10,166
4 Bedroom	1,180	918	2,098
5 Bedroom	691	195	886
6+ Bedroom	245	50	295
Total	11,718	13,088	24,806

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

HUD requires information on households transitioned to self-sufficiency for any MTW activities that report on HUD's standard metric SS #8. Table 19 below provides the HUD-required information.

Table 19: Transition to Self Sufficiency

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency	MTW PHA Definition of Self Sufficiency
Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV/MTW Activity #2004-3	179 (HCV) 271 (Public Housing)	<ul style="list-style-type: none"> • For HCV, PHA defines a household that transitions to self-sufficiency as a household that exits the program as a result of being over-income or one that receives no HAP subsidy but still qualifies as a program participant. • For public housing, PHA defines a household that transitions to self-sufficiency as a public housing household whose income is at or above 80% AML.
Second Chance Initiative/MTW Activity #2016-1	5 HCV	See above
	0	Households Duplicated Across MTW Activities
	455	Total Households Transitioned to Self Sufficiency

III. Proposed MTW Activities

All proposed MTW activities that were granted approval by HUD are reported on in Section IV as 'Approved Activities'.

IV. Approved MTW Activities

A. Implemented Activities

i. MTW Activity 2011-1: Partnership Programs Initiative

Description/Update/Impact

PHA utilizes MTW authority to expand public housing for special needs and other targeted groups in partnership with non-profit neighborhood groups, universities, state and local government, and other stakeholders. This flexible, services-oriented model allows PHA to leverage PHA and partner resources to provide public housing options and, where appropriate and feasible, related health care, educational, and/or other necessary services to low-income families and individuals. Authorized features of this initiative include, but are not limited to, the following:

- Admissions and continued occupancy requirements for the initiative may vary from standard public housing and will be determined for each project in order to promote seamless integration of the partner's subsidy sources with MTW block grant funds.
- Partnership initiatives must serve households earning 80% of AMI or below. PHA's MTW funds may not be used to subsidize households who are not low-income.
- PHA will leverage its funds with other partner resources in order to avoid duplicative services and payments and to maximize the value of funds invested in the Partnership Initiative.
- Potential models include, but are not limited to, domiciliary care for seniors and people with disabilities; housing options for youth, including those aging out of foster care; and permanent supportive housing.
- Budgets and agreements between PHA and its partners will adjust subsidy to allow for recoupment of PHA's capital investment as fee income where financially feasible, particularly in situations in which the partner's subsidy is intended to cover all or some of the housing costs.
- While each development is expected to have different features, programmatic components may include: preferences for specific target populations, including referrals from partner agencies; program contracts for participants that may include requirements for case management, participation in services, or other requirements; time limits on housing subsidies; modified occupancy standards; availability of stipends; and other components.

PHA did not add any new public housing units during FY 2019; however, substantial construction progress was made at the New Courtland at Henry Avenue, Phase 1 development (49 ACC units), which is expected to be completed and occupied beginning in the spring of 2019. Also in FY 2019, PHA closed on two additional ACC developments that are projected to be completed in FY 2020: New Courtland at Henry Avenue, Phase 1B (36 ACC units), and Maguire Residence (27 ACC units). Five (5) other new public housing developments, with a total of 199 ACC units, are scheduled to close in FY 2020.

Approval and Implementation

- Approved FY 2011
- Implemented FY 2012
- Modified FY 2013 to incorporate specific components applicable to the youth aging out of foster care partnership with the Philadelphia Department of Human Services (DHS)

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the metrics identified in the FY 2019 Annual Plan.

Challenges In Achieving Benchmarks & Possible Strategies

Changes to financing and construction schedules for its third party development partner impacted PHA's ability to achieve the units of housing benchmark. As noted above, the units are projected to come on-line in FY 2020.

Metrics

HC #1: Additional Units of Housing Made Available *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	49 units	0	No
* The HUD Standard Metrics for this activity will depend on the MTW flexibilities required and the type of service provided at each site. As additional agreements with service providers are finalized, further HUD Standard Metrics may be added depending on the terms and necessary flexibilities of the agreements. None of the listed projects for FY19 require MTW waivers at present other than the use of MTW Block Grant funds				
CE #4: Increase in Resources Leverage – ALL Planned FY 2019 Projects *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$18,500,000	\$18,500,000	Yes
* The HUD Standard Metrics for this activity will depend on the MTW flexibilities required and the type of service provided at each site. As additional agreements with service providers are finalized, further HUD Standard Metrics may be added depending on the terms and necessary flexibilities of the agreements. None of the listed projects for FY19 require MTW waivers at present other than the use of MTW Block Grant funds.				

ii. MTW Activity 2004-1: Neighborhood Development & Revitalization Initiatives

Description /Update/Impact

PHA utilizes MTW authority to substantially increase housing choices for residents and applicants. PHA is continuing to implement an ambitious program of new construction, substantial rehabilitation, and modernization designed to revitalize PHA public housing developments, replace distressed housing lost to demolition and lack of capital funds, and improve Philadelphia's neighborhoods. Public housing development or redevelopment activities directly undertaken by PHA as developer are included under this initiative. To support these redevelopment activities, PHA continues to implement the following MTW components, which also support the Partnership Initiative and other MTW activities:

- Design Standards - PHA continues to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21st century needs of residents.
- Total Development Cost Limits and Housing Cost Caps - PHA has established and maintains reasonable cost limits for development and redevelopment activities that replace HUD's Total Development Cost (TDC) limits and Housing Cost Caps (HCC).
- Streamlined Mixed-Finance Development Process - PHA is authorized to develop public housing through several financing methods, including the mixed-finance approach, which involves the use of private financing, Housing Choice Vouchers, and public housing development funds.
- MTW Site and Neighborhood Standards - PHA is authorized to implement alternate Site and Neighborhood Standards for its public housing and voucher programs, in lieu of those standards at 24 CFR § 941.202(b)-(d) and 24 CFR 983.57.
- Streamlined Acquisition Process - Subject to the provisions of the MTW Agreement, PHA is authorized to acquire sites without prior HUD approval, provided that the agency certifies that HUD site selection requirements have been met.
- Strategy for Development - PHA has adopted a Development-Asset Management Strategy for Public Housing that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, and acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

Approval and Implementation

- Design Standards
 - Approved FY 2004
 - Implemented FY 2004
- Total Development Cost Limits and Housing Cost Caps
 - Approved FY 2004
 - Implemented FY 2004
- Streamlined Mixed-Finance Development Process
 - Approved FY 2004
 - Implemented FY 2004
- MTW Site and Neighborhood Standards
 - Approved FY 2004
 - Implemented FY 2004

- Streamlined Acquisition Process
 - Approved FY 2002
 - Implemented FY 2002
- Strategy for Development
 - Approved FY 2005
 - Implemented FY 2005

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the metrics identified in the FY 2019 Annual Plan. New units developed by PHA or its affiliates are included as part of the Unit Based Leasing and Development activity.

Challenges In Achieving Benchmarks & Possible Strategies

Not applicable.

Metrics

CE #1: Agency Cost Savings *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	TBD	\$0	\$0	Yes
*PHA has previously noted that this metric is not applicable to this activity; however, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented in FY 2004 (i.e. over 10 years before implementation of HUD standard metrics).				
CE #2: Staff Time Savings *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	TBD	0	0	Yes
*PHA has previously noted that this metric is not applicable to this activity; however, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented in FY 2004 (i.e. over 10 years before implementation of HUD standard metrics).				
CE #3: Decrease in Error Rate of Task Execution *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0	0	Yes
*PHA has previously noted that this metric is not applicable to this activity; however, its use is required by HUD. PHA does not track error rates associated with the Neighborhood Development and Revitalization Initiative activities listed above.				
CE #4: Increase in Resources Leveraged				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$0	\$0	Yes

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	0 in FY 2019	0	Yes

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	0	0	Yes

HC #3: Decrease in Wait List Time *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Public Housing – 14 years for participants housed in FY 2015	TBD	0	Yes

**PHA establishes new site based waiting lists for each new development. The baseline used is the agency wide average wait time for Public Housing. PHA does not know how many applicants will apply for the proposed development(s); therefore, is unable to establish a benchmark for this development at this time.*

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0 units in FY 2019	0	Yes

iii. MTW Activity 2004-2: Service-Enriched Housing for Seniors & People with Disabilities

Description/Update/Impact

PHA is collaborating with the Commonwealth of Pennsylvania and other local providers to develop and implement a range of service-enriched housing options for seniors and people with disabilities, including the following ongoing program components:

- Nursing Home Transition – The Nursing Home Transition Initiative (NHTI) is a partnership with the Department of Public Welfare (DPW) that assists persons transitioning out of nursing homes with accessing affordable housing. As part of NHTI, PHA targets administration of seventy-five (75) state-supported vouchers/housing opportunities for referrals of disabled consumers in need of low-income housing. NHTI families may be eligible for a preference for public housing or HCV.
- Definition of Elderly – An elderly person is defined as an individual who is at least 55 years old. An elderly family is defined as one with a head of household, co-head, spouse or sole member who is at least 55 years old.

Approval and Implementation

- Nursing Home Transition
 - Approved FY 2010
 - Implemented FY 2010
- Definition of Elderly
 - Approved FY 2004
 - Implemented FY 2004

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the metrics in the FY 2019 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA met all benchmarks for this activity.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 – Nursing Home Transition (NHT)	75 – Ongoing (NHT)	65 (HCV) <u>36 (Public Housing)</u> 101 TOTAL	Yes

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0 – Nursing Home Transition (NHT)	75 – Ongoing (NHT)	65 (HCV) <u>36 (Public Housing)</u> 101 TOTAL	Yes

iv. MTW Activity 2004-3: Simplification & Streamlining of Rent & Recertification Processes For Public Housing & HCV

Description/Update/Impact

PHA has implemented a series of initiatives in the public housing and/or HCV programs designed to simplify rent calculation and the recertification, streamline administrative processes, and reduce paperwork burdens on residents and staff. The many features of this activity serve to motivate residents to work and accumulate savings.

- Two and Three-Year Recertification/Limit on Interims – Public Housing and HCV require recertifications every two years, except for public housing residents choosing ceiling rents who are recertified every three years. Voluntary interim recertifications are restricted to one every six months, except for elderly and disabled households who are exempt from this restriction. PHA will process voluntary interim rent reductions if and when the reduction in income lasts for more than 30 days. In FY 2017, PHA began conducting recertifications every three years for elderly or disabled households on fixed incomes in both the HCV and public housing program.
- Ceiling Rents – PHA has established ceiling rents for its public housing developments, which are periodically updated. PHA tenants will continue to have the option of selecting either a ceiling rent or an income-base rent. Note that PHA’s Board of Commissioners approved a policy change in March 2019 to establish a definition of “over income” in the public housing program. Under this policy, which is not an MTW activity, ceiling rents are not applicable to households who are over income for at least a twenty-four month period after implementation of the new policy.
- Rent Calculation Method – PHA has established an alternative rent structure for the HCV and public housing programs to motivate residents to work and accumulate savings including TTP as a sliding percent of adjusted income based on family size, streamlined deductions, allowing households with up to \$50,000 in assets to self-certify asset value and income, excluding asset income when the value of the household’s asset is less than \$50,000 and excluding all full-time student earned income for family members other than the Head, Spouse or Co-Head.
- Payment Standards – PHA has implemented a policy in the HCV program whereby the current payment standard is applied at regular recertification; however, this policy was modified due to required regulatory implementation of SAFMRs. Additionally, PHA approved payment standards up to 120% of the FMR to support leasing for existing voucher clients and/or new voucher holders who wish to move to areas with documented improved educational systems, job opportunities, social services and other opportunities in the expectation that over time their need for housing and other subsidies will abate or diminish.
- Reasonable Rent
 - PHA has developed and implemented a reasonable rent policy for the HCV program whereby reasonable rent determinations are completed at initial lease up, upon request for a rent increase, and at other times PHA deems it necessary to conduct a reasonable rent redetermination.
 - PHA may implement across-the-board rent increases or rent freezes for properties in the HCV program. When and if an across-the-board rent increase is awarded, PHA will complete a reasonable rent determination at the time of the next annual HQS inspection and apply applicable policies related to reasonable rent when and if the rent is not reasonable.
- Utility Allowances

- PHA is authorized to implement a revised utility allowance methodology that includes the following components:
 - HCV participants who are responsible for paying gas heat and who are eligible to participate in the PGW Customer Responsibility Program (CRP) have the gas portion of their utility allowances calculated using an alternative methodology. PHA may elect to implement this utility allowance program in public housing where applicable.
 - PHA will periodically, at its discretion, review HCV utility allowance schedules to determine if adjustments are required. Annual updates are not required.
 - Utility allowances may be phased out for residents with incomes at or above 80% of Area Median Income or PH Residents on ceiling rent.
 - PHA will review and modify public housing utility schedules periodically based on an assessment of available HUD funding and the requirements of the MTW Agreement and Plan.
- PHA is authorized to expand the utility allowance policy to require public housing and HCV tenants receiving either heat or electric utility allowances to enroll and participate in the PECO Customer Assistance Plan, LIHEAP and any other applicable programs that offer reduced rates, energy usage grants, or other financial incentives to low-income households.
- PHA is authorized to expand the utility allowance policy to require public housing and HCV tenants receiving water utility allowances, and whose incomes are at or below 150% of the Federal Poverty Level, to enroll and participate in the Philadelphia Water Department Tiered Assistance Plan (TAP). PHA will base the water allowance on the amount charged under the TAP program. HCV continues to review this policy and intends to implement over the next two years.
- For HCV participants only, during an interim recertification PHA will apply the utility allowance in effect on the effective date of the interim recertification; however, families on the Alternate UA CRP Program will have their gas utility allowance updated at the time of interim recertification consistent with PHA's MTW UA policies. During an interim recertification, PHA will apply the payment standard in effect at the last regular recertification.
- HAP Contract Term
 - PHA is authorized to automatically terminate the HAP Contract 180 days after the last payment to the owner of \$50 or less.

Note that where non-PHA program requirements prohibit application of MTW rent simplification policies, PHA will apply income and rent calculation requirements consistent with applicable program requirements, i.e. Low Income Housing Tax Credit units.

PHA has achieved significant cost and staff time savings as a result of these MTW activities. Improvements to resident employment levels and earned income have also been achieved. Further, the policies have a significant positive impact on residents, who experience a less intrusive and more predictable set of rent policies. PHA's triennial recertification policy for elderly and disabled households on fixed incomes has generated additional savings as the number of regular recertifications has decreased.

Evaluation of this activity reveals that participants do not pay more than 30% of adjusted income toward rent. Additionally, with implementation of SAFMRs HCV participants have greater opportunity to rent in opportunity neighborhoods. In the first year of implementation of SAFMRs, HCV experienced a slight increase in residents moving to opportunity areas.

Approval and Implementation

- Two and Three-Year Recertification/Limit on Interims
 - Approved FY 2004
 - Implemented FY 2004
- Ceiling Rents
 - Approved FY 2004
 - Implemented FY 2004
- Rent Calculation Method
 - Approved FY 2004
 - Implemented FY 2004
 - Amended FY 2017
- Payment Standards
 - Approved FY 2008
 - Implemented FY 2008
 - Amended FY 2018
- Reasonable Rent
 - Across-the-board Rent Increases
 - Approved FY 2008
 - Implemented FY 2008
 - Streamline Reasonable Rent Determinations
 - Approved FY 2005
 - Implemented FY 2005
- Utility Allowances
 - PGW CRP Program
 - Approved FY 2009
 - Implemented FY 2014
 - PECO Customer Assistance Plan Enrollment
 - Approved FY 2011
 - Not yet implemented
 - Interim Recertification Utility Allowance
 - Approved FY 2017
 - Implemented FY 2017
 - Expand Utility Allowance Program to include PWD Tiered Assistance Program
 - Approved FY 2019
 - Not yet implemented
- HAP Contract
 - HAP Terminated 180 Days after Owner Payment Equals \$50 or less
 - Approved FY 2019
 - Implemented FY 2019

Hardship

PHA has adopted a hardship policy which considers exceptions to all of PHA's rent and utility allowance policies on a case-by-case basis for families who can demonstrate a long term hardship that will result from application of the policies to them, or as a reasonable accommodation. Hardship exemption requests must be submitted in writing and explain the nature of the hardship and include any applicable documentation.

In FY 2019, in the HCV Program, PHA received the following hardship requests related to this activity: Three (3) hardship requests were received. One (1) request for a waiver from CRP calculations was denied due to the client being eligible for the CRP program but failing to apply for it. Two (2) clients requested

waivers from the minimum rent requirement: one client request was approved based on her loss of a federal subsidy and one client request was denied based on not meeting the required hardship criteria.

In the Public Housing program, PHA received the following hardship requests related to this activity: Twenty-nine (29) minimum rent hardship requests were received, of which twenty-eight (28) were approved and one (1) was denied due to tenant receiving voluntary support from a family member. Ten (10) requests for MTW hardship exemption for the limit on interim recertifications were received, all of which were approved.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the metrics identified in the FY 2019 Annual Plan. PHA continues to note that the below metrics do not accurately reflect the success of this activity as they do not account for unit/population turnover (i.e. households moving out over multiple years). The baselines reflect a snapshot in time and do not account for families leaving and being replaced by lower-income families resulting in the make-up of the populations being increasingly different over time.

Challenges in Achieving Benchmarks & Possible Strategies

PHA continues to focus intensive efforts on assisting residents to prepare for and secure employment. While progress has been made in both increasing the number of residents who are working and the average earned income of those households, the number of unemployed work-able residents remains high. Some of this is related to the fact that the overwhelming majority of newly admitted households are unemployed, with little or no prior work history. Thus, normal turnover within the HCV and public housing programs continually adds to the number of residents who need employment readiness assistance. As part of its future strategy, PHA has received designation as an EnVision Center, and will open a new Workforce Development Center in April 2019. These initiatives will provide one-stop job readiness, job placement and related supportive services.

Metrics:

<i>CE #1: Agency Cost Savings *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	\$878,122 (estimate)	\$333,095	\$386,868	Yes
<i>*Includes HCV and PH.</i>				
<i>CE #2: Staff Time Savings *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	56,110 hours (estimate)	21,284 hours	24,720	Yes
<i>*Includes HCV and PH.</i>				
<i>CE #3: Decrease in Error Rate of Task Execution *</i>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	5%	5%	5%	Yes

**PHA implemented its revised rent calculation method in 2004, and did not have historical data on rent calculation error rates at that time. PHA identified the baseline as part of the FY 16 Annual Report (which already reflects error rate reductions) and then established a benchmark of maintaining this level going forward, i.e. PHA would not anticipate future reductions to error rates.*

CE #5: Increase in Agency Rental Revenue – Utility Allowance Policy *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$606,753	\$606,753	\$1,234,524	Yes

**Represents the savings generated by PHA on behalf of households who receive the CRP UA for gas heat.*

SS #1: Increase in Household Income *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase). – HCV	\$17,032	\$18,331	\$24,175	Yes
Average earned income of households affected by this policy in dollars (increase). – PH	\$20,749	\$20,749	\$36,806	Yes

** Although this activity was implemented in FY 04, HUD has only recently required PHA to track the average earned income of households affected by this policy; therefore PHA has used data from FY 14 to determine the baseline. As this activity has been implemented and on-going for over 10 years, PHA expects the average earned income of households to remain stable. For additional information, see HUD's Frequently Asked Questions About HUD Form 50900 dated September 13, 2013*

SS #3: Increase in Positive Outcomes in Employment Status *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase in Positive Outcomes in Employment Status – Employed (increase).	36% (n=4,725) of work-able households as of 3/31/14	Increase work-able households with employment income to 42% *	HCV: 47% based on 3,902 HOH employed of 8,325 work- able HOH. PH: 55% based on 2,665 HOH employed of 4,823 HOH	Yes
Increase in Positive Outcomes in Employment Status – Unemployed (decrease).	64% (n=8,282) of work-able households as of 3/31/14	Decrease work-able households without employment income to 58%	HCV: 53% based on 4,423 HOH unemployed of 8,325 work-able HOH PH: 45% based on 2,157 HOH unemployed of 4,823 HOH	Yes

** Work-able includes non-elderly, non-disabled households only. The benchmark is contingent on the economy and opportunities available in the City of Philadelphia.*

** Although this activity was implemented in FY 04, HUD has only recently required PHA to track the average earned income of households affected by this policy; therefore PHA has used data from FY 14 to determine the baseline. As this activity has*

been implemented and on-going for over 10 years, PHA expects the average earned income of households to remain stable. For additional information, see HUD's *Frequently Asked Questions About HUD Form 50900* dated September 13, 2013

SS #8: Households Transitioned to Self Sufficiency *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).*	0 households	295 households	HCV: 179 PH: 271	Yes

* For HCV, PHA defines a household that transitions to self-sufficiency as an HCV participant who exits the program as a result of being over-income or one that receives \$50 or less HAP subsidy but still qualifies as program participants. For public housing, PHA defines a household that transitions to self-sufficiency as a public housing household whose income is 80% or greater of Area Median Income.

NOTE: PHA believes that the above metrics do not accurately reflect the success of this activity as they do not account for unit/population turnover (i.e. households moving out and in over multiple years). The baselines set above reflect a snapshot in time and do not account for families leaving and being replaced by lower-income families resulting in the make-up of the populations being increasingly different over time.

v. MTW Activity 2004-4: Unit-Based Leasing & Development Program

Description/Update/Impact

Expanding the supply of affordable housing in Philadelphia continues to be PHA's top priority. Under PHA's Unit-Based Leasing and Development Program ("UBV" or the "Unit-Based Program"), PHA negotiates long-term subsidy contracts with for-profit and non-profit private sector housing providers based on property specific agreements. PHA prioritizes the selection of developments which serve underserved populations and/or which incorporate supportive services on-site or nearby. Key features of PHA's UBV program include:

- PHA's Site Selection Standards for the UBV program will comply with the alternate Site and Neighborhood Standards described at Attachment C, Section D (7)(c) to PHA's MTW Agreement.
- The rent to owners participating in the UBV program funded with MTW HCV funds will not exceed the lowest of 110% of the applicable fair market rent, the reasonable rent, the rent requested by the owner or such other amount determined by PHA to be appropriate for the unit based upon the nature of the unit and the RFP from which the owner was selected. For example, in certain cases, PHA may determine that a shallow subsidy is more appropriate.
- Unless part of its "shallow" subsidy UBV program, PHA will not attach or pay UBV assistance to units that are already receiving another form of subsidized housing operating assistance. With respect to a shallow subsidy UBV program, PHA will not attach or pay UBV assistance to units receiving another form of subsidized operating assistance if the UBV assistance would be duplicative or would otherwise over-subsidize the unit. PHA may determine the effect of subsidy on rent to owners and the duplication of subsidy or excessive subsidy, subject to the requirements regarding subsidy layering as set forth in the HUD Reform Act of 1989.
- PHA may unit-base up to 100 percent of the dwelling units in any UBV project or building.
- PHA may select its own units for project-basing with UBV assistance without a competitive process. Pursuant to Attachment C, Section D (7)(a), PHA may unit-base assistance at properties other than public housing properties owned directly or indirectly by PHA, including those owned by PHA affiliates or instrumentalities. For purposes of this selection method, a property that may be unit-based may be a former public housing property that has been converted to HCV assistance.
- Pursuant to Attachment C, Section D (1)(f), under either the UBV program or the Partnership Initiatives, PHA may attach or pay UBV assistance using HCV MTW funds to unit types currently prohibited by standard Section 8 regulations including, but not limited, to shared living facilities. Such units must comply with applicable alternate MTW Site and Neighborhood Standards.
- An owner of a unit assisted under the UBV program for MTW HCV funds may elect to receive referrals from PHA's waiting list or to use a site-based waiting list for selection of tenants for a site. For owners using a site-based waiting list, owners must refer families to PHA for eligibility screening.
- A family residing in a UBV unit funded with MTW HCV funds may terminate the lease at any time after the initial term. The family must give advance written notice to the owner in accordance with the lease and provide a copy of such notice to PHA. Once a family terminates the lease, the family will no longer be part of the HCV or UBV program. Pursuant to PHA's MTW authority, PHA does not provide UBV participant families who want to move with tenant-based assistance with a tenant-based

HCV voucher, except where required under the RAD program or otherwise offered by PHA as a reasonable accommodation, VAWA transfer or due to HQS failures under certain circumstances.

- PHA will apply its MTW UBV policy to RAD developments and may project-base 100% of the units in a RAD UBV development.
- PHA is not subject to the requirement for an independent entity to approve AHAP/HAP contract terms, renewals of HAP contracts, rent determinations and inspection of PHA owned units.
- PHA may utilize local forms which reflect PHA's MTW UBV policies and procedures as an alternative to HUD standard forms. For example, PHA will prepare a local PB HAP contract and PB Tenancy Addendum to reflect MTW policies including but not limited to, rent determination methods, recertification frequencies and right to move policies.
- The definition of a "project" includes contiguous and/or non-contiguous scattered site housing units owned by a single owner and covered by a single Housing Assistance Payments contract. For such scattered site projects, PHA uses an alternative method to determine rent reasonableness whereby PHA will base the rent reasonableness determination for all units in the project that are within the same submarket area on the rent reasonableness determination made for a single unit of each bedroom size. For example, the rent reasonableness determination for all one bedroom units in the project will be based on the rent reasonableness determination made for a single one-bedroom unit in the project provided that the units are in the same submarket area.

For mixed-finance closings for UBV units involving new public housing units, PHA may request HUD review and approval of certain waivers to current public housing regulations in the interest of increasing housing choice, promoting long-term project viability, and encouraging more third party development. Specific waivers that may be requested include:

- PHA may elect to allow the owner of UBV units, including PHA if it is the owner, to utilize public housing operating subsidy and other MTW funds, to pay for debt service associated with the UBV development; and
- Where PHA provides public housing operating subsidy as part of UBV assistance, separately or in combination with voucher or other MTW funds, PHA may have the Declaration of Restrictive Covenants modified to eliminate or change the standard ten-year affordability "tail."

The specific details of each UBV agreement will be defined prior to closing and shall be subject to HUD review and approval, where applicable, as part of the mixed-finance transaction closing process.

The UBV program continues to have very strong positive impact on PHA's ability to expand housing choices and promote affordable housing development in Philadelphia. In FY 2019, PHA entered into new commitments for 687 UBV units (Table 2) and continued to provide ongoing subsidies for 3,583 UBV units (Table 3).

Approval and Implementation

- Approved FY 2004
- Implemented FY 2004
- Further modifications approved in FY 2017 including modification to approve a VASH PBV HAP Contract for an existing shared housing facility.

Hardship

PHA will provide a tenant-based voucher to a UBV tenant as a result of extended HQS failures. PHA may offer a tenant-based voucher to a UBV tenant who has successfully completed the FSS program and has been deemed eligible for a Homeownership Voucher. In extenuating circumstances and subject to funding availability, PHA may offer tenant-based assistance according to the hierarchy of UBV transfers, for households requiring:

- Transfers due to Personal Safety/VAWA/Other Emergency;
- Reasonable accommodation transfers.

In FY 2019, there were no hardship related circumstances in which tenant-based vouchers were issued to UBV participants. UBV transfers were accommodated via transfer to another UBV site or to Public Housing via the MTW transfer activity for 25 participants.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes to Metrics

No changes were made to the metrics identified in the FY 2019 Annual Plan.

Challenges In Achieving Benchmarks & Possible Strategies

PHA exceeded the FY 2019 benchmarks.

Metrics

<i>HC #1: Additional Units of Housing Made Available *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0 units	430 units	687	Yes
<i>*HUD requires this metric track only <u>newly constructed and/or rehabilitated</u> units that were put under HAP Contract during the Plan year.</i>				
<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	2,474 households	3,583	Yes
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0 households	916 households	1,540	Yes

vi. MTW Activity 2005-2: Streamline the Admissions & Transfer Process

Description/Update/Impact

PHA has established MTW policies designed to streamline the admissions and transfer policies and processes for both Public Housing and HCV Programs. All approved features of this activity have been implemented.

- **MTW Transfers** - PHA may authorize a limited number of split-family transfers from Public Housing to the Housing Choice Voucher Program and vice versa. These transfers are referred to as MTW transfers. PHA provides for up to 50 Housing Choice Vouchers and 50 PH units to be transferred back and forth between PH and the HCV program. No more than 100 moves are authorized per fiscal year.
- **HCV Waiting List** - Once a family is leased under the HCV Program, the family may remain on the waiting lists for Tax Credit and Public Housing sites. Additionally, PHA may require that the family sign an agreement whereby the family acknowledges they will not be eligible for selection from the Tax Credit or Public Housing site waiting lists until the initial lease term has been completed.
- **Public Housing Waiting List** - Once a family is housed in public housing, the family will be removed from all other scattered site and conventional PH waiting lists. However, a family may remain on the HCV and/or Tax Credit Site waiting lists. Additionally, PHA may require that the family sign an agreement whereby the family acknowledges that their name will be removed from all other scattered site and conventional PH waiting lists and they will not be eligible for selection.

In FY 2019, 40 households were authorized to transfer from public housing to HCV under the MTW transfer policy. Of this group, 20 leased up by the end of the fiscal year, 11 are still searching for a unit and 9 did not lease a unit. Twenty-five (25) households required an MTW transfer from HCV to public housing.

The average earned HCV household income increased in FY 2019 including an increase to 46% of workable households with employment income. 179 HCV clients exited the program as a result of being over-income or having a HAP of \$50 or less. PHA anticipates that these numbers will climb as a result of a new FSS partnership where it is anticipated that the FSS vendor will be able to leverage PHA and partner funding to provide improved and expanded self-sufficiency programming.

Approval and Implementation

- **MTW Transfers**
 - Approved FY 2005
 - Implemented FY 2005
- **HCV Waiting List**
 - Approved FY 2012
 - Implemented FY 2012
- **Public Housing Waiting List**
 - Approved FY 2012
 - Implemented FY 2012

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the baseline or benchmarks listed in the FY 2019 Annual Plan.

Challenges In Achieving Benchmarks & Possible Strategies

In FY 2019, PHA issued less vouchers to applicants on the waiting list as a result of relocations related to RAD conversions. As such, applicant time on the waiting list for the HCV program was higher than anticipated for FY 2019.

Metrics

HC #3: Decrease in Wait List Time – MTW Transfers				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	PH – 14 years in FY 2015	PH < 1 year	PH<1 year	Yes
	HCV – 4.5 years in FY 2015	HCV < 1 year	HCV<1 year	Yes
HC #5: Increase in Resident Mobility – MTW Transfers *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	30 (estimate)	40	Yes
<i>*PHA has previously indicated that PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented in FY 2005 (i.e. almost 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and reports</i>				
CE #1: Agency Cost Savings – MTW Transfers *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	TBD	TBD	\$2,348	Yes
<i>*See also note under HC#5. Based on hourly rate of \$15.65.</i>				
CE #2: Staff Time Savings – HCV and Public Housing Waiting Lists *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	TBD	TBD	50 hrs HCV to PH 100 hours PH to HCV	Yes
<i>*See also note under HC#5. Estimated average staff time to process PH to HCV transfer is 5 hours. Estimated average staff time to process HCV to PH transfer is 1.25.</i>				

vii. MTW Activity 2005-3: HCV Program Efficiencies

Description/Update/Impact

PHA has implemented additional efficiencies in the HCV Program designed to simplify processing and streamline administrative processes. This activity includes:

- Restriction on Elective Moves –Families are permitted to move within PHA's jurisdiction after the initial term of assisted occupancy and at the time of regular recertification.
- Criteria for Portability Moves – PHA has established criteria for all port out moves. The criteria requires that MTW voucher participants requesting to port out provide a verified employment, education, safety, or medical/disability need to support their move to another jurisdiction.
- Development of Local Forms - PHA will prepare local forms which reflect PHA's MTW policies and procedures.

In FY 2018, PHA revised the HUD-52517 Request for Tenancy Approval form to simplify the transfer process for landlords and streamline the administrative process.

PHA continues to utilize its MTW authority to develop additional local forms to further streamline processes. In FY 2020, PHA will implement a new form that combines the PHA Authorization of Release Form and HUD 9886 (Authorization for the Release of Information/Privacy Act Notice) form. This will reduce redundancies, and allow PHA to continue to streamline processes, reduce error rates, etc.

In FY 2019, a total of 1,630 families transferred to new HCV units. Of this group, 232 were approved for a transfer as a result of VAWA protections or safety concerns.

In FY 2019, PHA received 165 port out requests, of which 37 were denied due to the required criteria not being met, and 128 were approved. The reasons for approval include:

- 12 based on education
- 49 based on employment
- 37 based on medical or disability
- 30 based on safety

As part of the Mobility program, 30 households moved in FY 2019 from areas with an average poverty rate of 32.54% to areas with an average poverty rate of 13.84%

Approval and Implementation

- Restriction on Elective Moves
 - Approved FY 2008
 - Implemented FY 2008
- Criteria for Portability Moves
 - Approved FY 2013
 - Implemented FY 2013
- Development of Local Forms
 - Approved FY 2017
 - Implemented FY 2017

Hardship

Not applicable. This is not a rent reform activity.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes To Metrics

No changes were made to the baseline or benchmarks listed in the FY 2019 Annual Plan.

Challenges In Achieving Benchmarks & Possible Strategies

There were fewer port-out requests than anticipated, resulting in a lesser amount of cost savings than planned.

Metrics

CE #1: Agency Cost Savings *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Restriction on Elective Moves: Total cost of task in dollars (decrease).	\$25,259	\$39,125	\$31,887	No
Criteria for Portability Moves: Total cost of task in dollars (decrease).	\$8,451	\$9,390	\$3,300	No
*PHA implemented this activity in FY 2007 and does not have baseline cost information available for that period. See CE#2 below for this activity for estimate of staff time savings (in hours) already achieved. The benchmark for CE#1 agency costs savings is based on an average hourly labor rate of \$15.65 times 2,038 labor hours.				
CE #2: Staff Time Savings *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Restriction on Elective Moves: Total time to complete the task in staff hours (decrease).	1,614 hours (based on 1,291 moves in FY 14)	2,500 hours	2,038 (based on 1,630 moves)	No
Criteria for Portability Moves: Total time to complete the task in staff hours (decrease).	540 hours (based on FY 12 port activity)	264 hours	165 hours	Yes
*PHA implemented this activity in FY 2007 and does not have baseline information available for that period. Thus, the baseline reflects staff time savings already achieved. PHA has established a benchmark to continue the same or comparable level of staff time savings.				

viii. MTW Activity 2016-1: Second Chance Initiative

Description/Update/Impact

PHA utilizes its MTW authority to support implementation of the Second Chance Housing Choice Voucher Pilot Program. The policy permits the provision of 10 tenant-based vouchers for active participants in good standing with two partner agencies – the Eastern District Federal Court Supervision to Aid Reentry (STAR) Program and the Mayor’s Office of Reintegration Services (RISE) program. The STAR Program works in conjunction with Federal Probation and Parole, to offer returning citizens an opportunity to reduce their parole period by one year through participation in the Re-Entry Program. Each participant signs a contract with their parole officer to transition the oversight of their parole to the two federal Judges that administer the STAR program. The STAR program collaborates with the local RISE program to provide counseling, education, job training and job placement services. In the 2017 Annual Plan, PHA indicated that placements in public housing units may be offered to Second Chance participants in good standing at PHA’s option.

Housing assistance is available to the participants for a period of up to two years, at which point the objective is for participants to transition off the program to other affordable housing. In FY 2018, PHA signed a new MOU extending the Second Chance partnership through 2019. The MOU includes new program language stating that if participants are unable to transition off the program but remain in good standing, PHA may at its discretion offer additional housing opportunities in PHA's Housing Choice Voucher or Public Housing Program, based upon availability and the extenuating circumstances of the participants housing situation.

As an enhancement to its re-entry initiatives, PHA entered into a partnership with the Pennsylvania First Judicial Court’s MENTOR program in FY 2018. This pilot initiative will involve up to 20 qualified returning citizens who are enrolled in the MENTOR program and that also have families living in PHA public housing. In order to support family reunification and provide a second chance, PHA may waive the policies related to additions to the household and the criminal background screening requirement for these individuals to allow them to be added to the family unit. PHA continues to prohibit admission of any individual convicted of methamphetamine production per the HUD regulations and/or who is subject to a lifetime sex offender registration requirement. Families must agree to the household addition and be in good standing with respect to their PHA lease and/or program participation obligations.

As of March 31, 2019, PHA enrolled and leased 10 participants in the Second Chance program. Of this group, 5 are actively leased and 5 have successfully transitioned off of program. The average annual earned income of participants is \$10,708

An example of the program’s positive impact is a participant who had trouble finding steady employment in the past, and was a "zero income" client for 18 months until December 2018. With the support of the STAR team and his own determined efforts, he was able to locate employment and is now earning \$20,378 annually. He recently relinquished his Second Chance voucher and moved into a UBV development, allowing PHA to serve another returning citizen.

Approval and Implementation

- Approved FY 2016
- Implemented FY 2016
- Modified FY 2018

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Changes to Metrics

No changes were made to the baseline or benchmarks listed in the FY 2019 Annual Plan.

Challenges In Achieving Benchmarks & Possible Strategies

PHA is working with its partners to refer additional participants who are eligible to receive a Second Chance voucher.

Metrics

<i>CE #4: Increase in Resources Leveraged *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	Up to \$10,000	\$44,400	Yes
<i>*Participation is not mandatory and is based on the needs of the individual. Leveraged resources reflect activity in the STAR and RISE programs only.</i>				
<i>HC #5: Increase in Resident Mobility *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	30	5	No
<i>*10 represent the STAR and RISE program and the remaining 20 reflect the First Judicial Court reentry program</i>				
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$18,200 average earned income of participants	\$18,200	\$9,122	No
<i>SS #3: Increase in Positive Outcomes in Employment Status *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time*	10 participants	10	3	No
	100% of participants	100%	60%	
Enrolled in a Job Training Program	0 participants	5	0	No
	0% of participants	50%	0%	
Enrolled in an Education Program	0 participants	5	0	No
	0% of participants	50%	0%	

**Represents participants in the STAR and RISE programs only. All participants in the RISE and STAR programs are required to be employed and maintain employment as a condition of participation; however, in the event they lose employment, they will be required to either obtain a new job or enroll in an educational or job training program as a condition of participation.*

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0	0	0	Yes

SS #5: Households Assisted by Services that Increase Self-Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	10	5	No

SS #6: Reducing Per Unit Subsidy Costs for Participating Households *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$430 upon implementation (2 participants)	\$439	\$740	No

** Represents STAR and RISE program participants only.*

SS #7: Increase in Agency Rental Revenue *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	\$439	\$440	\$226	No

**PHA does not have any rental revenue as all participants are in the HCV program. Total Tenant Payment is the metric. Represents STAR and RISE program participants only.*

SS #8: Households Transitioned to Self Sufficiency *

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	0	5	Yes

**For this program purpose, PHA defines "self-sufficiency" as successfully completing the program and transitioning to other affordable housing. Represents STAR and RISE program participants only.*

B. Not Yet Implemented Activities

MTW Activity 2014-1: Flexible Subsidy Initiative

Description/Update: The Flexible Subsidy Initiative provides PHA with the flexibility, subject to HUD approval, to establish operating subsidy levels for newly constructed public housing units which blend MTW Block Grant funds (HAP and Operating Fund). This activity was approved by HUD in FY2014. PHA has not utilized this flexibility in the Plan Year or previously; however, it may be utilized, subject to HUD approval, in future transactions.

C. On Hold Activities

Not applicable.

D. Closed Out Activities

Table 20 provides a summary of previously approved MTW activities that PHA has completed, discontinued, or determined do not require MTW authority to implement:

Table 20: Closed Out MTW Activities

Activity	Plan Year	Close Out Year	Reason for Close Out
Assisted Living	FY 2009	FY 2011	PHA discontinued this activity prior to its implementation based on a determination that sufficient funding was not available from state, federal and other required sources.
Home Care Services	FY 2009	FY 2011	PHA discontinued this activity prior to its implementation based on a determination that services can be more efficiently delivered through third-party partners.
Scattered Site Income Tiering	FY 2011	FY 2011	PHA elected to discontinue this initiative prior to its implementation based on decisions made as part of the scattered site asset repositioning initiative including disposition and auction of vacant and obsolete properties.
HCV Time Limit	FY 2004	FY 2012	PHA discontinued this activity due to economic conditions which limited the availability of jobs for residents.
HCV HQS Enforcement	FY 2004	FY 2012	PHA elected to discontinue this policy based on a decision to establish uniform HQS enforcement policies for both MTW and Non-MTW vouchers.
Public Housing Service Order Policy	FY 2004	FY 2012	PHA elected to discontinue this policy after discussions with the HUD Field Office concerning the need to expedite service order response times.
Tenant Responsibility Training	FY 2004	FY 2013	Determination made that activity does not require MTW flexibility.
Blueprint	FY 2004	FY 2013	PHA continues to implement the Blueprint Program; however, a determination was made that activity does not require MTW flexibility.
Transitional Housing Facilities	FY 2007	FY 2013	Determination made that comparable activities are authorized under Partnership Initiative.

Activity	Plan Year	Close Out Year	Reason for Close Out
LIFE Program	FY 2007	FY 2013	Determination made that activity does not require MTW flexibility.
Community Service Policy	FY 2011	FY 2013	Determination made that activity does not require MTW flexibility.
Expanding Use of LIHTC	FY 2011	FY 2013	Determination made that proposed activities were covered under Partnership and Unit-Based Leasing/Development Initiatives.
Family Economic Development Action Plan/Tenant Responsibility Training	FY 2004	FY 2014	PHA discontinued this activity along with discontinuation of HCV time limit as they were interrelated activities. No additional statutory exceptions outside of the current MTW flexibilities were considered.
Comprehensive Resident Self Sufficiency Services	FY 2005	FY 2014	PHA continues to provide comprehensive resident self-sufficiency services that utilize MTW Block Grant funds. However, no MTW programmatic waivers are required. These activities are now referenced in Chapter V under the Single Fund Flexibility section.
90 Day Voucher Reissuance Policy	FY 2005	FY 2014	PHA elected to discontinue this policy based on an assessment that it would not contribute to PHA's utilization goals.
Accessible Unit Retrofitting and Development	FY 2010	FY 2014	PHA has completed the accessible unit retrofitting under Attachment E of the MTW Agreement. PHA will continue to develop accessible units as part of its revitalization programs; however, this activity does not require specific MTW authority.
Moving to Work Family Agreement Addendum	FY 2004	FY 2016	PHA elected not to utilize this Agreement and instead provides a Family Responsibilities form to each household at each regular recertification.
\$20 minimum threshold for utility allowance reimbursements	FY 2009	FY 2016	PHA elected not to establish a minimum threshold of \$20 for payment of utility allowance payments.
Adult Day Care	FY 2011	FY 2017	PHA transitioned the program to a qualified third party provider, and does not provide MTW funding or utilize MTW waivers to support the activity.

V. Sources and Uses of MTW Funds

A. Actual Sources and Uses of MTW Funds

i. Actual Sources of MTW Funds in the Plan Year

As required, PHA submits unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the HUD Financial Assessment System. For informational purposes, the FDS for FY 2019 is shown below.

SOURCES		
FDS Line Item	FDS Line Item Name	Actual
70500 (70300+70400)	Total Tenant Revenue	\$27,240,286
70600	HUD PHA Operating Grants	\$357,846,680
70610	Capital Grants	\$47,754,182
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$863,949
71600	Gain or Loss on Sale of Capital Assets	\$6,620,064
71200+71300+71310+71400+71500	Other Income	\$5,495,951
70000	Total Revenue	\$445,821,112

ii. Actual Uses of MTW Funds in the Plan Year

USES		
FDS Line Item	FDS Line Item Name	Actual
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$41,129,722
91300+91310+92000	Management Fee Expense	\$0
91810	Allocated Overhead	\$4
92500(92100+92200+92300+92400)	Total Tenant Services	\$2,015,704
93000(93100+93200+93300+93400+93600+93800)	Total Utilities	\$22,265,859
93500+93700	Labor	\$34,605,341

Uses		
FDS Line Item	FDS Line Item Name	Actual
94000(94100+94500+94200+94300)	Total Ordinary Maintenance	\$12,765,698
95000(95100+95200+95300+95500)	Total Protective Services	\$7,026,134
96100(96110+96120+96130+96140)	Total Insurance Premiums	\$9,061,553
96000(96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$65,914,286
96700(96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$291,377
97300+97350	Housing Assistance Payments + HAP Portability-In	\$170,474,837
97400	Depreciation Expenses	\$0
97500+97600+97700+97800	All Other Expenses - Capital & Development	\$58,090,343
90000	Total Expenses	\$423,640,858
Sources greater than / (less than) Uses		\$22,180,254

iii. Describe Actual Use of MTW Single Fund Flexibility

Sources of Funds:

During FY 2019, most of PHA's funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, Capital Fund grants and Family Self Sufficiency grants totaling \$405.6 million. PHA also received \$27.2 million in tenant revenues, and \$6.6 million in the sale of lands and scattered sites properties.

Uses of Funds:

- PHA continues to increase affordable housing opportunities for low income families by providing over \$170.5 million in housing assistance payments (HAP) for the tenant based and project-based programs under the Housing Choice Voucher (HCV) program. PHA also provided \$17.6 million for operating cost associated with the mixed finance communities.
- PHA expended \$41.1 million in Administrative Expenses, which includes MTW initiated Family Programs, creation and production of an application that will facilitate audits for Lead Visual Assessment, and the development of a Service Order Daily Scheduling dashboards for Maintenance Superintendents.
- Maintenance Expenses for PHA's developments and scattered sites totaled \$13.5 million, and included contracts for Lead Wipe Testing Services, Landscaping, and other contracts to ensure routine and emergency issues are addressed timely
- PHA invested \$7 million in Protective Services to ensure continued quality of life for our residents.
- PHA expended \$2 million on family self-sufficiency programs, which includes the Job Plus, ROSS and FSS grant funded programs.

- PHA entered into Agreements and/or Housing Assistance Payments Contracts for 687 new project-based voucher units, including RAD conversions under the Unit Based Voucher Program.
- PHA completed construction of its new 130,000 square foot consolidated headquarters building, and the administrative staff moved into the building in January 2019. The building consolidated several of PHA's existing office facilities, while being an anchor institution, spurring the revitalization of the Ridge Avenue commercial corridor.
- PHA completed construction of a new 55-unit family rental development at Strawberry Mansion. The development is under a long-term project-based assistance contract with PHA, utilizing the "transfer of assistance" provisions of the Rental Assistance Demonstration Program.
- PHA substantially completed rehabilitation and began re-occupancy of the 94-unit Senior Tower at Blumberg Apartments.
- Working with the City of Philadelphia, PHA completed construction on a new street network and related "green" storm water management systems.
- Within the Sharswood/Blumberg target area, PHA undertook a wide range of additional activities to help transform the area into a community of choice including completing the second phase of rehabilitation on the previously shuttered Vaux School

Table 21 provides a summary of PHA's MTW and Non-MTW funded resident services, including partner provided services, along with the participation levels in FY 2019.

Table 21: Residents Service Program Summary for FY 2019

Program	Program Description	Target Population	Funding Source	Residents Served
ABE/GED	Adult Basic Education and General Equivalency Diploma education in the required domains.	Residents 18 to 55	MTW	109
Afterschool	On site programs which meet the standard of providing (1) homework assistance, (2) project based learning, (3) community service, and (4) physical/ body kinesthetic activities	Youth Ages 6 to 18	MTW	220
CHSP	Meal program, which not only enable residents to have appropriate nutrition, but also best practice fellowship to support aging in place.	Residents 62 and over	HUD	16,422
Community Partners	Occupational Skills training in career areas with reasonable growth potential.	Residents 18 to 55	MTW	146 enrolled 120 completed
Financial Literacy	Course on credit and money management to enable residents to purchase homes.	Residents 18 to 55	MTW	843
FSS/Compass	Assessment of individual and family needs, followed by referrals and tracking.	Residents 18 to 55	HUD	360
Home Ownership	Housing counseling and assistance with home purchase process. This includes 5H, HCV, and Section 32.	Residents 18 to 55	MTW, Other	1058 attended workshops 66 sales
Jobs Plus Pilot Program	Place-based employment program designed to increase the earnings and employment of working-age residents	Residents 18 to 62	HUD	337 enrolled
PhillySEEDS	Competitive scholarship awards based on academic achievement.	Youth/Adults 18 to 55	Section 3 Vendors	71
PhillySEEDS	Homeownership closing cost assistance	Residents	Section 3 Vendors	40

Program	Program Description	Target Population	Funding Source	Residents Served
PhillySEEDS	Security deposit assistance	Residents	Section 3 Vendors	34
ROSS	Assessment of individual and family needs, followed by referrals and tracking.	Residents 18 to 55	HUD	203 assessments completed across 4 developments
Section 3	Ensure that economic opportunities, are provided to PHA residents	Residents 18 to 55	Section 3 vendors	36 residents employed

B. Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?

No

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

Yes

iii. Did the MTW PHA provide a LAMP in the appendix?

Yes

iv. If the MTW PHA has provided a LAMP in the appendix, provide a brief update on implementation of the LAMP. Please provide any actual changes, or state that the MTW PHA did not make any changes in the Plan Year.

No changes made in the Plan Year.

VI. Administrative

A. Reviews, Audits, and Inspections

Table 22 below includes general descriptions and statuses of HUD reviews, audits and/or physical inspection issues for which PHA was required to take action to address deficiencies and/or recommendations during the Plan Year.

Table 22: Status of HUD Reviews, Audits & Inspections

Review	Summary Description	Status
HUD PIH Compliance Monitoring Review	HUD assessment of PHA's programs, including compliance with HUD program requirements and regulations for the period from April 1, 2016 to March 31, 2017. The HUD review team requested, and PHA responded to, 32 items. One finding currently remains open, and PHA is working with HUD close the finding out.	Open
HUD Office of Inspector General (OIG)	The survey portion of this audit was initiated by OIG in January 2017. PHA was verbally notified in February 2019 that two items from the survey would be opened for audit. PHA provided an email response to OIG on March 4, 2019. PHA will provide additional information as needed, upon request by OIG.	Open
HUD Management Decision Letter: Audit Report: PA002-2018	One (1) finding was noted on the Management Decision Letter issued by HUD. The associated findings resulted from the Independent Audit for FY 2018, received in March 2019. PHA will respond to HUD's letter by March 31, 2019.	Open

PHA has instituted a policy whereby 100% of all deficiencies noted during REAC inspections, routine or otherwise, are tracked by way of creating a service order in the Customer Relationship Management system. Once created, these service orders can then be accessed and updated until work is complete. Addressing actual maintenance, the entire agency has placed a stronger emphasis on the creation of service orders to immediately address deficiencies, both inside and outside of units, found during annual or informal inspections and site visits. PHA believes that these measures will continue to have a positive impact on future REAC scores.

B. Evaluations

Not applicable. PHA utilizes internal resources to measure and evaluate MTW Activities.

C. Certification of MTW Statutory Requirements

PHA certifies that, in Fiscal Year 2019, it continued to meet the three statutory objectives of the MTW program. The Board resolution containing the certification required by HUD is included as an Appendix.

VII. Appendices

A. Replacement Housing Factor Funds Appendix

REPLACEMENT HOUSING FACTOR FUNDS

In September 2013, the PHA Board of Commissioners approved an Amendment to the MTW Agreement that allows Replacement Housing Factor (RHF) funds to be included in the MTW Block Grant. HUD executed the RHF Amendment on February 26, 2014.

Pursuant to the RHF Amendment and related HUD guidance, PHA is providing the following information:

- RHF funds were included in the Sources and Uses tables of the FY 2019 Annual Plan.
- PHA intends to combine its existing and future RHF funds into the MTW Block Grant.
- PHA intends to accumulate RHF funds as allowed under the RHF Amendment, Option 3.
- PHA will secure the commitments for the required one-third leverage of its 2nd Increment RHF funds prior to developing the public or affordable housing under the proportionality requirements of the RHF Amendment, Option 3.

PHA will develop the number of affordable and/or public housing units required in accordance with the proportionality test under the RHF Amendment, Option 3

- The chart below includes RHF Grant Numbers and estimated grant balance amounts that PHA intends to combine into the MTW Block Grant. Estimates are as of 3/31/2019.

Fiscal Year	Grant Number	Estimated Balance as of 3/31/2019
2017	PA26R002501-17	\$905,763.00
2017	PA26R002502-17	\$100,049.00
2015	PA26R002501-15	\$3,192,399.00
2015	PA26R002502-15	\$1,165,602.00
2014	PA26R002501-14	\$1,424,578.00
2014	PA26R002502-14	\$3,605,762.98
2013	PA26R002502-13	\$201,945.56

B. Limited English Proficiency Policy Information

Limited English Proficiency Policy Information

PHA's Board-approved Limited English Proficiency Policy (LEP) commits the agency to taking "...all reasonable steps to ensure that PHA's programs, services, and activities are accessible to persons with Limited English Proficiency. This is consistent with PHA's goal to provide equal housing opportunities for all qualified applicants and residents and its commitment to allowing no discrimination on the basis of national origin, in PHA's selection of families and provision of services.

PHA has designated an LEP Coordinator, and has posted its LEP Policy on the PHA website at this link: http://www.pha.phila.gov/media/164231/lep_policy_4_1_13.pdf

PHA's website incorporates the Google Translate feature that allows users to translate any web page into an extensive menu of available languages. Further, as part of its commitment to promoting open access to PHA programs and services, PHA provides translations of other documents, telephone translations and in-person translation services upon request. Below is information on telephone and in-person translation services utilized in FY 2019.

Telephone Translation Services Provided in FY 2019

Language	Number of Calls	Minutes
Albanian	2	23
French	1	4
Indonesian	1	7
Polish	1	3
Russian	14	62
Spanish	554	4047
Total	573	4146

In Person Translation Services Provided in FY 2018

Language	Requested	Serviced	Canceled
American Sign Language	1	1	0
Mandarin	2	2	0
Spanish	2	2	0
Total	5	5	0

Forms and Notices

PHA documents are translated on an ongoing basis in response to the needs and/or specific requests of applicants, HCV participants, public housing residents, vendors and the general public. PHA maintains a library of documents that have been translated into Spanish, the primary language spoken by non-English speakers that are served by PHA programs. PHA has also translated the public housing lease, lease addenda and related notices along with various other materials into Russian and Mandarin. Periodically HUD also makes available translated versions of standard HUD forms and other documents used in the Public Housing and HCV programs.

C. Local Asset Management Plan

No changes were made during the Plan Year to the Local Asset Management Plan (attached) that was submitted and approved as part of the FY 2019 MTW Annual Plan.

Local Asset Management Plan

Introduction

Pursuant to the First Amendment to the Moving to Work Agreement, in Fiscal Year 2010 (MTW Year Nine) the Philadelphia Housing Authority has implemented a local asset management plan for its Public Housing Program as described herein. In the implementation of the plan, PHA will continue to adopt cost accounting and financial reporting methods that comply with HUD and federal regulations and generally accepted accounting practices.

PHA's plan supports and is consistent with the agency's ongoing implementation of project based management, budgeting, accounting and financial management. PHA's project based management system emphasizes the provision of property management services that have met agency-wide standards while responding to the unique needs of each property. Day to day operations of PHA sites are coordinated and overseen by Asset Managers assigned to each property. PHA Asset Managers oversee the following management and maintenance tasks:

- Marketing and tenant selection
- Rent collections
- Routine and preventive maintenance
- Unit turnover
- Security
- Resident services
- Resident and community relations
- Capital improvements planning
- Other activities necessary to support the efficient operations of the site

In the implementation of these project level management activities, other PHA departments including Client Services, Public Safety, Maintenance, Development, ISM, Finance and Budget, Quality Assurance, and the Office of Strategic Management support PHA Asset Managers. Asset Managers are routinely provided with on-line detailed and summary management reports on budget status and all key performance indicators to facilitate their monitoring and oversight of property level activities. PHA also conducts multidisciplinary Performance Management meetings on a monthly basis, to allow for a thorough review of key performance indicators at the individual site and system-wide levels.

PHA Asset Managers develop and monitor property budgets with support from the PHA Finance and Budget staff. Budget trainings are held annually to support the budget development process. Asset Managers are provided with tools to develop their budget estimates including property-specific non-utility and utility cost data from the prior 18 months.

PHA's local asset management plan is consistent with the principles of asset management described in 24 CFR 990.255 and in the First Amendment to PHA's MTW Agreement. Further, the plan is generally consistent with the provisions of 24 CFR 990.260, 990.265, 990.270, 990.275 and 990.285. As allowed under the First Amendment to the MTW Agreement, PHA's local asset management plan deviates from parts of 24 CFR 990.280, including requirements related to property management fees and fees for services. PHA will utilize the Cost Allocation method referenced in paragraph 6.F.4.b of the First Amendment.

Due to the unique features of the Philadelphia market, PHA's housing portfolio, and the agency, PHA has determined that use of the Cost Allocation method is the most efficient, cost-effective means of achieving

the asset management principles referenced above. The factors that impact PHA's asset management plans include, but are not necessarily limited to, the following:

- Scattered Site Portfolio. PHA has over 4190 scattered site properties, which represents nearly 1/3 of its public housing portfolio. We understand this is far and away the largest scattered site public housing portfolio in the country. The geographic diversity of these scattered site units impacts warehouse operations, locations and numbers of management offices, and staffing requirements. The scattered site portfolio also includes a number of vacant lots, for which no HUD subsidy is received and for which a fee-based asset management approach could not be implemented. PHA has developed a strategy for reconfiguring this portfolio in a way that would be more cost-effective to operate which has been submitted to HUD for approval. Managing these sites presents unique challenges that PHA's asset management plans are structured to address.
- Aging Housing Stock. PHA operates one of the oldest public housing stocks in the country. It is more costly to operate than newer housing. PHA has engaged in an aggressive development program during the last few years to upgrade and redevelop its units. Due to a lack of adequate funds, this process is far from complete.
- Unionized Workforce. PHA has a heavily unionized workforce. Currently, PHA has contracts with approximately 11 unions. This significantly impacts the operations and costs of PHA's activities. As such, PHA's asset management plan is structured to be cost effective within the limits of these contracts.
- MTW Initiatives. Since the onset of its participation in MTW, PHA has sought to use its MTW flexibilities to implement agency-wide cost-cutting initiatives that will increase efficiencies, maximize use of federal dollars, and benefit PHA's clients. PHA has moved many functions to the site-based level, however a number of MTW initiatives require central administration so they can be adequately measured. For example, PHA has implemented innovative technological systems to maximize efficiencies in admissions, property management, and client services. There are costs associated with development and implementation of these systems before they are implemented at the site level. Under MTW, PHA has also implemented departmental oversight protocols through its Quality Assurance Program. PHA's quality control program has already made PHA's programs more efficient by reducing errors and improving oversight.
- Local Costs. Philadelphia is an old, industrial city where labor costs for maintenance and construction activities are significant. These high costs can be attributed to, in part, prevailing wage requirements as well as the cost of materials and services in the Philadelphia market.

A description of the cost allocation plan and other technical components of PHA's local asset management plan follows:

I. AMP Definitions

An AMP will include any site that receives Operating Subsidies through HUD's Operating Fund Calculation. PHA currently has two types of PHA managed AMPs and PAPMC/AME managed AMPs.

II. Balance Sheet Items (Assets, Liabilities & Equity)

PHA has distributed balance sheet accounts by AMPs as planned in the original Local Asset Management balance sheet accounts were analyzed and distributed to between the AMPs and the Indirect Cost Departments.

A. Cash & Investments

PHA maintains consolidated physical bank accounts, but for financial statement and general ledger presentation cash is distributed between all PHA AMPs and the Indirect Cost Departments. Direct cash and expenses are charged to the proper AMPs or Indirect Cost Departments general ledger account. At the end of the year, cash is adjusted to offset indirect cost allocations between the AMPs and the Indirect Cost Departments. The offsetting of the indirect cost allocations effectively adjusts the inter fund balances to zero except where the AMPs have a negative cash balance which is presented as an inter-fund to the Indirect Cost Departments. All of the remaining cash and investment balances are presented with the Indirect Cost Departments and reported in the MTW Column of the FDS.

Investment income will be allocated between the PHA Managed AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

B. Tenant Accounts Receivable and Allowance for Doubtful Accounts

Tenant accounts receivable balances and allowance for doubtful accounts are reported on an AMP basis for each of the PHA Managed AMPs. The ending balances are reconciled to the tenant supporting detail ledgers,

PAPMC/AME Managed AMPs tenant balances are not reported as AMPs in the FDS. Based on PHA's analysis of GASB pronouncements, these AMPs are presented as discrete component. Tenant accounts receivable and allowance for doubtful accounts are included in the PHA Audited financial statements as a discretely presented component unit.

C. Other Accounts Receivable

Other accounts receivable will be distributed based on the purpose and source of the receivable. Receivables related to a PHA Managed AMP and PAPMC / AME Managed AMP will be distributed to the specific AMP. Any receivable that is not associated to a specific AMP will be distributed to the Indirect Cost Departments.

D. PHASI / Worker's Compensation Cash and Liabilities

The PHASI and Worker's Compensation cash and liabilities will remain with the Indirect Cost Departments and reported in the MTW column of the FDS. At this time, PHA has determined that these liabilities are PHA Agency Wide liabilities and not liabilities of the PHA Managed AMPs or the Indirect Cost Departments. The expenses related to the PHASI liability and worker's compensation liability are charged to appropriate programs or AMPs. PHA has created a cash reserve for the PHASI liability. The cash reserve offsets PHA's liabilities so that the liability is fully funded. PHA utilizes the reserves to pay the liability as needed. PHA has a cash reserve that is held by the Worker's Compensation insurer.

E. Prepaid Insurance

The prepaid insurance balances for the PHA Managed AMPs will be distributed to between AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

PAPMC/AME Managed AMPs will not be included in the AMPs Columns of the FDS. Prepaid insurance is included in the PHA Audited financial statements as a discretely presented component unit.

F. Materials Inventory and Allowance for Obsolete Inventory

PHA currently maintains all maintenance materials inventory centrally. AMPs and departments submit requests for inventory and materials are issued then expenses are charged to the appropriate AMP or program. Ending centralized materials inventory and allowance balances for the PHA Managed AMPs will be distributed to between AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

PAPMC/AME Managed AMPs will not be included in the AMPs Columns of the FDS. Materials inventory is included in the PHA Audited financial statements as a discretely presented component unit.

G. Fixed assets and Accumulated Depreciation

Fixed assets and accumulated depreciation will be reconciled to the PeopleSoft Asset Module and distributed to the appropriate PHA Managed AMPs and the Indirect Cost Departments. PHA's Asset Module (AM) has been established for many years. AM provides PHA with the ability to prepare fixed asset and depreciation reports by AMP or department. AM tracks all of the fixed assets transactions and records all monthly fixed asset entries. Fixed assets and accumulated depreciation are reported with the appropriate AMP or the MTW Column for assets held by the Indirect Cost Departments.

PAPMC/AME Managed AMPs will not be included in the AMPs Columns of the FDS. Fixed assets and accumulated depreciation are included in the PHA Audited financial statements as a discretely presented component unit.

H. Accounts Payable and Accrued Liabilities

Other accounts payable and accrued liabilities includes all liabilities not specifically referred to in the following detailed liability categories. Other accounts payable and accrued liabilities will be distributed based on the purpose and source of the payable or liability. Payables or liabilities related to a PHA Managed AMP and PAPMC / AME Managed AMP will be distributed to the specific AMP. Any payable or liability that is not associated to a specific AMP will be distributed to the Indirect Cost Departments.

I. Payroll Liabilities

All payroll tax and benefits liabilities will continue to be presented with the Indirect Cost Departments and reported in the MTW Column of the FDS. At this time, PHA has determined that these liabilities are PHA Agency Wide liabilities and not liabilities of the PHA Managed AMPs or the Indirect Cost Departments. However, PHA has utilized the LIPH (Fund 001) cash accounts in the past to pay most Agency Wide liabilities, than the LIPH (Fund 001) will receive reimbursements from other programs where applicable. The expenses related to the payroll liabilities will continue to be charged to appropriate programs or AMPs.

Accrued salaries and wages liability will be distributed to between AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

J. Compensated Absences

Compensated absences liabilities will be distributed to between the PHA Managed AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

No compensated absences liabilities will be distributed to the PAPMC / AME AMPs because PHA does not charge salaries to these AMPs.

K. Net Position

Invested in Capital Assets balances will follow the Net Fixed Assets that are owned by an AMPs or Departments. Invested in capital assets will be distributed between the Indirect Cost Departments and the PHA Managed AMPs based on where the Net Fixed Assets is distributed.

The Public Housing Program Unrestricted Net Position for all AMPs will be zero because PHA will allocate revenue from the MTW Column to cover the difference between revenues and expenses generated by each AMP. The total Unrestricted Net Position of the Public Housing Program will be included with the MTW Column.

PAPMC/AME Managed AMPs will not be included in the AMPs Column of the FDS. Invested in capital assets are included in the PHA Audited financial statements as a discretely presented component unit. PAPMC/AME Managed AMPs will not be included in the AMPs Column of the FDS. Unrestricted net assets are included in the PHA Audited financial statements as a discretely presented component unit.

III. Revenues

A. Tenant Revenues

1. PHA Managed AMPs

Tenant Revenues will be directly charged to the appropriate AMP.

2. PAPMC/AME Managed AMPs

PAPMC/AME Managed AMPs will not be included in the AMPs Column of the FDS. Tenant revenue is included in the PHA Audited financial statements as a discretely presented component unit.

B. Direct Revenues

Direct revenues include tenant fees and service charges that can be identified and charged to a specific site.

1. PHA Managed AMPs

PHA currently records all direct revenues to the proper PHA Managed AMP. PHA currently records all tenant charges and any direct revenue to the proper PHA Managed AMP. PHA's

account structure includes the program code (AMP number) and the appropriate department code, which enables PHA to charge the revenues to the proper PHA Managed AMPs.

PHA's systems and procedures related to direct revenues currently in application are in compliance with asset based accounting. PHA's systems and procedures will require no transition period or transition procedures to comply with asset based accounting requirements of presenting all direct revenues under the proper AMP.

2. PAPMC/AME Managed AMPs

PAPMC/AME Managed AMPs will not be included in the AMPs Column of the FDS. Direct revenues are included in the PHA Audited financial statements as a discretely presented component unit.

C. Indirect Revenues

Indirect revenues are other income items that cannot be identified or charged to a specific AMP or to the Indirect Cost Departments. Indirect revenues will be allocated between the PHA Managed AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

D. HUD Operating Subsidy

For PHA's project based accounting purposes, Operating Subsidy is considered an indirect revenue source. PHA's Operating Subsidy is provided in one block as if PHA were one AMP. The funding for all AMPs is calculated using the same Allowable Expense Level per PHA's MTW agreement. Since the basis of the funding calculation is the same across all AMPs, PHA considers Operating Subsidy an indirect revenue source.

Operating Subsidy will be allocated to all PHA AMPs based on the difference between revenues, prior to operating subsidy, and expenses excluding depreciation expenses. The amount of Operating Subsidy allocated will be based on the individual AMPs need for subsidy so that revenues are equal to expenses.

E. Operating Transfers from the MTW Block (Excess HAP) & CFP

1. PHA Managed AMPs

PHA has included in its MTW annual plan Operating Transfers from the MTW Program and the CFP Program into the Public Housing Program to offset operating expenses. PHA has determined that the appropriate treatment of Operating Transfers at the current time based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation. PHA will establish separate account numbers for the MTW and CFP Operating Transfers. The Operating Transfers are made to assist the PHA Managed AMPs with its operations. PHA may need to adjust the allocation of the Operating Transfers in fiscal years to assist the operating needs of one AMP over another AMP that may not need the assistance. PHA's MTW agreement with HUD permits the PHA flexibility to move funds between its Public Housing, Section 8 HCV, and CFP programs. PHA will reserve the right to adjust the allocations of the Operating Transfers to meet the financial needs of all of the PHA Managed AMPs.

2. PAPMC / AME Managed AMPs

Operating Transfers will not be allocated to the PAPMC / AME Managed AMPs.

I. Expenses

A. Direct Expenses

1. PHA Managed AMPs

PHA currently records all direct expenses to the proper AMP. PHA's procurement and accounts payables processes include assigning the proper chart fields or account structure. PHA's account structure includes the program code (AMP number) and the appropriate department code.

For payroll, PHA directly charges all payroll costs using account labels. Account labels are used to tell PHA's accounting system where to directly charge an employee's payroll costs. PHA can setup as many account labels as needed to have payroll costs charged to the proper program, department, AMP, etc. based on PHA's requirements. PHA's accounting system gives the Authority the automated ability to charge payroll costs from the employee timesheets to the proper account. When employees complete their weekly timesheets, the employees report all hours to account labels. The timesheets allow employees to charge as many account labels as needed during the week. Employees submit their timesheets to their direct supervisor for approval. The direct supervisor verifies that the correct account labels.

PHA's systems and procedures related to direct expenses currently in application are in compliance with asset based accounting. PHA's systems and procedures will require no transition period or transition procedures to comply with asset based accounting requirements of presenting all direct revenues and expenses under the proper AMP.

2. PAPMC/AME Managed AMPs

The only PAPMC/AME Managed AMPs direct expenses that will be included in AMPs FDS column are PHA's payment of Operating Subsidies and any other direct expense paid by PHA. All other direct expenses are included in the PHA Audited financial statements as a discretely presented component unit.

B. Corporate Legal

PHA has diverse legal issues due to the size of its programs. PHA will analyze legal expenses to determine the appropriate treatment of the legal expenditures. The treatments of the legal expenses are as follows:

1. Direct Legal Expenses

Legal expenses that can be identified as a direct cost to a specific AMP will be charged to that AMP.

2. Indirect Legal Expenses

Indirect legal expenses that cannot be defined as costs for a specific AMP, but can be identified as providing benefits to the PHA Managed AMPs based on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

C. Payroll Expenses

PHA currently directly charges all maintenance payroll costs to the direct PHA Managed AMP. PHA directly charges all payroll costs using account labels. Account labels are used to tell PHA's accounting system where to directly charge a maintenance employee's payroll costs. PHA can setup as many account labels as needed to have payroll costs charged to the proper PHA Managed AMP. PHA's accounting system gives the Authority the automated ability to charge maintenance payroll costs from the employee timesheets to the proper account. When maintenance employees complete their weekly timesheets, the employees report all hours to account labels. The timesheets allow maintenance employees to charge as many account labels as needed during the week. Maintenance employees submit their timesheets to their direct supervisor for approval. The direct supervisor verifies that the correct account labels.

D. Materials and Contract Costs

PHA currently records all maintenance materials and contract costs directly to the proper PHA Managed AMP. PHA's procurement and accounts payables processes include assigning the proper chart fields or account structure. PHA's account structure includes the program code (AMP number) and the appropriate department code.

PHA's systems and procedures related to maintenance materials and contract costs currently in application are in compliance with asset based accounting. PHA's systems and procedures will require no transition period or transition procedures to comply with asset based accounting requirements of presenting all direct revenues and expenses under the proper AMP.

E. Indirect Expenses

PHA will be using an allocation to charge overhead from the Indirect Cost Departments (MTW Column) to all AMPs. Overhead costs will be allocated to the AMPs based the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

II. Capital Fund Program

All expenditures under the Capital Fund program are charged to the appropriate AMP or Indirect Cost Department. Revenues are applied to the appropriate AMP or Indirect Cost Department based on the actual expenditures. The expenditures related to the Indirect Cost Departments or MTW initiatives are reported in the MTW Column of the FDS.

Although PHA is an MTW agency and is not required to, PHA reports and tracks all CFP expenditures based on the CFP Budget Line Items. PHA has determined this method to be accurate and efficient method to track CFP expenditures.

III. Project Based Budgeting

PHA currently prepares project based operating budgets and operating budgets for all of the departments. PHA adds all of the budgets to the Automated Accounting System. The operating

budgets are currently used in the procurement, accounts payable process and the preparation of monthly financial statements. PHA's operating budget process is currently in compliance with the HUD Project Based Budgeting requirements.

When PHA has prepared its Capital Fund Program Budgets, PHA determines specific capital work items that need to be completed at all or some of PHA sites. PHA does not establish a Capital Budget by site, but by work item. Then once PHA determines which sites PHA will perform the work item, PHA reclassifies the budget amount from a PHA Wide work item to the specific site. PHA will continue this process; however, the budget will be established at the Capital Projects category rather than PHA Wide.

D. Board Certification of Compliance with MTW Statutory Objectives

RESOLUTION NO. 12050

RESOLUTION APPROVING THE PHILADELPHIA HOUSING AUTHORITY'S ANNUAL MOVING TO WORK REPORT FOR FISCAL YEAR 2019 FOR SUBMISSION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AND CERTIFYING THAT THE THREE STATUTORY REQUIREMENTS HAVE BEEN MET

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") requires the Philadelphia Housing Authority ("PHA"), as a participant in the Moving to Work Demonstration Program ("MTW"), to submit an Annual Report on the status of its programs, operations, and finances in a form specified and required by HUD; and

WHEREAS, under the MTW Agreement, HUD will assess PHA's performance on an annual basis by comparing, at the end of PHA's fiscal year, its goals as stated in its approved MTW Annual Plan, to its actual performance, as stated in its Annual Report; and

WHEREAS, PHA must include in the MTW Annual Report all required elements as described in the MTW Agreement; and,

WHEREAS, Attachment B of the MTW Agreement, HUD Form 50900 Section VI (C), requires a certification in the Annual Report that PHA has met the three MTW statutory requirements of: 1) ensuring that at least 75 percent of the households assisted by PHA are very low-income; 2) continuing to assist substantially the same total number of households as would have been assisted had PHA not participated in the MTW Demonstration; and 3) maintaining a comparable mix of households (by family size) served as would have been had PHA not participated in the MTW Demonstration; and,

WHEREAS, the Annual Report must be submitted ninety (90) days after the end of PHA's fiscal year; and

WHEREAS, PHA's fiscal year ended on March 31, 2019 and its Annual Report is due to HUD on or before June 30, 2019; and

WHEREAS, PHA has prepared its Annual MTW Report for Fiscal Year 2019, which is ready for timely submission to HUD and which contains all the required elements;

BE IT RESOLVED, that the PHA Board of Commissioners hereby approves PHA's Annual Report for the MTW Demonstration Program for Fiscal Year 2019 (period ending March 31, 2019), as distributed to the Board, for submission to HUD, and certifies that the report reflects that PHA has met the three MTW statutory requirements of: 1) ensuring that at least 75 percent of the households assisted by PHA are very low-income families; 2) continuing to assist substantially the same total number of households as would have been assisted had PHA not participated in the MTW Demonstration; and 3) maintaining a comparable mix of households (by family size) served as would have been served had PHA not participated in the MTW Demonstration; and authorizes the President & CEO and/or his designee(s) to undertake all necessary actions including, but not limited to, responding to HUD comments and requests for additional information, in order to secure HUD approval for the MTW Annual Report.

I hereby certify that this was
APPROVED BY THE BOARD ON 6/20/19

ATTORNEY FOR PHA