

PHILADELPHIA HOUSING AUTHORITY



MOVING TO WORK ANNUAL REPORT

**PHA FISCAL YEAR 2021
APRIL 1, 2020 - MARCH 31, 2021**

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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 2021, i.e., the period from April 1, 2020 to March 31, 2021. The format and required content of the Report are defined by the U.S. Department of Housing and Urban Development (HUD) in the applicable version of HUD Form 50900. Note that HUD has recently modified reporting requirements and those changes will be applicable to future MTW Annual Plans and Reports.

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 neighborhood revitalization and housing preservation efforts citywide and, coupled with CARES Act waivers and funding provided by HUD, has been instrumental in allowing PHA to flexibly and expeditiously modify its policies and procedures in response to the COVID-19 pandemic.

PHA's housing preservation and neighborhood revitalization 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.

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 continued to guide PHA's major initiatives and resource allocation decisions in FY 2021:

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
12. Encourage innovation and promote PHA's financial health through ongoing participation in the Moving to Work Program

PHA is in the process of updating its goals and objectives. In FY 2021, due to the onset of the COVID-19 pandemic, PHA temporarily paused the process of updating its strategic plan and

shifted focus to responding to the immediate needs of its residents, staff and the public. Updates to the strategic plan will be provided in future MTW Annual Plans and Reports.

B. MTW Initiatives and Accomplishments

Throughout the past year, PHA continued a productive collaboration with the City of Philadelphia, a diverse and 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. In FY 2021, to continue to serve residents while protecting their health and safety, PHA substantially modified maintenance, property management, HCV operations and resident services through technological upgrades, including new customer service portals for PH and HCV residents as well as a new portal for HCV owners. PHA also established remote work site support systems for employees working from home. To respond to emerging needs during the pandemic, PHA implemented new cleaning protocols and facilitated expanded meal programs, COVID-19 testing, and vaccination initiatives for residents. In partnership with the City of Philadelphia and the School District, PHA was also able to expand internet access for families with school-aged children, providing Wi-Fi hotspots and laptops.

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.

Sharswood/Blumberg

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. In 2021, PHA was awarded a \$30 million grant under HUD's Choice Neighborhoods Implementation program to support this initiative.

A total of 443 housing units have been completed or are currently under construction, including the 60-unit Hunt-Pennrose rental Phase I, which broke ground in January 2021. Working with Help USA, PHA successfully obtained a 9% Low Income Housing Tax Credit award to repurpose the Reynolds Elementary School in Sharswood into affordable housing. Construction of the Reynolds School commenced in fall 2020 and is underway, with construction scheduled for completion in FY 2022. Also, after peacefully resolving encampment issues at the construction site, PHA and Mosaic Development celebrated the groundbreaking for a new \$53 million mixed-use housing and retail complex that will include a grocery store, bank, urgent care health center and other retail services needed by the community.

PHA, in partnership with Habitat for Humanity, achieved significant progress on new construction home ownership units on the former Blumberg development site. To date, nine (9) units have been completed and sold to low-income individuals. Eleven (11) additional

homeownership units are under construction and expected to be completed in May 2021, including two (2) units to be sold to PHA residents.

The Sharswood/Blumberg Transformation Plan envisions this new housing in the context of a vibrant community of choice and opportunity, with plentiful neighborhood amenities, good schools, jobs for residents, and a robust commercial sector.

- Vaux Big Picture High School (BPHS) completed its third year of operations at the Vaux Community Building and will graduate its first class of seniors later this spring.
- PHA engaged new supportive services partners to operate programs and deliver services at the Workforce Center at the Vaux Community Building, alongside PHA's Workforce Center, Section 3 Resource Center and Job Bank, and Homeownership Department. In FY 2021, PHA secured a commitment from CVS to operate a Learning Lab at Vaux, where PHA residents can take advantage of their pharmacy technician and customer service training.
- The Temple University Nurse-Managed Clinic provided COVID-19 testing and vaccinations to PHA and neighborhood residents at the Vaux Community Building. The clinic also spearheaded on-site vaccination drives at PHA's senior sites.

Norris Homes/North Central Philadelphia

At North Central/Norris, PHA continued to partner with the City of Philadelphia, public housing residents and other partners to implement a Choice Neighborhood Transformation Plan in the North Central Philadelphia neighborhood that will result in extensive community improvements and construction of 267 rental and 30 homeownership units, of which 147 will be replacement housing. The first two rental phases consisting of a total of 139 units are now complete and occupied including the 83-unit rental second phase. Construction of a community center was also completed as part of the second phase. Construction of the third and final rental phase consisting of 133 mixed income rental units began in 2020 and is projected to be completed in FY 2022. In addition to serving as Housing Lead Partner, PHA continued to serve as People Lead Partner in FY 2021. As People Lead, PHA provides case management and other supportive services to relocated and returning Norris residents.

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 critically important component of PHA's efforts to secure new capital resources necessary for the long-term preservation of PHA's existing multifamily public housing portfolio. RAD also supports PHA's efforts to transfer subsidies from distressed, vacant scattered site public housing units to newly developed affordable housing. As of the end of FY 2021, PHA has closed on 1,635 rental units at 24 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. To

date, PHA investments in RAD have generated total development leverage of approximately \$557.9 million.

Public Housing Development

PHA is one of the few agencies nationwide to continue to develop public housing units in collaboration with well-qualified, primarily mission-driven housing partners. This activity allows PHA to tap into existing, but unused, public housing Annual Contributions Contract (ACC) authority to help spur the development of new affordable housing. In FY 2021, five (5) new public housing developments consisting of a total of 186 units completed construction and were occupied. This includes: Francis House (50 units), Casa Indiana (50 units), Liberty 52 (23 units), Project HOME Maguire Residence (27 units) and New Courtland at Henry Ave Phase 1B (36 units). PHA's commitment to these projects leveraged approximately \$76.6 million in additional funding. PHA continued to work with its developer partners on an additional 424 public housing units at eleven (11) developments noted in either the FY 2021 or FY 2022 Annual Plans including: a) 242 new public housing units at six (6) developments that were originally projected for occupancy in FY 2021 are now scheduled to come online in FY 2022; and, b) 182 new public housing units at five (5) developments that closed in FY 2021 and are scheduled for occupancy in FY 2022.

Citywide Development

Utilizing its MTW 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. PHA also continued to be a driving force for the expansion and preservation of affordable housing throughout the City.

PHA assisted over 3,700 housing units at 145 developments citywide through the Unit Based Voucher (UBV) program which provides long-term operating support to subsidize rents. Development sponsors include dozens of mission-driven and other organizations, including Liberty Resources, New Courtland, HACE, Nueva Esperanza, Womens Community Revitalization Project, Mission First Housing Group, HELP USA, Methodist Family Services, and others.

As part of PHA's ongoing efforts to increase the availability of affordable housing units, PHA partnered with Susquehanna Net Zero Housing LP to build a 78-unit development at 27th and Susquehanna, along with a Life Center. Construction started in late 2020 and is currently underway with completion expected in FY 2022.

PHA entered into a collaborative partnership with Councilmember María Quiñonez Sánchez and nonprofit affordable housing developers in the 7th District to safeguard long-term affordable housing development, by agreeing to transfer up to 240 long-term vacant lots and shells. This ensures that the properties will be redeveloped for long-term affordable housing with a 20 year restrictive covenant. This initiative also allows PHA to dispose of non-performing assets, bringing those properties back to good use.

Leased Housing

PHA provides rental subsidies to over 17,000 low-income households consisting of families with children, seniors and people with disabilities through its local Leased Housing Program including MTW and non-MTW vouchers. Rental assistance provided to these families was more important than ever in FY 2021 due to the severe economic burdens created by the global pandemic.

- In FY 2021, PHA entered into Agreements and/or Housing Assistance Payments Contracts for 652 new project-based voucher units, including RAD conversions, under PHA's Unit Based Leasing (UBV) program. The UBV is increasingly a major catalyst for new affordable development in Philadelphia, as it provides long-term operating supports necessary to ensure that rents are affordable to households with incomes at or below 50% of Area Median Income.
- PHA continued to develop and implement initiatives to increase owner participation, improve customer service, and streamline leasing and inspections. In FY 2021, PHA implemented a new Inspections Management Software (IMS), which automatically schedules and routes appointments, reduces inspection time frames and provides real-time information. To further improve communication and transparency, PHA has also implemented a new Owner Portal, where owners can track their lease-ups online, sign documents, and submit requests, including Requests for Tenancy Approval and requests for rent increases.

Affordable Homeownership

PHA operates a broad array of first-time affordable homeownership initiatives designed to expand housing choice and increase the number of first time, low-income homebuyers. The MTW Opening Doors to Affordable Homeownership initiative, approved as part of the FY 2019 MTW Plan, consolidated 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. Through these initiatives, a total of 68 PHA residents and HCV participants became new homeowners over the past year.

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. In FY 2021, PHA modified and expanded its supportive service delivery systems in response to the COVID-19 pandemic including expanding health care services on-site. In response to school closures, PHA provided families with school-aged children with expanded food and meal provisions as well as resources to improve and expand internet access and support remote learning. COVID-19 testing and vaccine distribution programs were implemented citywide in conjunction with the City and other partners. Additionally, PHA shifted many existing workforce and homeownership programs to a virtual format so that families could continue to access this support

despite pandemic-related health and safety restrictions. A summary of PHA's MTW and Non-MTW funded resident services programs is included in the Annual Report (Table 21).

Re-Entry Initiatives

PHA continued implementation of the MTW Second Chance pilot program, which provides supportive services and housing subsidies to formerly incarcerated returning citizens that are active participants in good standing with the Eastern District Federal Court Supervision to Aid Reentry (STAR) Program and Mayor's Office of Reintegration Services (RISE) Program. In FY 2021, PHA assisted nine (9) participants through the STAR program, providing them counseling, education, job training and placement services in addition to their housing subsidy. The Second Chance Initiative also involves a partnership with the Pennsylvania First Judicial Court's MENTOR program. This pilot initiative allows qualified returning citizens who are working with the MENTOR program to move in with existing PHA public housing households, provided that the PHA household is in good standing and is willing to add a MENTOR program participant to the lease. Through these partnerships, the Second Chance Initiative helps to prevent homelessness and, hopefully, interrupt the cycle of recidivism.

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. In FY 2021, HOP assisted 22 HCV participants to move to opportunity neighborhoods. The program provides participants with a broad range of supportive services, housing counseling, and other support for their successful transition to higher opportunity neighborhoods. As a result of the program's success, PHA elected to use MTW funding to continue the pilot program initially funded by HUD.

Rent Simplification

PHA continued to implement previously approved MTW initiatives that simplify program administration and provide incentives for economic self-sufficiency. In FY 2021, PHA introduced two new online portals to further streamline processing and improve customer service in the PH and HCV programs. In the context of the global pandemic, these process improvements have proven to be incredibly important as they allow PHA residents and voucher program participants to obtain information and complete transactions without the need for face-to-face contact with PHA staff. PHA has implemented a new owner portal for landlords participating in the HCV program and developed a new client portal to serve PH residents and HCV participants. With implementation planned for early FY 2022, PHA anticipates that the client portal will reduce cycle times for processing requests, including interims and transfers, and improve transparency as families will be able to submit and monitor requests online.

C. Non-MTW Initiatives and Accomplishments

The following are highlights of PHA's Non-MTW initiatives and accomplishments in FY 2021. Non-MTW initiatives are those activities that do not require the use of MTW regulatory or financial flexibility:

Small Area Fair Market Rents (SAFMR)

PHA continued to implement Small Area Fair Market Rents (SAFMRs), which were first implemented 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. Through Housing Opportunity Program, PHA provides participants with a broad range of support for their successful transition to higher opportunity neighborhoods, including housing counseling and landlord outreach. In FY 2021, PHA also introduced new landlord incentives to encourage landlords to lease units in high opportunity areas to HCV participants.

Veterans Administration Supportive Housing (VASH)

PHA continued its partnership with the Department of Veteran's Affairs (VA) to serve veterans, through the Veterans Administration Supportive Housing Program (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 633 veterans were housed under the program during the year. Additionally, in December 2020, PHA was awarded 23 new vouchers by HUD to further support housing to one of the most vulnerable populations in the city.

Mainstream Vouchers

In FY 2021, HUD awarded PHA additional Mainstream vouchers through funding from the CARES Act. Mainstream vouchers provide housing assistance to non-elderly persons with disabilities. PHA created new partnerships this year with the City of Philadelphia Office of Homeless Services and Liberty Resources to provide case management and support for the Mainstream voucher holders. The new vouchers awarded supplements existing Mainstream vouchers already 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.

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 4,000 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.

PHA's public housing 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. PHA's RAD conversion strategy is a key element of addressing the capital backlog and ensuring the long-term preservation of affordable housing.

Table 1 below provides PHA's actual public housing inventory as of the end of FY 2021. 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 RAD program and other factors.

Table 1: Public Housing Inventory

	Units as of 3/31/2021
MTW Public Housing Units	12,995

PHA is one of the few agencies nationwide to continue to develop public housing units in collaboration with well-qualified, primarily mission-driven housing partners. This activity allows PHA to tap into existing, but unused, public housing Annual Contributions Contract (ACC) authority to help spur the development of new affordable housing. In FY 2021, five (5) new public housing developments consisting of a total of 186 units completed construction and were occupied. This includes: Francis House (50 units), Casa Indiana (50 units), Liberty 52 (23 units), Project HOME Maguire Residence (27 units) and New Courtland at Henry Ave Phase 1B (36 units). PHA continued to work with its developer partners on an additional 424 public housing units at eleven (11) developments noted in either the FY 2021 or FY 2022 Annual Plans including: a) 242 new

public housing units at six (6) developments that were originally projected for occupancy in FY 2021 are now scheduled to come online in FY 2022; and, b) 182 new public housing units at five (5) developments that closed in FY 2021 and are scheduled for occupancy in FY 2022.

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 for the Homeless, Moderate Rehab and Mainstream programs. The MTW voucher inventory also includes vouchers issued as a result of conversion of public housing assistance through the Rental Assistance Demonstration program. 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.

HUD periodically 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

As of March 31, 2021, PHA has entered into Agreements and/or Housing Assistance Payments Contracts for 652 new project-based voucher units under PHA’s Unit Based Leasing (UBV) program, including planned RAD conversions. Due to development financing and construction timetables, projects may appear on this list over more than one year. A list of these 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?	Description of Project
	Planned	Actual			
Harlan Street	22	0	N/A	Yes	Adaptive reuse to convert existing elementary school into senior affordable housing sponsored by Michaels Organization. Supportive services provided.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
27th & Susquehanna	78	78	Committed	Yes	New construction in Strawberry Mansion for low-income families sponsored by Mission First.
West Park Plaza	65	65	Committed	Yes	Conversion of existing public housing sponsored by PHA. Supportive services provided.
Liddonfield	300	0	N/A	No	New construction for seniors in Northeast Philadelphia sponsored by New Courtland. Supportive services provided.
Reynolds School	49	49	Committed	Yes	Adaptive reuse to convert existing elementary school into homeless veterans housing sponsored by HELP USA. Supportive services provided.
Harrison Plaza	300	0	N/A	Yes	Conversion of existing public housing development sponsored by PHA.
West Park Apartments	327	0	N/A	Yes	Conversion of existing public housing development sponsored by PHA.
Suffolk Manor	137	137	Committed	Yes	Conversion of existing PAPMC public housing development sponsored by PHA.
Cambridge I	44	44	Committed	Yes	Conversion of existing PAPMC public housing development sponsored by PHA.
Bartram Village	249	249	Committed	Yes	Conversion of existing public housing sponsored by PHA. Planned replacement with new construction units.
Hunt Sharswood Phase I	0	30	Committed	Yes	New construction in Sharswood neighborhood.
	1,571	652	Planned/Actual Total Vouchers Newly Project-Based		

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

Four (4) properties (Harlan, Liddonfield, Harrison Plaza, and West Park Apartments) were included in the FY 2021 Annual Plan but were not yet under AHAP as of the end of the fiscal year.

ii. Actual Existing Project Based Vouchers

In addition to the committed projects listed in Table 2, PHA continued to provide subsidies and programmatic oversight to 3,744 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, 2021, compared to those projected in the FY 2021 MTW Annual Plan.

Table 3: Actual Existing Project Based Vouchers

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
1315 North 8th Street	25	25	Yes	New construction of affordable housing targeted for youths aging out of foster care in the West Poplar neighborhood (homeless) sponsored by Project HOME. Supportive services are provided.
2415 N Broad St	88	88	Yes	New Construction in North Philadelphia serving homeless individuals - RAD transfer of assistance site sponsored by Project Home. Supportive services are provided.
4050 Apts	20	20	No	New Construction site for artists in West Philadelphia sponsored by People's Emergency Center. Supportive services are provided.
46th St	4	4	No	Existing site for low-income families in South Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
4th & Diamond	32	32	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
5317 15th St	1	1	No	Existing site for low-income families in North Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
7th & Ritner	5	5	No	Existing site for low-income families in South Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
810 Arch St	70	70	No	Existing site for homelessness in Center City Philadelphia sponsored by Project Home. Supportive services are provided.
Academy Rd	18	18	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Anna's House (CATCH)	12	12	No	Existing site for homeless/mental health individuals in South Philadelphia sponsored by CATCH. Supportive services are provided.
Arch V Temple	49	49	No	Existing site for very low-income families in North Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Arch VI Temple	40	40	No	Existing site for very low-income families in North Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Arch VII LIH Walnut	14	14	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Art Apartments	30	30	No	Existing site for very low-income families in West Philadelphia sponsored by Pine Lake Management Associates, LP.
Belmont I	25	25	No	New Construction site for the disabled in West Philadelphia sponsored by Inglis House. Supportive services are provided.
Belmont II	15	15	No	New Construction site for the disabled in West Philadelphia sponsored by Inglis House. Supportive services are provided.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
Benner/Frankford	8	8	No	Existing site for low-income families in South Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Bernice Elza	6	6	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	No	Existing site for homeless/mental health individuals in South Philadelphia sponsored by Bethesda Project. Supportive services are provided.
Bethesda Project South	4	4	No	Existing site for homeless/mental health individuals in South Philadelphia sponsored by Bethesda Project. Supportive services are provided.
Bethesda Project Spruce	13	13	No	Existing site for homeless/mental health individuals in South Philadelphia sponsored by Bethesda Project. Supportive services are provided.
Bigham Place	7	7	No	Existing site for Homeless families in Mantua sponsored by People's Emergency Center. Supportive services are provided.
Blakiston St	7	7	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Blumberg	6	6	No	New Construction for low-income families in North Philadelphia sponsored by Philadelphia Housing Authority.
Blumberg 83	83	83	Yes	New Construction in Blumberg/Sharswood neighborhood serving low-income families sponsored by PHA.
Blumberg Phase I	51	51	Yes	New Construction in Blumberg/Sharswood neighborhood serving low-income families.
Blumberg Senior	94	94	Yes	New Construction of an existing site for seniors sponsored by PHA.
Boriquen	17	17	No	Existing site for very low-income families in North Philadelphia sponsored by Boriquen Associates II Limited. Supportive services are provided.
Brentwood Parkside	22	22	No	Existing site for very low-income seniors and families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Cantrell Place	40	40	Yes	Substantial rehabilitation development in South Philadelphia for seniors. RAD transfer of assistance sponsored by Presbys Inspired Life. Supportive services are provided.
Casas En La Plaza (NSCA)	29	29	Yes	Rehabilitation of existing family units in North Central Philadelphia – RAD transfer of assistance site sponsored by Norris Square Community Alliance. Supportive services are provided.
Centennial Village	23	23	No	New Construction for low-income families, seniors, disabled in West Philadelphia sponsored by Community Ventures. Supportive services are provided.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
Chatham Court Apts	18	18	No	Existing site for low-income families in West Philadelphia sponsored by Ingerman. Supportive services are provided.
Chestnut St	6	6	No	Existing site for low-income families in the West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Cloisters III	18	18	No	Existing site for homeless individuals in West Philadelphia sponsored by Pennrose. Supportive services are provided.
Conklin St	3	3	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Courtyard at Riverview	470	470	Yes	Rehabilitation of Existing housing serving low-income families and seniors– RAD Conversion of AME Site sponsored by Michaels Organization.
Dignity Boss	8	8	No	Existing site for women of domestic abuse with children in the Germantown/Mt Airy section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity Nedro	4	4	No	Existing site for women of domestic abuse with children in Northwest Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity-1	10	10	No	Existing site for women of domestic abuse with children in the Germantown section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity-15	4	4	No	Existing site for women of domestic abuse with children in the Germantown section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity-21	11	11	No	Existing site for women of domestic abuse with children in the Germantown section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity-33	16	16	No	Existing site for women of domestic abuse with children in the Germantown section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Dignity-4	3	3	No	Existing site for women of domestic abuse with children in the Germantown section of Philadelphia sponsored by Community For Dignity & Fairness. Supportive services are provided.
Ditman St	10	10	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Dunlap School	35	35	No	Existing site for seniors in North Philadelphia sponsored by Dunlap Management Partners LP. Supportive services are provided.
Edgewood Manor	33	33	No	Existing site for very low-income families in North Philadelphia sponsored by Odin Properties.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
Elders Place I	43	43	No	Existing senior site in the Germantown section of Philadelphia sponsored by Penn Housing LLC. Supportive services are provided.
Elders Place II	38	38	No	Existing senior site in the Germantown section of Philadelphia sponsored by Penn Housing LLC. Supportive services are provided.
Fattah Homes I	6	6	No	Existing site for homeless families with disability in West Philadelphia sponsored by Peoples Emergency Center. Supportive services are provided.
Fattah Homes II	6	6	No	Existing site for Homeless families in Mantua sponsored by People's Emergency Center. Supportive services are provided.
Fourth St Access	24	24	No	North Philadelphia row home and triplex development for low-income families. Project sponsor is Mission First Housing Group. Supportive services are provided.
Francis House	10	10	No	New Construction for seniors in West Philadelphia sponsored by St Ignatius. Supportive services are provided.
Freedom Village	16	16	No	Existing site for very low-income families in North Philadelphia sponsored by Freedom Village LP.
Gaudenzia Shelton Court	13	13	No	Existing site for homeless low-income individuals in the East Oak Lane section of Philadelphia sponsored by Gaudenzia Foundation Inc. Supportive services are provided.
Gaudenzia Thompson St	6	6	No	Existing site for homeless low-income individuals in the North Central section of Philadelphia sponsored by Gaudenzia Foundation Inc. Supportive services are provided.
Gordon St	21	21	No	New construction site in North Philadelphia for low-income families sponsored by Philadelphia Housing Authority.
Guadenzia Tioga Family Center	24	24	No	Existing site for homeless low-income individuals in the Nicetown section of Philadelphia sponsored by Gaudenzia Foundation Inc. Supportive services are provided.
Haddington III	48	48	Yes	New construction in West Philadelphia for low-income families – RAD transfer of assistance site sponsored by 1260 Housing Development Corp. Supportive services are provided.
Help I	14	14	No	Existing site for veterans in Southwest Philadelphia sponsored by HELP USA. Supportive services are provided.
Help II	50	50	No	Existing site for veterans in West Philadelphia sponsored by HELP USA. Supportive services are provided.
HELP IV	15	15	No	Existing site for veterans in West Philadelphia sponsored by HELP USA. Supportive services are provided.
HELP V	37	37	Yes	New Construction in Northern Liberties section of Philadelphia serving veterans and senior veterans -

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
				RAD transfer of assistance site sponsored by HELP USA. Supportive services are provided.
Hope Bridge Ogden	4	4	No	Existing site for homeless individuals in West Philadelphia sponsored by Methodist Family Services of Philadelphia. Supportive services are provided.
Hope Bridge Vine St	20	20	No	Existing site for homeless individuals in West Philadelphia sponsored by Methodist Family Services of Philadelphia. Supportive services are provided.
Imani Homes I	24	24	No	Existing site for homeless families in West Philadelphia sponsored by People's Emergency Center . Supportive services are provided.
Imani Homes II	6	6	No	Existing site for homeless individuals in West Philadelphia sponsored by People's Emergency Center. Supportive services are provided.
Imani Homes III	6	6	No	Existing site for homeless individuals in West Philadelphia sponsored by People's Emergency Center. Supportive services are provided
Imani Homes IV	8	8	No	Existing site for homeless individuals in West Philadelphia sponsored by People's Emergency Center. Supportive services are provided.
Imani Homes V	11	11	No	Existing site for homeless individuals in West Philadelphia sponsored by People's Emergency Center. Supportive services are provided.
Impact Veterans	8	8	No	Existing site for Veteran Families in North Philadelphia sponsored by Impact Services. Supportive services are provided.
INB Mascher	12	12	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
Inglis House	17	17	No	Existing site for the disabled in West Philadelphia sponsored by Inglis House. Supportive services are provided
Inglis House-Elmwood	40	40	No	Existing site for the disabled in West Philadelphia sponsored by Inglis House. Supportive services are provided.
Jackson St	2	2	No	Existing site for low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Jannie's Place	17	17	No	Existing site for homeless families in West Philadelphia sponsored by Peoples Emergency Center. Supportive services are provided.
JBH Homes (1415 Fairmount)	15	15	No	Existing site for homeless with special needs in the Fairmount area of Philadelphia sponsored by Project Home. Supportive services are provided.
Kate's Place	35	35	No	Existing site for singles and people with disabilities in the Center City area of Philadelphia sponsored by Peoples Emergency Center. Supportive services are provided.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
Kendrick/Gillespie St	11	11	No	Existing site for low-income families in the Holmesburg section of Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Keystone St	6	6	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Larchwood St	4	4	No	Existing site for low-income families in the Spruce Hill section of Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Lehigh Park Apts	25	25	No	Existing site for families, elderly or disabled sponsored by HACE. Supportive services are provided.
Lehigh Park I&II	49	49	Yes	Rehabilitation of Existing housing serving low-income families– RAD transfer of assistance site sponsored by HACE. Supportive services are provided.
Liberty at Disston	5	5	No	Rehabilitation of nursing home transition in Northeast Philadelphia sponsored by Liberty Resources. Supportive services are provided.
Liberty Resource	2	2	No	Existing site with a preference for disabled seniors in West Philadelphia sponsored by Liberty Resources. Supportive services are provided.
Liberty Resources - Ascension Manor	3	3	No	Existing site for low-income seniors in North Philadelphia sponsored by Liberty Resources. Supportive services are provided.
Liberty Welsh	2	2	No	Rehabilitation of nursing home transition in Northeast Philadelphia sponsored by Liberty Resources. Supportive services are provided.
Lindley Court	11	11	No	Rehabilitation site in Logan for seniors sponsored by Presby Inspired Life. Supportive services are provided.
Los Balcones	21	21	No	Existing site for low-income women and families in North Philadelphia sponsored by Norris Square Association.
Martin St	7	7	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Monument Mews	60	60	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Monument Rd	11	11	No	Existing site for single women in West Philadelphia sponsored by Methodist Homes. Supportive services are provided.
Morton St	2	2	No	Existing site for low-income families in the Germantown area of Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Mt Vernon II	15	15	No	Existing site for very low-income families in West Philadelphia sponsored by Mt Vernon LP.
Mt. Vernon I	15	15	No	Existing site for very low-income families in West Philadelphia sponsored by Mt Vernon LP.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
New Courtland at Allegheny	40	40	No	Existing site for low-income seniors in North Philadelphia sponsored by New Courtland. Supportive services are provided.
New Courtland at Cliveden	32	32	No	Existing site for low-income seniors in the Germantown area of Philadelphia sponsored by New Courtland. Supportive services are provided.
New Courtland at St Barts	42	42	Yes	New construction in Northeast Philadelphia for seniors – RAD transfer of assistance site sponsored by New Courtland. Supportive services are provided.
Norris CNI Phase II	74	74	Yes	New construction site for families in North Philadelphia- RAD conversion sponsored by PHA.
Norris CNI Phase III	28	28	Yes	New construction site for seniors in North Philadelphia- RAD conversion sponsored by PHA.
Norris V	45	45		New construction in North Philadelphia.
NPCH -Community Building	16	16	No	Existing site for very low-income families in North Philadelphia sponsored by NPCH Associates.
Oakdale St	12	12	No	New construction site in North Philadelphia for low-income families sponsored by Philadelphia Housing Authority.
Osage Ave	2	2	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Parkside 10	41	41	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided
Parkside 11	8	8	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Paseo Verde	19	19	No	Existing site for very low-income families in North Philadelphia sponsored by Transit Village Affordable Housing LP.
Patriot House	15	15	No	Existing site for homeless Veterans in South Philadelphia sponsored by CATCH. Supportive services are provided.
Penrose (CATCH)	10	10	No	Existing site for homeless individuals in South Philadelphia sponsored by CATCH. Supportive services are provided.
Plymouth Hall	53	53	Yes	Existing site for seniors in North Philadelphia- RAD conversion sponsored by PHA.
Powelton Heights	30	30	No	Existing site for seniors in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Preston St	7	7	No	Existing site for low-income families in the West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Ray's Place (Venango St)	17	17	No	Existing site for homeless persons in North Philadelphia sponsored by Project Home. Supportive services are provided.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
Reed St	8	8	No	Existing site for low-income families in South Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Regent Terrace	80	80	No	Existing site for very low-income families in West Philadelphia sponsored by Pennrose.
Rhawn St	11	11	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Roberto Clemente House	38	38	Yes	Substantial rehabilitation development in North Philadelphia serving low-income families - RAD transfer of assistance site sponsored by NUEVA ESPERANZA. Supportive services are provided.
Sandy's/Catherine House (CATCH)	3	3	No	Existing site for homeless individuals in South Philadelphia sponsored by CATCH. Supportive services are provided.
Sarah Allen IV	2	2	No	Existing site for low-income families in West Philadelphia sponsored by Friends Rehab. Supportive services are provided.
Sarah Allen Community Homes	1	1	No	Existing site for low-income families in West Philadelphia sponsored by Friends Rehab. Supportive services are provided.
Sarah Allen V	3	3	No	Existing site for low-income families in West Philadelphia sponsored by Friends Rehab. Supportive services are provided.
Sartain School	35	35	No	Existing site for seniors in North Philadelphia sponsored by Sartain School Venture.
Sedgley Apartments	16	16	No	Existing site for very low-income families in North Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Sheff/Wingate St	8	8	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group. Supportive Services are provided.
Sheila D Brown Women's Center	9	9	No	Existing site for women with behavioral disabilities in South Philadelphia sponsored by Mission First Housing Group. Supportive Services are provided.
SIL Program (Intercommunity Action)	13	13	No	Existing site for individuals with mental health/chemical dependency in Roxborough. Supportive services are provided.
South 55th St LP	18	18	No	Existing site for low income families in West Philadelphia sponsored by Greenzang Properties.
South Phila Scattered	19	19	No	Existing site for low-income families in Northeast Philadelphia sponsored by Mission First Housing Group.
Spring Garden	9	9	No	Existing site for homeless families with disability in West Philadelphia sponsored by Peoples Emergency Center. Supportive services are provided.
Spruce St	3	3	No	Existing site for low-income families in South Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.

Property Name	Number of Project-based Vouchers		RAD?	Description of Project
	Planned	Actual		
St John Neumann	52	52	Yes	New Construction in South Philadelphia serving seniors - RAD transfer of assistance site sponsored by Archdiocese of Philadelphia. Supportive services are provided.
Strawberry Mansion	55	55	Yes	New construction in North Philadelphia for low-income families – RAD transfer of assistance site sponsored by PHA.
Susquehanna Apt	47	47	No	Existing site for very low-income families in North Philadelphia sponsored by Susquehanna Apts LP.
Susquehanna Square	37	37	Yes	New construction in North Philadelphia for low-income families sponsored by Community Ventures.
Thompson St	20	20	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
Tillmon Villanueva VII	38	38	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
Tioga Gardens	17	17	No	Existing site for very low-income families in North Philadelphia sponsored by Odin Properties.
Walnut Park Plaza	224	224	No	Existing site for low-income seniors in West Philadelphia sponsored by Walnut Park Associates LLC.
Walnut Park Plaza (ADA)	3	3	No	Existing site for low-income seniors in West Philadelphia sponsored by Walnut Park Associates LLC.
Walnut St	15	15	No	Existing site for very low-income families in West Philadelphia sponsored by Mission First Housing Group. Supportive services are provided.
WCRP TNI 1	12	12	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
WCRP TNI 2	9	9	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
WCRP-Grace	36	36	No	Existing site for women and their families in North Philadelphia sponsored by Women's Community Revitalization Project. Supportive services are provided.
Witherspoon Senior Apts	40	40	Yes	New Construction in West Philadelphia serving seniors.-RAD transfer of assistance sponsored by Presbys Inspired Life. Supportive services are provided.

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

N/A

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 2021 not discussed elsewhere in the Report and an update on planned initiatives that were identified in the FY 2021 Annual Plan.

Table 4: Actual Other Changes to MTW Housing Stock in the Plan Year

Site	Description of Project	Status as of March 31, 2021
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 has selected a partner for the second phase development to support up to 70 rental units adjacent to the newly developed Gordon Apartments.	This project is ongoing.
Falls Ridge	PHA is finalizing plans for a long-term sale via competitive sale process of land at the former Schuylkill Falls public housing development. PHA terminated the previous development contract and will convey the land to the highest bidder.	PHA listed the property for sale at fair market value and accepted an offer proposing construction of approximately 150 market rate units.
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.	As noted in the FY 2020 Annual Report, all acquisition has been completed.
Sharswood Development	PHA has designated Hunt Companies as developer for certain off-site parcels in the Sharswood community. PHA and Hunt have developed a plan for additional housing development in support of the CNI Transformation Plan goals. PHA and Hunt Companies jointly applied for a Choice Neighborhood Implementation grant in November 2019. PHA issued an RFP for development partner for homeownership phases.	PHA was awarded a \$30 million CNI grant to implement the Sharswood Transformation Plan in 2020. See narrative for additional details on Sharswood Transformation Plan progress.
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, which will be supported by PHA with the issuance of vouchers.	As noted in the FY 2020 Annual Report, PHA entered into a commitment with New Courtland for 150 project-based vouchers for the first phases at the site under the Unit Based Voucher program.

Site	Description of Project	Status as of March 31, 2021
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 up to 200 units of housing of which 20% will be targeted to households with incomes at or below 80% of Area Median Income. The development will also include 7,000 square ft. of commercial space. The developer was chosen through an RFP process.	Developer is in the predevelopment stage, with construction anticipated to start once the financing plan is finalized.
Bartram Village	PHA has entered into a predevelopment agreement with Pennrose Properties to evaluate the redevelopment of Bartram Village. PHA was awarded Choice Neighborhoods Planning grant funds for Bartram Village and the surrounding Kingsessing neighborhood to support the development of a comprehensive Transformation Plan. PHA intends to apply for a CNI Implementation grant in the future.	HUD accepted the Bartram Village/Kingsessing Transformation Plan in April 2020. Implementation of “action activities” funded under the CNI Planning Grant is ongoing. PHA continues working with its development partner to secure funding to implement the initial phases of the Transformation Plan and to plan for a future CNI Implementation Grant application.
Vaux Community Building	PHA has 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 has leased space in the building and began operations in September 2017. Temple University has signed a lease for a nurse-managed clinic that will open in late 2018. PHA is also completing negotiations with additional non-profit partners to lease space to provide work force, health care and other supportive services for low-income residents.	PHA completed Phases 1 and 2 of renovations of the Vaux Community Building, which has received EnVision Center designation by HUD. In April 2020, PHA opened a new Workforce Center to provide comprehensive employment and training services to PHA and community residents. Partners including the Temple University Nursing Clinic are also providing services in the facility. Big Picture Philadelphia continues to operate a high school at the Vaux Community Building.
Vacant Lot Disposition	PHA owns over 700 vacant lot parcels. PHA plans to dispose of some of the properties for fair market value, to the Land Bank, to a PHA affiliate or alternate means.	Among other initiatives, PHA entered into a collaborative partnership with Councilmember María Quiñonez Sánchez and nonprofit affordable housing developers in the 7 th District to safeguard long-term affordable housing development. Up to 240 long-term vacant lots and shells will be redeveloped for long-term affordable housing with a 20 year restrictive covenant.
2200-50 Turner Street	PHA may enter into a lease or purchase agreement for this existing parking lot facility in anticipation of future development activity.	No longer an active project.
Fairhill Acquisition	PHA intends to acquire publicly and privately owned parcels in the neighborhood adjacent to Fairhill Apartments in connection with the redevelopment of the site.	This activity is in the early stages and is ongoing.
PHA Maintenance Operations	PHA is exploring the consolidation of the Bartram Warehouse and Penrose Maintenance Facilities at a new location.	This project is ongoing. An alternative site owned by PHA on Turner Street

Site	Description of Project	Status as of March 31, 2021
		between 20 th and 21 st Streets has been identified and design is underway.

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 fundamental 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 twenty-four (24) RAD development transactions that have closed through FY 2021, including transactions that closed in prior periods. Cumulatively, these projects have leveraged approximately \$557.9 million in development funding.

Table 5: RAD Conversions: Closed Transactions through FY 2021

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	49	Transfer of Assistance
Strawberry Mansion	55	Transfer of Assistance
Haddington III	48	Transfer of Assistance
Roberto Clemente House	38	Transfer of Assistance
Southwark Plaza (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 Apartments II (CNI)	74	CNI 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	CNI RAD Conversion
Blumberg 83	83	Transfer of Assistance
Susquehanna Square	37	Transfer of Assistance
Reynolds School	49	Transfer of assistance
Norris Apartments Phase V (CNI)	45	CNI RAD Conversion
Sharswood I (Hunt)	30	Transfer of Assistance

Property Name	RAD Units	Description
27 th and Susquehanna	78	Transfer of assistance
TOTAL	1,635	

In FY 2021, PHA also made substantial progress on planned RAD conversions at Harrison Plaza (tower building only), West Park Apartments, Fairhill Apartments, Queen Lane, Queen Row and several other sites from public housing to project-based vouchers. Harrison Plaza Tower, Queen Lane and Norris LP are all scheduled to close in the first quarter of FY 2022. See FY 2022 MTW Annual Plan for additional details on planned RAD conversion activities for the next fiscal year. Actual unit counts and conversion timetables may vary depending on various factors including financing and regulatory approvals.

i. 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 over \$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. PHA continues to aggressively pursue conversions through the Rental Assistance Demonstration program in part to leverage funds to ensure long-term preservation of the existing portfolio. Table 6 provides a general description of actual capital expenditures in FY 2021.

Table 6: Actual Capital Expenditures in FY 2021

Project Type/Project Description	Site Name	Actual Expenses
Development Activity	Blumberg Senior Tower	4,539,433
Development Activity	Blumberg Senior Tower	2,662,033
Development Activity	Blumberg 83 Units	17,513
Development Activity	North Central CNI Phase III	43,806
Acquisition of Investor Interest	Mount Olivet	842,963
Acquisition of Investor Interest	Greater Grays Ferry Estates I	1,880,566
Development Activity	North Central CNI Phase V	4,126,835
Development Activity	Hunt Development Sharswood	962,327
Development Activity	Susquehanna Square	2,220,000
Development Activity	Sharswood North Lot	20,987,898
504 unit modification/fair hsg	Johnson Homes	20,862.10
504 unit modification/fair hsg	Raymond Rosen	15,391.44
504 unit modification/fair hsg	Wilson Park - Senior	9,287.04
504 unit modification/fair hsg	Harrison Plaza	6,551.39
504 unit modification/fair hsg	Arch Homes	451.29
504 unit modification/fair hsg	Spring Garden Apartments	2,192.70
504 unit modification/fair hsg	Hill Creek	14,898.90
504 unit modification/fair hsg	Abbottsford Homes	25,914.56
504 unit modification/fair hsg	Bartram Village	4,875.12
504 unit modification/fair hsg	Oxford Village	3,653.45

Project Type/Project Description	Site Name	Actual Expenses
504 unit modification/fair hsg	Whitehall Apartments	6,764.04
504 unit modification/fair hsg	Haddington Homes	1,227.36
504 unit modification/fair hsg	West Park Apartments	2,164.33
504 unit modification/fair hsg	Morton Homes	5,576.53
504 unit modification/fair hsg	Parkview Apartments	446.87
504 unit modification/fair hsg	Cassie L Holley	4,485.80
504 unit modification/fair hsg	Katie B Jackson	13,604.45
504 unit modification/fair hsg	College View	7,287.33
504 unit modification/fair hsg	Holmecrest Homes	9,831.47
504 unit modification/fair hsg	Emlen Arms	1,101.36
504 unit modification/fair hsg	Bentley Hall	107.86
504 unit modification/fair hsg	Arlene Homes	10,263.79
504 unit modification/fair hsg	Gladys B Jacobs	5,995.15
504 unit modification/fair hsg	Scattered Sites-Haddington	7,439.55
504 unit modification/fair hsg	Scattered Sites-Mantua	9,693.76
504 unit modification/fair hsg	Scattered Sites-Kingsessing	5,307.25
504 unit modification/fair hsg	Scattered Sites-Germantown/Hunting Park	7,175.45
504 unit modification/fair hsg	Scattered Sites-Fairhill Square	20,944.85
504 unit modification/fair hsg	Scattered Sites-Francisville	12,504.34
504 unit modification/fair hsg	Scattered Sites-Ludlow	52,201.42
504 unit modification/fair hsg	Scattered Sites-Susquehanna	3,976.39
504 unit modification/fair hsg	Scattered Sites-Strawberry Mansion	16,248.14
504 unit modification/fair hsg	Scattered Sites-Oxford Jefferson	30,997.78
504 unit modification/fair hsg	Johnson Homes	1,368.13
504 unit modification/fair hsg	Harrison Plaza	2,541.77
504 unit modification/fair hsg	Abbottsford Homes	2,498.84
504 unit modification/fair hsg	Scattered Sites-Germantown/Hunting Park	526.02
504 unit modification/fair hsg	Scattered Sites-Ludlow	1,462.12
504 unit modification/fair hsg	Scattered Sites-Oxford Jefferson	1,558.45
504 unit modification/fair hsg	Johnson Homes	6,364.10
504 unit modification/fair hsg	Raymond Rosen	4,481.46
504 unit modification/fair hsg	Wilson Park - Senior	1,631.95
504 unit modification/fair hsg	Harrison Plaza	3,672.03
504 unit modification/fair hsg	Arch Homes	1,111.34
504 unit modification/fair hsg	Spring Garden Apartments	1,216.35
504 unit modification/fair hsg	Hill Creek	3,328.06
504 unit modification/fair hsg	Abbottsford Homes	1,459.93
504 unit modification/fair hsg	Bartram Village	5,608.44
504 unit modification/fair hsg	Whitehall Apartments	3,344.67
504 unit modification/fair hsg	Haddington Homes	477.99
504 unit modification/fair hsg	Morton Homes	1,813.14
504 unit modification/fair hsg	Cassie L Holley	13.52
504 unit modification/fair hsg	Katie B Jackson	3,010.20
504 unit modification/fair hsg	Arlene Homes	2,324.23
504 unit modification/fair hsg	Gladys B Jacobs	2,727.07
504 unit modification/fair hsg	Scattered Sites-Haddington	8,048.66
504 unit modification/fair hsg	Scattered Sites-Mantua	1,317.57
504 unit modification/fair hsg	Scattered Sites-Kingsessing	5,168.13
504 unit modification/fair hsg	Scattered Sites-Germantown/Hunting Park	1,365.50
504 unit modification/fair hsg	Scattered Sites-Fairhill Square	4,486.65
504 unit modification/fair hsg	Scattered Sites-Francisville	6,306.55
504 unit modification/fair hsg	Scattered Sites-Ludlow	18,513.81
504 unit modification/fair hsg	Scattered Sites-Strawberry Mansion	3,374.57
504 unit modification/fair hsg	Scattered Sites-Oxford Jefferson	11,337.98
504Site modifications/fair hsg	Johnson Homes	2,874.33
504Site modifications/fair hsg	Richard Allen	524.66

Project Type/Project Description	Site Name	Actual Expenses
504Site modifications/fair hsg	Raymond Rosen	4,576.02
504Site modifications/fair hsg	Wilson Park - Senior	1,167.81
504Site modifications/fair hsg	Harrison Plaza	4,388.00
504Site modifications/fair hsg	Arch Homes	84.33
504Site modifications/fair hsg	Spring Garden Apartments	312.08
504Site modifications/fair hsg	Queen Lane Apartments	205.70
504Site modifications/fair hsg	Hill Creek	13,206.96
504Site modifications/fair hsg	Abbottsford Homes	833.42
504Site modifications/fair hsg	Oxford Village	1,334.93
504Site modifications/fair hsg	Whitehall Apartments	210.83
504Site modifications/fair hsg	Haddington Homes	846.96
504Site modifications/fair hsg	Champlost Homes	3,779.66
504Site modifications/fair hsg	Haverford Homes	84.33
504Site modifications/fair hsg	Morton Homes	1,191.36
504Site modifications/fair hsg	Parkview Apartments	236.88
504Site modifications/fair hsg	Fairhill Apartments	84.33
504Site modifications/fair hsg	College View	389.41
504Site modifications/fair hsg	Cecil B Moore	84.33
504Site modifications/fair hsg	Arlene Homes	84.33
504Site modifications/fair hsg	Scattered Sites-Haddington	21,705.25
504Site modifications/fair hsg	Scattered Sites-Mantua	2,950.10
504Site modifications/fair hsg	Scattered Sites-Kingsessing	7,769.10
504Site modifications/fair hsg	Scattered Sites-Germantown/Hunting Park	10,155.86
504Site modifications/fair hsg	Scattered Sites-Fairhill Square	5,618.49
504Site modifications/fair hsg	Scattered Sites-Francisville	6,801.17
504Site modifications/fair hsg	Scattered Sites-Ludlow	15,934.53
504Site modifications/fair hsg	Scattered Sites-Susquehanna	2,757.10
504Site modifications/fair hsg	Scattered Sites-Strawberry Mansion	5,488.26
504Site modifications/fair hsg	Scattered Sites-Oxford Jefferson	5,775.29
504Site modifications/fair hsg	Johnson Homes	39,404.37
504Site modifications/fair hsg	Richard Allen	5,379.64
504Site modifications/fair hsg	Raymond Rosen	25,706.59
504Site modifications/fair hsg	Wilson Park - Senior	37,934.93
504Site modifications/fair hsg	Harrison Plaza	12,833.26
504Site modifications/fair hsg	Arch Homes	753.03
504Site modifications/fair hsg	Spring Garden Apartments	2,126.57
504Site modifications/fair hsg	Queen Lane Apartments	4,483.90
504Site modifications/fair hsg	Hill Creek	23,600.97
504Site modifications/fair hsg	Abbottsford Homes	10,330.69
504Site modifications/fair hsg	Oxford Village	23,121.35
504Site modifications/fair hsg	Whitehall Apartments	2,770.93
504Site modifications/fair hsg	Haddington Homes	7,875.13
504Site modifications/fair hsg	Champlost Homes	5,741.20
504Site modifications/fair hsg	Haverford Homes	861.20
504Site modifications/fair hsg	Morton Homes	18,851.10
504Site modifications/fair hsg	Parkview Apartments	937.03
504Site modifications/fair hsg	Fairhill Apartments	753.03
504Site modifications/fair hsg	College View	3,250.40
504Site modifications/fair hsg	Cecil B Moore	886.43
504Site modifications/fair hsg	Arlene Homes	753.03
504Site modifications/fair hsg	Scattered Sites-Haddington	48,431.27
504Site modifications/fair hsg	Scattered Sites-Mantua	24,005.56
504Site modifications/fair hsg	Scattered Sites-Kingsessing	42,411.54
504Site modifications/fair hsg	Scattered Sites-Germantown/Hunting Park	41,540.84
504Site modifications/fair hsg	Scattered Sites-Fairhill Square	36,407.44
504Site modifications/fair hsg	Scattered Sites-Francisville	53,431.66

Project Type/Project Description	Site Name	Actual Expenses
504Site modifications/fair hsg	Scattered Sites-Ludlow	77,011.39
504Site modifications/fair hsg	Scattered Sites-Susquehanna	20,359.72
504Site modifications/fair hsg	Scattered Sites-Strawberry Mansion	68,692.46
504Site modifications/fair hsg	Scattered Sites-Oxford Jefferson	23,174.03
A&E Fees & Professional Serv	Harrison Plaza	4,510.00
A&E Fees & Professional Serv	Johnson Homes	47,966.42
A&E Fees & Professional Serv	Fairhill Apartments	14,775.45
A&E Fees & Professional Serv	Scattered Sites-Francisville	30,885.53
Acquire Properties-Below TDC	Blumberg Apts	10,393.93
Acquire Properties-Below TDC	Blumberg Apts	103,939.32
Comp unit mod, SMART II	Scattered Sites-Francisville	432.89
Comp unit mod, SMART II	Scattered Sites-Strawberry Mansion	1,021.34
Comp unit mod, SMART II	Scattered Sites-Haddington	1,723.76
Comp unit mod, SMART II	Scattered Sites-Mantua	5,065.38
Comp unit mod, SMART II	Scattered Sites-Kingsessing	32,226.42
Comp unit mod, SMART II	Scattered Sites-Germantown/Hunting Park	1,813.05
Comp unit mod, SMART II	Scattered Sites-Fairhill Square	19,700.37
Comp unit mod, SMART II	Scattered Sites-Francisville	54,623.20
Comp unit mod, SMART II	Scattered Sites-Ludlow	3,447.52
Comp unit mod, SMART II	Scattered Sites-Susquehanna	18,014.19
Comp unit mod, SMART II	Scattered Sites-Strawberry Mansion	3,447.52
Comp unit mod, SMART II	Scattered Sites-Oxford Jefferson	1,426.27
Comp unit mod, SMART II	Scattered Sites-Fairhill Square	807.00
Comp unit mod, SMART II	Scattered Sites-Fairhill Square	(806.55)
Comp unit mod, SMART II	Scattered Sites-Fairhill Square	443,125.58
Comp unit mod, SMART II	Scattered Sites-Francisville	391,246.51
Comp unit mod, SMART II	Scattered Sites-Ludlow	253,969.37
Comp unit mod, SMART II	Scattered Sites-Susquehanna	260,267.85
Comp unit mod, SMART II	Scattered Sites-Strawberry Mansion	2,401.00
Comp unit mod, SMART II	Scattered Sites-Strawberry Mansion	(2,400.64)
Comp unit mod, SMART II	Scattered Sites-Strawberry Mansion	631,301.08
Comp unit mod, SMART II	Scattered Sites-Oxford Jefferson	221,185.90
Comp unit renovations work	Scattered Sites-Fairhill Square	5,904.69
Comprehensive Unit Rehab	Scattered Sites-Fairhill Square	162.04
Comprehensive Unit Rehab	Scattered Sites-Francisville	82.43
Comprehensive Unit Rehab	Scattered Sites-Strawberry Mansion	66.26
Concrete and pavement	Johnson Homes	188,806.00
Concrete and pavement	Richard Allen	54,568.00
Concrete and pavement	Raymond Rosen	204,015.00
Concrete and pavement	Wilson Park - Senior	283,677.00
Concrete and pavement	Harrison Plaza	27,851.00
Concrete and pavement	Spring Garden Apartments	140,145.00
Concrete and pavement	Hill Creek	179,135.50
Concrete and pavement	Abbottsford Homes	69,998.13
Concrete and pavement	Haddington Homes	99,995.00
Concrete and pavement	Cecil B Moore	15,996.00
Concrete and pavement	Scattered Sites-Haddington	28,395.00
Concrete and pavement	Scattered Sites-Mantua	59,081.00
Concrete and pavement	Scattered Sites-Kingsessing	87,753.00
Concrete and pavement	Scattered Sites-Germantown/Hunting Park	54,134.50
Concrete and pavement	Scattered Sites-Fairhill Square	44,210.00
Concrete and pavement	Scattered Sites-Francisville	15,610.00
Concrete and pavement	Scattered Sites-Ludlow	105,665.00
Concrete and pavement	Scattered Sites-Susquehanna	57,645.00
Concrete and pavement	Scattered Sites-Strawberry Mansion	20,945.00
Concrete and pavement	Scattered Sites-Oxford Jefferson	31,770.00

Project Type/Project Description	Site Name	Actual Expenses
Electrical distribution system	Raymond Rosen	124,314.07
Electrical distribution system	Spring Garden Apartments	101,694.23
Electrical distribution system	Hill Creek	294,152.64
Electrical distribution system	Abbotsford Homes	63,790.01
Electrical distribution system	Oxford Village	177,415.33
Energy Efficiency	Richard Allen	254,028.00
Energy Efficiency	Raymond Rosen	53,104.76
Energy Efficiency	Wilson Park - Senior	320,954.00
Energy Efficiency	Spring Garden Apartments	228,923.11
Energy Efficiency	Queen Lane Apartments	18,254.00
Energy Efficiency	Hill Creek	229,845.52
Energy Efficiency	Oxford Village	560,090.00
Energy Efficiency	Whitehall Apartments	60,437.06
Energy Efficiency	Champlost Homes	124,711.00
Energy Efficiency	Morton Homes	84,376.32
Energy Efficiency	Cassie L Holley	114,059.74
Energy Efficiency	College View	21,626.52
Energy Efficiency	Holmecrest Homes	7,552.00
Energy Efficiency	Bentley Hall	56,217.24
Energy Efficiency	Cecil B Moore	78,204.00
Energy Efficiency	Arlene Homes	91,038.48
Energy Efficiency	Gladys B Jacobs	56,449.96
Environ issues-LBP/asbestos	Haddington Homes	1,036.00
Environ issues-LBP/asbestos	Scattered Sites-Haddington	518.00
Environ issues-LBP/asbestos	Scattered Sites-Fairhill Square	518.00
Environ issues-LBP/asbestos	Scattered Sites-Susquehanna	518.00
Environ issues-LBP/asbestos	Scattered Sites-Mantua	518.00
Environ issues-LBP/asbestos	Morton Homes	1,173.50
Environ issues-LBP/asbestos	Scattered Sites-Fairhill Square	1,343.70
Environmental hazard abate	Wilson Park - Senior	7,401.06
Environmental hazard abate	Hill Creek	6,798.13
Environmental hazard abate	Abbotsford Homes	7,195.50
Environmental hazard abate	Oxford Village	4,919.34
Environmental hazard abate	Cassie L Holley	4,319.93
Environmental hazard abate	Bentley Hall	3,514.28
Exterior bldg structures	Scattered Sites-Haddington	10,727.68
Exterior bldg structures	Scattered Sites-Mantua	8,907.12
Exterior bldg structures	Scattered Sites-Kingsessing	34,380.64
Exterior bldg structures	Scattered Sites-Germantown/Hunting Park	27,528.00
Exterior bldg structures	Scattered Sites-Fairhill Square	14,112.42
Exterior bldg structures	Scattered Sites-Francisville	2,524.81
Exterior bldg structures	Scattered Sites-Ludlow	26,526.60
Exterior bldg structures	Scattered Sites-Susquehanna	36,893.78
Exterior bldg structures	Scattered Sites-Strawberry Mansion	6,568.00
Exterior bldg structures	Scattered Sites-Oxford Jefferson	6,690.96
Heating Plant Upgrades	Wilson Park - Senior	974,719.27
Heating Plant Upgrades	Emlen Arms	74,361.76
Heating Plant Upgrades	Scattered Sites-Haddington	4,337.46
Heating Plant Upgrades	Scattered Sites-Mantua	6,797.60
Heating Plant Upgrades	Scattered Sites-Kingsessing	1,759.92
Heating Plant Upgrades	Scattered Sites-Germantown/Hunting Park	9,209.54
Heating Plant Upgrades	Scattered Sites-Fairhill Square	10,000.00
Heating Plant Upgrades	Scattered Sites-Francisville	5,010.16
Heating Plant Upgrades	Scattered Sites-Ludlow	8,284.40
Heating Plant Upgrades	Scattered Sites-Susquehanna	7,778.67
Heating Plant Upgrades	Scattered Sites-Strawberry Mansion	10,000.00

Project Type/Project Description	Site Name	Actual Expenses
Heating Plant Upgrades	Scattered Sites-Oxford Jefferson	5,918.05
Interior wall repair	Wilson Park - Senior	39,093.04
Interior wall repair	Bartram Village	62,563.25
Interior wall repair	Scattered Sites-Mantua	14,799.80
Interior wall repair	Scattered Sites-Kingsessing	33,153.50
Interior wall repair	Scattered Sites-Germantown/Hunting Park	2,745.00
Interior wall repair	Scattered Sites-Francisville	29,720.00
Interior wall repair	Scattered Sites-Ludlow	18,304.00
Interior wall repair	Scattered Sites-Susquehanna	19,605.00
Interior wall repair	Scattered Sites-Strawberry Mansion	1,800.00
Landscaping, tree trimming	Johnson Homes	43,053.00
Landscaping, tree trimming	Hill Creek	12,403.00
Landscaping, tree trimming	Abbotsford Homes	26,968.00
Landscaping, tree trimming	Bartram Village	54,187.00
Landscaping, tree trimming	Scattered Sites-Haddington	17,893.00
Landscaping, tree trimming	Scattered Sites-Mantua	21,406.00
Landscaping, tree trimming	Kingsessing	22,453.00
Landscaping, tree trimming	Germantown/Hunting Park	5,710.00
Landscaping, tree trimming	Fairhill Square	4,986.00
Landscaping, tree trimming	Scattered Sites-Francisville	5,993.00
Landscaping, tree trimming	Ludlow	7,495.00
Landscaping, tree trimming	Scattered Sites-Susquehanna	7,424.00
Landscaping, tree trimming	Scattered Sites-Strawberry Mansion	4,290.00
Landscaping, tree trimming	Scattered Sites-Oxford Jefferson	3,255.00
LBP testing/monitor asbestos	Johnson Homes	35,975.17
LBP testing/monitor asbestos	Raymond Rosen	13,567.70
LBP testing/monitor asbestos	Wilson Park - Senior	53,482.90
LBP testing/monitor asbestos	Harrison Plaza	14,383.75
LBP testing/monitor asbestos	Arch Homes	1,160.00
LBP testing/monitor asbestos	Spring Garden Apartments	30,698.75
LBP testing/monitor asbestos	Hill Creek	13,490.00
LBP testing/monitor asbestos	Abbotsford Homes	16,591.25
LBP testing/monitor asbestos	Bartram Village	10,707.00
LBP testing/monitor asbestos	Oxford Village	17,041.25
LBP testing/monitor asbestos	Whitehall Apartments	2,400.00
LBP testing/monitor asbestos	Haddington Homes	2,420.00
LBP testing/monitor asbestos	West Park Apartments	1,803.71
LBP testing/monitor asbestos	Champlost Homes	2,100.00
LBP testing/monitor asbestos	Haverford Homes	250.00
LBP testing/monitor asbestos	Morton Homes	4,492.80
LBP testing/monitor asbestos	Scattered Sites-Haddington	11,232.09
LBP testing/monitor asbestos	Scattered Sites-Mantua	3,813.20
LBP testing/monitor asbestos	Scattered Sites-Kingsessing	10,432.22
LBP testing/monitor asbestos	Scattered Sites-Germantown/Hunting Park	1,801.80
LBP testing/monitor asbestos	Scattered Sites-Germantown/Hunting Park	21,084.58
LBP testing/monitor asbestos	Scattered Sites-Fairhill Square	12,579.48
LBP testing/monitor asbestos	Scattered Sites-Francisville	21,014.22
LBP testing/monitor asbestos	Scattered Sites-Ludlow	7,444.98
LBP testing/monitor asbestos	Scattered Sites-Susquehanna	3,362.40
LBP testing/monitor asbestos	Scattered Sites-Strawberry Mansion	9,939.16
LBP testing/monitor asbestos	Scattered Sites-Oxford Jefferson	3,198.50
LBP testing/monitor asbestos	Johnson Homes	12,530.02
LBP testing/monitor asbestos	Richard Allen	290.00
LBP testing/monitor asbestos	Raymond Rosen	3,022.00
LBP testing/monitor asbestos	Wilson Park - Senior	3,363.75
LBP testing/monitor asbestos	Harrison Plaza	393.00

Project Type/Project Description	Site Name	Actual Expenses
LBP testing/monitor asbestos	Arch Homes	984.00
LBP testing/monitor asbestos	Spring Garden Apartments	520.00
LBP testing/monitor asbestos	Hill Creek	9,134.40
LBP testing/monitor asbestos	Abbotsford Homes	607.00
LBP testing/monitor asbestos	Bartram Village	16,863.14
LBP testing/monitor asbestos	Oxford Village	607.00
LBP testing/monitor asbestos	Whitehall Apartments	350.00
LBP testing/monitor asbestos	Haddington Homes	895.00
LBP testing/monitor asbestos	Champlost Homes	1,059.00
LBP testing/monitor asbestos	Morton Homes	15,472.23
LBP testing/monitor asbestos	Scattered Sites-Haddington	13,086.10
LBP testing/monitor asbestos	Scattered Sites-Mantua	3,636.93
LBP testing/monitor asbestos	Scattered Sites-Kingsessing	3,496.68
LBP testing/monitor asbestos	Scattered Sites-Germantown/Hunting Park	1,691.16
LBP testing/monitor asbestos	Scattered Sites-Fairhill Square	3,293.73
LBP testing/monitor asbestos	Scattered Sites-Francisville	1,342.32
LBP testing/monitor asbestos	Scattered Sites-Ludlow	3,433.17
LBP testing/monitor asbestos	Scattered Sites-Susquehanna	4,688.58
LBP testing/monitor asbestos	Scattered Sites-Strawberry Mansion	1,633.76
LBP testing/monitor asbestos	Scattered Sites-Oxford Jefferson	14,791.98
Plumbing upgrades	Wilson Park - Senior	80,000.00
Plumbing upgrades	Scattered Sites-Haddington	23,900.00
Plumbing upgrades	Scattered Sites-Mantua	14,900.00
Plumbing upgrades	Scattered Sites-Germantown/Hunting Park	23,900.00
Plumbing upgrades	Scattered Sites-Ludlow	14,900.00
Plumbing upgrades	Scattered Sites-Susquehanna	14,900.00
Plumbing upgrades	Scattered Sites-Strawberry Mansion	42,700.00
Plumbing upgrades	Scattered Sites-Oxford Jefferson	12,900.00
Repair exterior wall surfaces	Raymond Rosen	300,000.00
Roof repair/replacement	Scattered Sites-Haddington	45,210.94
Roof repair/replacement	Scattered Sites-Mantua	5,763.72
Roof repair/replacement	Scattered Sites-Kingsessing	23,118.45
Roof repair/replacement	Scattered Sites-Germantown/Hunting Park	25,066.82
Roof repair/replacement	Scattered Sites-Fairhill Square	15,847.91
Roof repair/replacement	Scattered Sites-Francisville	11,790.45
Roof repair/replacement	Scattered Sites-Ludlow	56,165.58
Roof repair/replacement	Scattered Sites-Susquehanna	40,845.05
Roof repair/replacement	Scattered Sites-Strawberry Mansion	35,105.35
Roof repair/replacement	Scattered Sites-Oxford Jefferson	21,045.40
Roof repair/replacement	Raymond Rosen	43,408.75
Roof repair/replacement	Morton Homes	30,000.00
Roof repair/replacement	Scattered Sites-Haddington	74,675.69
Roof repair/replacement	Scattered Sites-Mantua	69,133.91
Roof repair/replacement	Scattered Sites-Kingsessing	80,944.30
Roof repair/replacement	Scattered Sites-Germantown/Hunting Park	45,757.15
Roof repair/replacement	Scattered Sites-Fairhill Square	74,347.97
Roof repair/replacement	Scattered Sites-Francisville	80,499.08
Roof repair/replacement	Scattered Sites-Ludlow	127,349.35
Roof repair/replacement	Scattered Sites-Susquehanna	99,174.06
Roof repair/replacement	Scattered Sites-Strawberry Mansion	97,282.55
Roof repair/replacement	Scattered Sites-Oxford Jefferson	82,421.35
Roof repair/replacement	Scattered Sites-Haddington	29,488.75
Roof repair/replacement	Scattered Sites-Mantua	17,126.83
Roof repair/replacement	Scattered Sites-Kingsessing	27,901.60
Roof repair/replacement	Scattered Sites-Germantown/Hunting Park	21,292.60
Roof repair/replacement	Scattered Sites-Fairhill Square	20,976.35

Project Type/Project Description	Site Name	Actual Expenses
Roof repair/replacement	Scattered Sites-Francisville	25,405.95
Roof repair/replacement	Scattered Sites-Ludlow	13,369.20
Roof repair/replacement	Scattered Sites-Susquehanna	23,198.56
Roof repair/replacement	Scattered Sites-Strawberry Mansion	27,066.25
Roof repair/replacement	Scattered Sites-Oxford Jefferson	23,418.50
TOTAL		\$51,151,951

B. Leasing Information

i. Actual Number of Households Served

PHA provided housing assistance to approximately 29,554 households in FY 2021 through the Public Housing (n=11,914), HCV (n=17,633), including both MTW and Non-MTW Special Purpose vouchers, and local, non-traditional MTW programs (n=7). Excluding non-MTW vouchers, the total number of MTW-only households served was 28,216 as shown on the HUD required Table 7 below. The MTW HCV Utilized figure includes RAD vouchers/units. Non-MTW vouchers are shown in Table 8.

Table 7: MTW Households Served Planned vs. Actual

Planned Number of Households Served Through:	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	142,776	142,964	11,898	11,914
MTW Housing Choice Vouchers (HCV) Utilized	221,088	195,539	18,424	16,295
Local, Non-Traditional: Tenant-Based	0	0	0	0
Local, Non-Traditional: Property-Based	150	86	25	7
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	364,014	338,589	30,347	28,216

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 limitations on housing search and lease up due to the COVID-19 pandemic, changes to lease up schedules for new project-based developments, move out rates and unit turnover timetables. Note that the calculation methodology required in Tables 7-9 effectively undercounts the actual number of households served because it is based on a full year of occupancy. For example, PHA began implementation of the Sponsor-based Shared Housing Pilot during the last quarter of FY 2021. As the calculation in Table 7 reflects unit occupancy over the 12 months of the fiscal year, the number of households served in Table 7 is significantly less than the number of participants who were assisted through this activity as of the end of the fiscal year. See also “Discussion of Any Actual Issues/Solutions Related to Leasing” narrative below.

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

Non-MTW Program to be Served Through:	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
Mainstream	2,628	2,938	219	245
VASH	9,144	7,620	762	635
VASH Project Based	408	132	34	11
Moderate Rehab	2,436	2,196	203	183
SRO	3,552	3,168	296	264
Planned/Actual Totals	18,168	16,054	1,514	1,338

Table 9: MTW Local, Non-Traditional 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	
Property-Based	Shared Housing/MTW 2020-2	150	86	25	7
Homeownership	N/A	0		0	
Planned/Actual Totals		150	86	25	7

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 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 2021, a total of 68 residents became first time homebuyers through ODAHP's various homeownership programs, including 6 residents who purchased scattered site units through the 5h program, 21 HCV participants who utilized vouchers to purchase private market unit, 11 Public Housing residents who purchased units in the private market through assistance from the new mobility program, and 30 additional households who were assisted through down payment or soft second mortgage assistance.

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

Table 11: Issues/Solutions Related to Leasing

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
MTW Public Housing	RAD conversions and RAD transfer of assistance activities continued to affect leasing in FY 2021. The onset of the pandemic created changes and delays in the schedule of development

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
	activities, impacting re-occupancy and relocation at converting sites and, in turn, overall leasing levels in public housing.
MTW Housing Choice Voucher	<p>In FY 2021, leasing issues associated with the pandemic impacted voucher utilization, creating additional challenges for voucher-holders searching for a unit. HCV published the voucher briefing presentation online so that voucher-holders could continue to access the briefing and also updated the voucher briefing packet to streamline information and better support voucher-holders engaged in the housing search.</p> <p>As noted in the FY 2022 Annual Plan, PHA has undertaken and will continue to implement a series of actions to increase voucher utilization. In FY 2021, PHA pulled applicants from the HCV waiting list and began issuing vouchers to eligible households. To increase the supply of units available for leasing, PHA implemented a program of landlord incentives including bonuses for leasing new HCV units and leasing in opportunity areas. PHA also issued RFPs for the UBV program to attract additional projects to the program and partnered with the City to issues additional vouchers to homeless families pursuant to the Blueprint to End Homelessness initiative.</p>
Local, Non-Traditional	N/A

C. Waiting List Information

i. Actual Waiting List Information

In FY 2021, PHA continued to maintain waiting lists 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 Alternatively Managed (AME) public housing sites remained subject to site-specific waitlist policies. PHA also operated a centralized “first available” waitlist for referral programs and for applicants who elected this option. As public housing sites convert to Project-Based Voucher (PBV) assistance through the Rental Assistance Demonstration (RAD) program, PHA converts the existing public housing site-based waiting lists, where applicable, to PBV site-based waiting lists. Conventional and scattered site public housing waiting lists remained open 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 remained open in FY 2021.

The HCV waiting list remained 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, including RAD developments, 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, 2021.

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	12,009	Partial –Special purpose & referrals only	Partial
HCV Project Based (PAPMC managed only)	Site-Based	18,770	Open	Open
Public Housing 1 – Conventional & Scattered Sites	First Available and Site-Based	14,265	Partial – Open for Seniors & 504 Applicants only	Partial

Public Housing 2 – PAPMC Tax Credit	Site-Based	36,829	Open	Open
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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	1,518	9,537	423	371	93	67	12,009
HCV – Project Based (PAPMC managed only)	2,851	14,949	431	295	206	38	18,770
Public Housing Conventional & Scattered Sites	2,599	10,839	378	273	133	43	14,265
Public Housing (PAPMC managed)	5,852	28,937	979	635	332	94	36,829
Total	12,820	64,262	2,211	1,574	764	244	81,873

Table 14: Waiting List Applicants by Ethnicity

Waiting List	Hispanic	Non Hispanic	Other	Total
HCV-Tenant Based	763	11,230	16	12,009
HCV – Project Based (PAPMC managed only)	2,374	16,385	11	18,770
Public Housing Conventional & Scattered Sites	1,388	12,869	8	14,265
Public Housing (PAPMC managed)	3,926	32,884	19	36,829
Total	8,451	73,368	54	81,873

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. In FY 2021, PHA implemented the new Shared Housing Pilot Program, a local, non-traditional MTW activity. The number of households admitted to the pilot program during the fiscal year is included in Table 15 below.

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	2
49% - 30% Area Median Income	3
Below 30% Area Median Income	53
Total Local, Non-Traditional Households Admitted	58

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; however, PHA was not required to 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

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
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

Please describe the justification for any “Non-MTW Adjustments” given above:
N/A

Table 17: Mix of MTW Family Sizes Served in FY 2021

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	13,236	43.37%	N/A
2 Person	N/A	6,300	20.64%	N/A
3 Person	N/A	4,800	15.73%	N/A
4 Person	N/A	3,233	10.59%	N/A
5 Person	N/A	1,605	5.26%	N/A
6+ Person	N/A	1,348	4.42%	N/A
TOTAL	N/A	30,522	100.00%	N/A

Describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:
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
Activity #2004-3: Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV	PH: 278 HCV: 9	<p>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 \$50 or less in HAP subsidy but still qualifies as a program participant.</p> <p>For public housing, PHA defines a household that transitions to self-sufficiency as a public housing household whose income is at or above 80% AMI.</p>
Activity #2016-1: Second Chance Initiative	0	PHA defines self-sufficiency for the Second Chance Initiative as successful completion of the program and transition to other affordable housing.
Activity #2020-1: Local Family Self-Sufficiency Program	0	In the FSS program, self-sufficiency is defined as graduation from the five-year program.
	0	Households Duplicated Across MTW Activities
	287	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

ACTIVITY 2011-1: PARTNERSHIP PROGRAMS INITIATIVE

PHA continued to utilize 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.

Under this activity, in FY 2021, five (5) new public housing developments consisting of a total of 186 units completed construction and were occupied. This includes: Francis House (50 units), Casa Indiana (50 units), Liberty 52 (23 units), Project HOME Maguire Residence (27 units) and New Courtland at Henry Ave Phase 1B (36 units). PHA continued to work with its developer partners on an additional 424 public housing units at eleven (11) developments noted in either the FY 2021 or FY 2022 Annual Plans including: a) 242 new public housing units at six (6) developments that were originally projected for occupancy in FY 2021 are now scheduled to come

online in FY 2022; and, b) 182 new public housing units at five (5) developments that closed in FY 2021 and are scheduled for occupancy in FY 2022.

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

PHA included updated metrics in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

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	428	186**	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 developers and/or 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 FY 2021 require MTW waivers at present other than the use of MTW Block Grant funds.*

***An additional 242 units are in construction and scheduled for occupancy in FY 2022.*

<i>CE #4: Increase in Resources Leverage – ALL Planned FY 2021 Projects *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$166.81 million	\$166.81** million	Yes

** Represents total development costs of each development project as reported by PHA development partners.*

*** While construction is still underway on 242 units, the leveraged dollar outcome reflects financial closing amounts for all 428 units projected in FY 2021.*

ACTIVITY 2004-1: NEIGHBORHOOD DEVELOPMENT & REVITALIZATION INITIATIVES

Description/Impact/Update

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics. 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:

<i>CE #1: Agency Cost Savings *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	TBD	\$0	\$0	Yes
<i>*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).</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).	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	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		

**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	0	Yes

ACTIVITY 2004-2: SERVICE-ENRICHED HOUSING FOR SENIORS & PEOPLE WITH DISABILITIES

Description/Impact/Update

PHA continued to collaborate 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 MTW 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 administers up to 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.

During FY 2021, PHA served 69 families under the Nursing Home Transition initiative. PHA continued to work with partnering agencies to assist individuals transitioning out of nursing homes. Under this activity, PHA has received referrals to assist persons transitioning out of nursing homes with access to affordable housing through the Public Housing and HCV programs. As of June 30, 2020, the Department of Human Services (DHS) ceased referrals to the HCV program. PHA will continue to provide HCV subsidies to NHTI participants who were referred prior to June 30, 2020. Public Housing will continue to receive new referrals; their participation in this initiative was not impacted.

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA relies on referrals from partnering agencies in order to assist individuals through the Nursing Home Transition Initiative. During FY 2021, DHS ceased new referrals to the HCV portion of NHTI; as a result, only two (2) new NHTI participants were assisted with vouchers in FY 2021.

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)	56 (HCV) <u>13 (PH)</u> 69 Total	No
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)	56 (HCV) <u>13 (PH)</u> 69 Total	No

ACTIVITY 2004-3: SIMPLIFICATION AND STREAMLINING OF RENT AND RECERTIFICATION PROCESSES FOR PUBLIC HOUSING AND HCV

Description/Impact/Update

PHA continued to implement a series of MTW initiatives in the public housing and/or HCV programs designed to simplify rent calculation and recertification, streamline administrative processes, and reduce paperwork burdens on residents and staff.

- *Two and Three-Year Recertification/Limit on Interims* – Public Housing and HCV, including UBV/RAD 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 programs.
- *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. PHA uses ceiling rents when calculating rent for mixed families. PHA notes that, pursuant to the HOTMA legislation and policies approved by the PHA Board in March 2019, ceiling rent policies will not apply to certain households who are “over-income” for twenty-four consecutive months. Over-income households are defined as those with household income at or greater than 120% of Area Median Income, and will be subject to an alternative rent beginning on or before December 31, 2021. Additional details regarding this policy can be found in PHA’s Admissions and Continued Occupancy Policy.
- *Rent Calculation Method* – PHA has established an alternative rent structure for the HCV (including UBV/RAD) and public housing programs to motivate residents to work and accumulate savings. In FY 2017, PHA began allowing households with assets of \$50,000 or less to self-certify asset value and income from the assets. Asset income is excluded when the value of the household’s asset is \$50,000 or less. Asset income for household assets valued at greater than \$50,000 is calculated by using the market value of the asset times the passbook savings rate. Also, in FY 2017, PHA began excluding all full-time student earned income for family members other than the head, spouse or co-head and PHA discontinued verification of full-time student earned income as 100% of the income is excluded.
- *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.

- *Minimum HAP Payment* - Starting in FY 2019, PHA adopted a policy for tenant-based voucher units only whereby the HAP contract terminates automatically 180 calendar days after the last housing assistance payment to the owner of \$50 or less. This allows PHA to provide assistance to a greater number of households by freeing up vouchers held by households with minimal assistance. This policy does not apply to the UBV Program.

- *Reasonable Rent*
 - PHA has implemented a reasonable rent policy for the HCV Program, including UBV/RAD, 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 public housing 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 also 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.

 - 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 Utility Allowance (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.

- PHA is also authorized to expand the utility allowance policy to require public housing and HCV tenants, whose incomes are at or below 150% of the Federal Poverty Level and who receive a utility allowance for water, to enroll and participate in the Philadelphia Water Department's Tiered Assistance Program (TAP). TAP provides customers with significant savings by offering a consistent bill based on their income. PHA will base the water utility allowance for eligible households on the amount charged under the TAP Program. Water charges range from 2% to 3% of gross income.

PHA has not yet implemented flexibility to require families to enroll in the TAP or PECO programs. In FY 2022, PHA will evaluate the feasibility of both the TAP and PECO programs to determine how they will move forward.

Despite the economic dislocation caused by the pandemic, the employment rate of Public Housing households rose as did the average earned income for households in the HCV program. PHA expects that outcomes for employment and income will continue to improve in FY 2022. To streamline process and improve customer service, PHA designed and developed a Client Portal for participants to request interim recertifications online in FY 2021. PHA anticipates that use of the online portal will result in agency time and cost savings. The portal will also allow participants to submit request for hardships and view their current household, rent, and income information.

During FY 2021, PHA discontinued terminations of HCV families with a HAP of \$50 or less. Nine (9) families were terminated during the fiscal year prior to its discontinuation. In reviewing the termination policy, PHA determined that it had a minimal impact and was not cost-effective, as relatively few families were terminated after receiving notice that they would be subject to the policy. Further, the policy created an additional administrative burden for HCV staff.

PHA adopted Small Area Fair Market Rents (SAFMR) beginning in FY 2019 with revisions to the groupings of SAFMR zip codes in FY 2020. These revisions were necessary to avoid negative financial impacts to both tenants and owners. With implementation of SAFMRs, HCV participants have greater opportunity to rent in opportunity neighborhoods. To encourage participants to move to high-opportunity zip codes where contract rents may be higher, the Housing Opportunity Program (HOP) assists voucher-holders in searching for a unit in these neighborhoods. In FY 2021, 22 families successfully leased up in high-opportunity neighborhoods through support from the HOP program.

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
 - Modified FY 2017

- Payment Standards
 - Approved FY 2008
 - Implemented FY 2008
- 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
 - Philadelphia Water Department’s Tiered Assistance Program (TAP)
 - Approved FY 2019
 - Not yet implemented
- Minimum HAP Payment
 - 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 2021, in both the HCV and Public Housing Program, PHA received no hardship requests related to this activity.

Actual Non-Significant Changes

Minimum HAP Payment

During FY 2021, PHA has discontinued its MTW policy regarding termination of HCV families whose HAP payments are under \$50 for 180 days due to its minimal impact. PHA will follow regulatory guidelines regarding automatic termination of the HAP contract.

Ceiling Rent

PHA has adopted CARES Act waiver PH-7, which permits the delay of alternative rent for over-income households. In lieu of the requirement to apply the alternative rent policy after the 24-

month period, PHA will apply the alternative rent at the household’s next regular recertification, which may be delayed as a result of CARES Act waiver PH and HCV-2 (Delayed Annual Re-examinations).

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA did not meet benchmarks for agency cost and staff time savings, as the number of interim recertifications in both the PH and HCV programs increased significantly in FY 2021 due to an increase in job losses and income reductions as a result of the COVID-19 pandemic. PHA did not meet all benchmarks for increases in income and employment, but expects outcomes to improve in FY 2022 as the pandemic abates and the economy rebounds.

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	\$789,145	No

**Includes HCV and PH.*

<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	32,252 hours	No

**Includes HCV and PH.*

<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%	3%	Yes

** The error rate is a weighted average. 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.*

<i>CE #5: Increase in Agency Rental Revenue – Utility Allowance Policy *</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$606,753	\$606,753	\$2,079,984	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	\$28,207	Yes
Average earned income of households affected by this policy in dollars (increase). – PH	\$20,749	\$20,749	\$15,856	No

** Although this activity was implemented in FY 04, HUD required PHA to track the average earned income of households affected by this policy ten years after the policy was implemented; 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: 52% 4,487 HOH employed n=8,651 workable HOH PH: 57% 2,895 HOH employed n=5,104 workable HOHs	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: 48% 4,164 unemployed HOH n=8,651 workable HOH PH: 43% 2,209 unemployed HOH n=5,104 workable HOHs	Yes

** Although this activity was implemented in FY 04, HUD required PHA to track the average earned income of households affected by this policy at least 10 years after it was implemented; 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*

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

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: 9 PH: 278	No

** 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.

ACTIVITY 2004-4: UNIT-BASED LEASING AND DEVELOPMENT PROGRAM

Description/Impact/Update

Under PHA's Unit-Based Leasing and Development Program ("UBV" or the "Unit-Based Program"), PHA continued to negotiate 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 comply with the alternate Site and Neighborhood Standards described at Attachment C, Section D (7)(c) to PHA's MTW Agreement.
- Rents to owners participating in the UBV Program funded with MTW HCV funds do 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 does 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 does 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) of PHA's MTW Agreement, 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) of PHA's MTW Agreement, 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. In February 2017, with the support of the local Veterans Administration, PHA requested HUD approval to enter into a HAP contract under the HUD VASH-PBV Program for an existing, 14-unit shared housing facility (Hancock Manor) operated by Impact Services. HUD accepted PHA's use of the existing MTW waiver related to shared living facilities in project-based developments for this VASH project.

Subject to HUD approval and the support of the VA, PHA may apply MTW waivers related to shared housing facilities in project-based developments to future VASH projects.

- An owner of a unit assisted under the UBV Program with 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, PHA reviews and approves the tenant selection plan, and owners 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 flexibility, 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.
- While PHA's standard initial lease term for public housing and HCV is two years, PHA may allow a shorter term for UBV transitional housing units in order to facilitate the movement of families through the housing continuum and to obtain "permanent" housing more rapidly.
- PHA applies 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 applies the following MTW initiatives to the UBV/RAD Program: Rent Simplification, two and three year recertifications, limit on interim recertifications, alternative rent structure and reasonable rent.
- 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.
- PHA defines a UBV project as a single building, multiple contiguous or non-contiguous buildings, or multiple buildings on contiguous or non-contiguous parcels of land all with a single owner. A single family building is a building with no more than four dwelling units. PHA may elect to combine units that cumulatively meet the definition of a UBV project, but that are covered under more than one Housing Assistance Payments (HAP) Contracts, into a single HAP Contract. For such scattered site projects, PHA implements an alternative method to determine rent reasonableness whereby PHA bases 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 are defined prior to closing and shall be subject to HUD review and approval, where applicable, as part of the mixed-finance transaction closing process.

In FY 2021, PHA entered into UBV contracts for seven (7) UBV projects resulting in 652 new UBV housing opportunities, in addition to providing continuing subsidy for 3,744 UBV units.

Approval and Implementation

- Approved FY 2004
- Implemented FY 2004
- Modifications in FY 2017, FY 2019

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 2021, there were no hardship related circumstances in which tenant-based vouchers were issued to UBV participants.

Actual Non-Significant Changes

PHA clarified its UBV activity policy regarding the definition of a UBV project in the FY 2021 Annual Plan; however, no additional MTW waivers were required related to this clarification. In

FY 2021, PHA completed a review of current HAP contracts to identify opportunities to combine units under one HAP contract and completed planning for the use of this flexibility in FY 2022.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics identified in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA did not meet the benchmarks for HC #1 and HC #5, as three (3) planned new UBV projects were not yet under AHAP or HAP as of the end of FY 2021. PHA anticipates that these projects will be committed in FY 2022.

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	449 units	157	No
<i>*HUD requires this metric to track only newly constructed and/or rehabilitated units that were put under HAP Contract during the Plan year. This excludes planned RAD conversions of existing public housing including PAPMC-managed units; however, it does include any newly constructed or substantially rehabilitated RAD conversion units.</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	1,571 households	652	No
<i>* Represents units project-based voucher units newly under HAP or AHAP in FY 2021</i>				
<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	1,828 households	2,107	Yes
<i>* Represents UBV units where supportive services are provided.</i>				

ACTIVITY 2005-2: STREAMLINE THE ADMISSIONS AND TRANSFER PROCESS

Description/Impact/Update

PHA continued to implement 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 public housing units to be transferred back and forth between the Public Housing Program 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; however, PHA notifies the family that 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 public housing 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 public housing waiting lists and they will not be eligible for selection.

To improve efficiency and decrease wait time on the HCV waiting list, PHA implemented a new owner portal in FY 2021 to serve participating landlords. The portal streamlines and automates steps which landlords are required to complete when leasing units to an HCV participant, including allowing them to sign and submit documents online such as the RFTA. The portal has eliminated delays from paper processing which, in turn, allows PHA to complete the lease-up process more quickly. Since implementation of the owner portal, the average leasing time has been reduced from 31 to 24 days.

In FY 2021, 17 households were approved for an MTW transfer. Of this group, seven (7) were housed as of the end of the fiscal year, ten (10) are still searching for a unit, one (1) did not lease a unit.

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics identified in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

MTW transfers are requested when a participant’s transfer request cannot be accommodated within the program for reasons including safety and VAWA protection. The need for such transfers was not as great compared with prior fiscal years.

Metrics:

<i>HC #3: Decrease in Wait List Time – MTW Transfers</i>				
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	

<i>HC #5: Increase in Resident Mobility – MTW Transfers *</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 (estimate)	7	No

**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</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Not available	\$2,348	\$645	Yes

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).	Not available	50 hrs HCV to PH 100 hours PH to HCV	2.5 hours HCV to PH 25 hours PH to HCV	Yes

** 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.*

ACTIVITY 2005-3: HCV PROGRAM EFFICIENCIES

Description/Impact/Update

PHA continued to implement 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 require 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 2021, PHA developed a local HAP Contract and Tenancy Addendum as part of the Local Forms initiative. These new forms will be implemented in FY 2022 in concert with changes in the updated Administrative Plan which discontinues the requirement for owners to use PHA's standard lease.

In FY 2021, a total of 805 families transferred to new HCV units under the elective moves portion of this activity. Of those approved to transfer, 77 were approved for a transfer as a result of VAWA protections or safety concerns, and 29 were approved for Reasonable Accommodation. Where portability is concerned, PHA received 80 port out requests, of which 61 were approved and 19 were denied. The following is a summary of the approved port-out requests for FY 2021.

- 2 based on education
- 11 based on employment
- 21 based on medical or disability
- 27 based on safety

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics identified in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA met all benchmarks for this activity. Please note that the volume of requests for moves within PHA's jurisdiction and portability moves was greatly reduced in FY 2021 as a result of the COVID-19 pandemic.

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	\$25,629	Yes
Criteria for Portability Moves: Total cost of task in dollars (decrease).	\$8,451	\$9,390	\$1,942	Yes
<i>*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 \$25.47 multiplied by 2,038 labor hours.</i>				

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	1,006 hours	Yes
Criteria for Portability Moves: Total time to complete the task in staff hours (decrease).	540 hours (based on FY 12 port activity)	264 hours	76 hours	Yes
<i>*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.</i>				

ACTIVITY 2016-1: SECOND CHANCE INITIATIVE

Description/Impact/Update

PHA continued to utilize MTW flexibility 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. However, PHA may allow Second Chance participants to transition to the HCV or Public Housing Program to continue their tenancy.

In FY 2018, PHA entered into a new partnership with the Pennsylvania First Judicial Court’s MENTOR Program. This pilot initiative allows 20 qualified returning citizens who are working with the MENTOR Program to move in with existing PHA public housing households, provided that the PHA household is in good standing and is willing to add a MENTOR Program participant to the lease. This will help to re-unite families, prevent homelessness and, hopefully, interrupt the cycle of recidivism. While the pilot allows for return of 20 qualified citizens, enrollment in this program is based on referrals from the MENTOR Program.

In FY 2021, the MENTOR Program, while still active, did not receive any referrals from the Pennsylvania First Judicial Court. Where the goal of this initiative is to reunite families and prevent homelessness and recidivism, PHA is bound by its policies regarding program denial for certain drug and violent criminal offenses.

Nine (9) participants were enrolled in the STAR Program including one new participant who enrolled in the program in FY 2021. Due to the pandemic, several participants suffered job losses during the fiscal year. To support their housing stability as they worked to secure a new job, participants were offered an extension of their program participation term.

One notable success story in FY 2021 involved a STAR participant who had begun his transition from supervised release, searching for a place of his own after he found a job in the real estate industry. Before completing the program, PHA had granted him an extension of his program term in order to take care of his mother who was battling cancer at the time. He credits the program with “giving him the opportunity to get back on [his] feet,” providing stability as he took care of his family and worked to secure a job. The program offered him vital support for understanding and overcoming the difficulties he faced in making a successful transition to life after release. He

now mentors other STAR participants working through these challenges to get back on their feet and transition off of parole.

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 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the metrics identified in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA relies on referrals from partnering agencies to provide housing assistance to eligible participants. While PHA has been able to assist participants through the STAR program, the RISE and MENTOR programs did not refer any participants to PHA in FY 2021. As a result, benchmarks associated with program participation, including households assisted and leveraged resources, were not met. Though STAR participants did not meet benchmarks for income and employment, the program provided housing stability after several participants experienced job losses and supported them in preparing for and finding their next job. PHA anticipates that outcomes will improve as the COVID-19 pandemic related restrictions are lifted.

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	\$4,400	No
<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	15	9	No

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).	\$18,200 average earned income of participants	\$18,200	\$9,690	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	10 participants 100% of participants	6 60%	4	No
Enrolled in a Job Training Program	0 participants 0% of participants	2 20%	3	Yes
Enrolled in an Education Program	0 participants 0% of participants	2 20%	0	No

**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	15	9	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	\$829	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	\$235	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	0	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.*

ACTIVITY 2019-1: OPENING DOORS TO AFFORDABLE HOMEOWNERSHIP

Description/Impact/Update

PHA continued to utilize MTW Block Grant funding and programmatic flexibility to expand first-time affordable homeownership initiatives to increase housing choice and the number of first time, low-income homebuyers. The program builds on the existing framework and consolidates PHA's existing HUD-approved 5h Homeownership Program, HCV Homeownership Program, other new development homeownership initiatives and homeownership readiness and counseling support under the management of PHA's Homeownership Department. Further, this activity expands PHA's existing programs to incorporate new types of assistance including lease-purchase and down payment assistance options.

Under the existing 5h Program, PHA assists current public housing residents of scattered site units to purchase their own units; however, the program is limited to current residents of the unit, and does not incorporate post-purchase voucher assistance. Under the existing HCV Homeownership program, current voucher participants may utilize their voucher assistance to purchase homes and then receive monthly Housing Assistance Payments to support housing costs for up to a fifteen (15) or thirty (30) year period.

The MTW Opening Doors to Affordable Homeownership Program (ODAHP) consolidates, streamlines and enhances these existing initiatives while modifying eligibility and post-purchase support criteria and adding new financing support mechanisms. Key features of the program include:

Program Components

ODAHP participants work with PHA's Homeownership Department to review their financial status, credit standing and household goals. Participants are required to meet all eligibility requirements, including successful completion of approved homeownership counseling and financial literacy courses. Financing options available to program participants include:

- *Monthly voucher assistance:* Households may receive monthly Housing Assistance Payments assistance for up to 15 or 30 years. Generally, this assistance will cover the difference between up to 28% of adjusted household income and the projected monthly homeownership costs, subject to a cap that is equal to PHA's voucher payment standard. PHA's rent simplification policies will be utilized to calculate household adjusted income and tenant monthly payments. Households will be recertified on a biennial basis per PHA's existing policy. Per PHA's MTW policy, assistance will be ended 180 days after a household income rises such that the PHA subsidy equals \$50 or less. Monthly voucher assistance may be used for private market units as well as for PHA scattered site units following sale. However, PHA will record a soft second mortgage on the title with a 15 or 30-year period, which is related to the voucher assistance term. In the event of a default, PHA will receive notification and attempt to work with the household to develop a financial workout plan to avoid foreclosure.
- *Down payment assistance:* In lieu of receiving monthly voucher assistance, ODAHP participants will be eligible for one-time down payment assistance up to a maximum of

\$15,000 per household. Participants receiving down payment assistance will not be recertified. However, PHA will record a soft second mortgage on the title with a 20-year recapture period. In the event of a default, PHA will receive notification and attempt to work with the household to develop a financial workout plan to avoid foreclosure. If the default is not cured, PHA will recoup the down payment assistance amount, which will decrease 5% annually over the 20-year term.

- *Soft second mortgage option:* Up to a maximum of \$50,000 per household may be provided as a soft second mortgage, provided that the household is not receiving other PHA homeownership assistance. Participants receiving this assistance will not be recertified. However, PHA will record a soft second mortgage on the title with a 20-year recapture period. In the event of a default, PHA will receive notification and attempt to work with the household to develop a financial workout plan to avoid foreclosure. If the default is not cured, PHA will recoup the soft second mortgage amount, which will decrease 5% annually over the 20-year term.
- *Lease to purchase option:* PHA plans to implement lease to purchase options that can be implemented in private market rentals and scattered sites that are still part of PHA's public housing inventory. A portion of the tenant rent will be escrowed during the lease to purchase period and then applied to the down payment at the time of purchase. Lease to purchase participants will be recertified per PHA's existing policy.

As with the 5h Program, all scattered site units are eligible for sale to ODAHP participants without requiring additional HUD disposition approval.

For the down payment assistance and soft second programs, PHA has established reasonable maximum limits of \$15,000 and \$50,000. These amounts were determined based on PHA's internal assessment of the level of assistance needed to ensure successful first time homeownership among current program participants given current Philadelphia housing market conditions. Note, however, that PHA will authorize only the minimum amount needed to close the affordability gap based on individual household circumstances. PHA will calculate the maximum mortgage payment allowed at 35% of adjusted monthly income, and total housing expenses at 38% of adjusted monthly income. The amount of down payment or soft second assistance to be provided by PHA will be calculated by PHA's Homeownership Opportunities Department staff based on a complete review of household finances. As part of this review, PHA staff will work to maximize household eligibility for any other non-PHA down-payment and/or closing cost assistance programs.

PHA budgets approximately \$1.5 million in MTW Block Grant funds yearly to support the program. The number of households served will vary, depending on the mix of financing options utilized by participants. If demand exceeds available budget, PHA will establish a wait list based on date and time of application.

To continue to prepare families to become homeowners during the pandemic, PHA shifted the format to conduct homeownership workshops virtually in FY 2021. As a result, over 600

participants were able to attend homeownership workshops during the fiscal year. In all, 68 families were able to purchase a home through the ODAHP program in FY 2021, including:

- 21 families who purchased a home through the HCV Homeownership program
- 6 families who purchased a home through the Public Housing 5(h) program
- 11 families through the new Public Housing Mobility program
- 30 families were assisted through down payment or soft second mortgage assistance

To date, PHA has assisted over 900 families in purchasing their first home.

A recent graduate’s success story highlights the program’s achievements in FY 2021. Under the Public Housing 5(h) program, a PH resident was able to purchase their scattered site unit during the fiscal year. To prepare for homeownership, the resident had completed an electrical training program and found a full-time job as an electrician through support from the Workforce Center. With reliable wages and support from ODAHP, he was able secure a home loan and become a homeowner for the first time.

Approval and Implementation

- Approved FY 2019
- Implemented FY 2019

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the baseline or benchmarks listed in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

PHA met all FY 2021 benchmarks.

Metrics:

<i>HC #6: Increase in Homeownership Opportunities</i>				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of households that purchased a home as a result of this activity (increase).	0	60	68	Yes
<i>* Includes HCV participant and PH residents who were able to purchase a home through one or more of the assistance programs under this activity.</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	60	68	Yes

ACTIVITY 2019-2: SHARSWOOD YOUTH & FAMILY ENRICHMENT SERVICES

Description/Impact/Update

PHA continued to utilize MTW Block Grant funding flexibility to support after school programs designed to help improve educational outcomes and high school graduation rates for PHA youth and other low-income youth living in the Sharswood/Blumberg neighborhood of Philadelphia. This activity also provides partial funding for case management for youth and their families to help overcome barriers to educational success and to access community resources to address family supportive service needs.

As part of the comprehensive neighborhood transformation strategy for the former Blumberg public housing development and the surrounding Sharswood community, PHA provides \$500 per student per year in MTW Block Grant funds to support after school programming and case management services for youth in grades 9-12 in coordination with the neighborhood school. Established in September 2017, the school is operated by Big Picture Schools Philadelphia (BPSP) and located in the Vaux Community Building. BPSP works to engage students in learning and internship opportunities to encourage career exploration and progression to higher educations. The Vaux Community Building, a key part of the Choice Neighborhood Transformation Plan, serves as a focal point and anchor for the revitalized community, with on-site facilities for educational, health care and other supportive services. Such services are intended to complement each other and address a full range of family needs. PHA's Vaux Community Building was designated by HUD as an EnVision Center.

This MTW activity provides partial funding of BPSP's after school programs including homework assistance, sports activities, robotics, music production, computer refurbishing and other education-related activities. Partial funding is also provided for case management support to youth and their families through BPSP's Resilience Specialist. The Resilience Specialist provides one-on-one and group counseling to students and their families, with the goal of identifying and removing barriers to educational success and family stability.

PHA shares BPSP's goal of helping PHA and other low-income youth to exceed citywide educational metrics, and to graduate and move onto higher education and meaningful careers. While the primary beneficiaries of the services provided by BPSP are members of PHA resident households, including residents of public housing and the Housing Choice Voucher (HCV) program, other low-income neighborhood youth are also served. In the 2020-2021 school year, enrollment increased to 362 students overall, including 150 students whose families participate in the Public Housing or HCV programs.

In FY 2021, PHA continued to work towards its goal to improve educational outcomes as part of the comprehensive Choice Neighborhoods Transformation Plan for Blumberg-Sharswood. PHA provided \$181,000 in MTW Block Grant funds to support after school programming and provide case management to families to address supportive service needs.

Approval and Implementation

- Approved FY 2019
- Implemented FY 2019

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

No changes were made to the baseline or benchmarks listed in the FY 2021 Annual Plan.

Challenges in Achieving Benchmarks & Possible Strategies

In FY 2021, after-school programming and case management support were forced to shift to a virtual format as a result of COVID-19 health and safety restrictions. To reduce barriers to virtual learning, PHA has distributed tablets to students through a partnership with T-Mobile in order to increase engagement in after-school programs and ensure continued access to case management support.

Though the benchmark for this activity was not met, enrollment increased by 16% from FY 2020 to FY 2021 despite the challenges presented by the pandemic. PHA anticipates meeting the enrollment benchmark in FY 2022, as Big Picture High School and other public high schools in the city of Philadelphia are expected to re-open for the 2021-2022 school year.

Metrics:

<i>SS #5: Households Assisted by Services that Increase Self-Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	504	362	No

** After-school programming and case management services are made available to both PHA residents and youth from the surrounding Sharswood/Blumberg neighborhood. Of the total receiving services, 150 participants were HCV or Public Housing residents and 212 participants were low-income youth from the surrounding neighborhood.*

ACTIVITY 2020-1: LOCAL FAMILY SELF-SUFFICIENCY PROGRAM FLEXIBILITY

Description/Impact/Update

PHA continued to implement a local Family Self-Sufficiency (FSS) Program to encourage more residents to participate in the program. Under this MTW activity, PHA has eliminated the current regulatory requirement that FSS participants must have an interim or regular recertification within 120 days prior to enrollment in the FSS program. PHA utilizes the last interim or regular recertification prior to enrollment as the basis for FSS escrow calculations.

PHA implemented this activity in FY 2020 and applies its local FSS Program policies to all new FSS participants who enroll in the program. In FY 2021, 115 new families enrolled in FSS, resulting in a total enrollment of 347 families into the MTW local FSS Program.

To highlight the success of the local FSS program, below are the stories of two participants who graduated from the program in FY 2021:

- Enrolling in FSS in 2015, a recent graduate was able to substantially grow her savings and achieve her personal and professional goals. Through the FSS program, she was connected with small business training to help her grow her childcare business as well as financial counseling to help her achieve her personal and professional financial goals, which included addressing her student loans. After graduation, she was able to leverage \$5,000 in savings to sustain her business during the pandemic, allowing her to keep her doors open.
- A recent graduate was able to fulfill her dream of purchasing a home for her family of five through the support she received in FSS. Working closely with her FSS counselor, she fulfilled the goals which made homeownership possible, including establishing her savings, increasing her income, and improving her credit score by over 150 points.

Approval and Implementation

- Approved FY 2020
- Implemented FY 2020

Hardship

Not applicable.

Actual Non-Significant Changes

In FY 2021, PHA received approval from HUD and implemented a modification to its local FSS Program. Specifically, where the head of an FSS household is elderly or disabled, PHA redefined the employment obligation to allow any other adult in the household to seek and maintain suitable employment during the term of the contract and any extension thereof. Without this MTW flexibility, suitable employment must be maintained by the head of household. This change provides families, where the head of household is elderly or disabled, with incentive to participate in FSS and derive benefit from the supportive services and escrow accumulations, while maintaining the requirement for employment within the household.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Changes to Metrics

Benchmarks for SS #6 and SS #7 have been updated to account for the increase in participation in the local FSS program in FY 2021.

Challenges in Achieving Benchmarks & Possible Strategies

PHA did not meet the benchmark for job training participation in SS #3 due to pandemic-related health and safety restrictions which delayed the start of in-person training programs.

Metrics:

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: \$21,099 PH: \$27,049	HCV: \$23,499 PH: \$29,449	HCV: \$30,667 PH: \$31,862	HCV: Yes PH: Yes

**Metric applies to participants who enrolled in FSS after approval of this MTW. Baseline is based on March 2019 average earned income of PHA households with earned income.*

SS #2: Increase in Household Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy	\$0	\$990	HCV: \$2,707 PH: \$2,353	Yes

**Metric applies to participants who enrolled in FSS after approval of this MTW Activity. Outcome represents the average escrow balance of FSS participants that have established an escrow savings. Baseline is 0 because participants do not have escrow account balances at the date of enrollment.*

SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	108 (72%)	155 (62%)	163 (47%)	Yes
Employed	42 (28%)	95 (38%)	184 (53%)	Yes
Enrolled in Education	0	15 (6%)	104 (30%)	Yes
Enrolled in Job Training	0	33 (13%)	15 (4%)	No

**Metric applies to participants who enroll in FSS after approval of this MTW Activity.*

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)	17 (11.6%)	29 (11.6%)	14 (4%)	Yes

**Metric applies to participants who enroll in FSS after approval of this MTW Activity.*

SS #5: Households Assisted by Services that Increase Self-Sufficiency*				
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Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency	0	250	347	Yes

**Metric applies to participants who enroll in FSS after approval of this MTW Activity.*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total amount of Section 8 and/or 9 subsidy (or local non-traditional subsidy) per household affected by this policy in dollars (decrease).	\$1,321,200	\$1,536,720	\$1,499,664	Yes

**Metric applies to participants who enrolled in FSS after approval of this MTW Activity. Baseline is the PHA average HAP of \$734 multiplied by 12 months for 150 participants. Benchmark is based on projected decrease in subsidy as a result of projected \$2400 average annual increase to participant earned income. The benchmark has been adjusted to account for the increase in participants in FY 2021. PHA notes that this metric does not account for the fact that subsidy costs may rise even while tenant incomes increase as a result, for example, of increases to rents to owners.*

SS #7: Increase in Agency Rental Revenue*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contributions towards housing assistance (increase).	\$556,200	\$695,196	\$959,448	Yes

** Metric applies to participants who enrolled in FSS after approval of this MTW Activity. PHA uses Total Tenant Payment (TTP) as the household contribution toward housing assistance. Baseline is the PHA average TTP of \$309 per month multiplied by 12 months for projected 150 participants. Benchmark is based on projected increase in TTP of \$60 per month participant using projected \$2400 average increase in earned income. The benchmark has been adjusted to account for the increase in participants in FY 2021.*

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	0	Yes

** Metric applies to participants who enroll in FSS after approval of this MTW Activity. PHA defines self-sufficiency as graduation from FSS, a five-year program. No graduations are expected this year.*

ACTIVITY 2020-2: SPONSOR-BASED SHARED HOUSING PILOT

Description/Impact/Update

PHA has begun to implement a pilot program to expand housing options for homeless individuals and other hard to serve special populations. It builds on and enhances the ongoing collaboration between the City and PHA to reduce homelessness through the “Blueprint to End Homelessness” initiative. The pilot program was initially limited to up to twenty-five (25) units; however, PHA has increased this to thirty-eight (38) units and may further expand based on demand and the lessons learned from initial implementation. As the program uses a shared housing model, the projected number of individual, low-income households to be served is up to four times the number of units. The elements of the pilot program include:

- Using grant funding provided by the City to leverage MTW funds, PHA will rehabilitate existing vacant and uninhabitable scattered site public housing units. Units will generally be large-bedroom sizes with 3+ bedrooms per unit. No liens will be placed on the properties.
- PHA will enter into a master lease for one or more of the rehabilitated units with the City and/or qualified local, non-profit provider(s) that serves formerly homeless individuals and/or other hard to serve populations, i.e. youth aging out of foster care, chronically homeless, victims of domestic violence, etc.
- PHA does not intend to mix different target populations within the same unit. Supportive services will be offered directly and/or through referrals based on the needs and priorities of the resident population served, which may include case management, behavioral health services, preventive health care, adult education, employment and training, and/or other services.
- Under the terms of the master lease, the City and/or designated provider(s) (“Sponsor Agency”) will pay a flat rent to PHA. PHA will not collect or receive rents from individual tenants. The Sponsor Agency(s) will be allowed to sublease individual rooms within the unit to eligible, low-income individuals. The Sponsor Agency(s) will provide a shared housing model and supportive services to program participants and will: screen and determine eligibility of participants; maintain a waiting list if needed; implement a rent policy by which participants will pay no more than 30% of income for rent; enter into sublease agreements with participants; collect rents; and, develop and enforce house rules. PHA does not anticipate that on-site staffing will be required.
- Participants in this pilot program will not be considered public housing residents, and will not have the responsibilities and rights associated with PHA public housing resident households. PHA will request HUD approval to classify the units covered under master lease as “MTW Neighborhood Services” units in accordance with PIH 2011-7. PHA will then report on households served through the MTW 50058 form. PHA’s understanding is that each occupied unit will count as one household for MTW purposes, irrespective of the number of individuals sharing the unit.

- Participants will not be subject to PHA’s Admissions and Continued Occupancy Policies including, but not limited to, those related to Eligibility Determination, Continued Occupancy, Transfers, Informal Hearings or Grievance Hearings. However, participants will be subject to admissions and continued occupancy policies established by the City or qualified, local non-provider with whom PHA has entered into a master lease.
- Participants will not enter into lease agreements with PHA and will not pay rent to PHA. They will not be subject to public housing Community Service requirements.
- Lease enforcement (up to and including evictions), house rules enforcement, rent collection and other property management activities will be the responsibility of the City or qualified local, non-profit provider with whom PHA has entered into a master lease.
- PHA will ensure that all units meet UPCS standards at initial inspection. PHA’s role will be to prepare the unit for initial occupancy and perform routine and emergency maintenance services.
- The City and/or Sponsor Agency(s) will provide PHA with quarterly reports that provide basic data on program participants including household income, dates of occupancy, supportive services provided, outcomes achieved and other required information.

In FY 2020, PHA worked with the City to finalize pilot program details including identifying units for rehabilitation; defining work scopes; and, working through operating issues. In FY 2021, PHA entered into a Master Lease with the City and initial occupancy commenced.

PHA also engaged in discussions with the Community College of Philadelphia (CCP) on a shared housing pilot program to serve low-income, at-risk CCP students. The plan (which is subject to approval by the PHA Board) will initially involve renovations to two scattered site houses (with a total of 16 bedrooms plus common areas) within walking distance of the college. Students will pay 30% of their income but no more than \$125 a month for rent and utilities.

Approval and Implementation

- Approved FY 2020
- Implemented FY 2020

Hardship

Not applicable.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2021.

Actual Significant Changes

There were no significant changes to this activity in FY 2021.

Challenges in Achieving Benchmarks & Possible Strategies

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	25	25	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	25	25	Yes

B. Activities Not Yet Implemented

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 to date; however, it may be utilized, subject to HUD approval, in future transactions.

ACTIVITY 2021-1: LIMITED PILOT - MTW CONTINUED OCCUPANCY POLICY

Description/Update

The Limited Pilot program allows PHA to establish an MTW policy to require non-elderly, non-disabled adults to complete at least 20 hours of work per week or participate in an approved education or job training program as a condition of continued occupancy. This activity was approved by HUD in FY 2021; however, PHA temporarily suspended planning for implementation of this activity in light of the economic dislocation caused by the pandemic. PHA will continue to monitor economic conditions in FY 2022 to determine the appropriate timing for implementation.

C. Activities on Hold

Not applicable.

D. Closed Out Activities

The following table summarizes previously approved MTW activities that PHA has completed, discontinued, or determined that the activity no longer requires 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 delivered more efficiently through third-party partners.
Scattered Site Income Tiering	FY 2011	FY 2011	PHA discontinued this activity 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 discontinued 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 discontinued 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	PHA determined that this activity does not require MTW flexibility to implement.
Blueprint	FY 2004	FY 2013	PHA continues to implement the Blueprint Program; however, a determination was made that the activity does not require MTW flexibility.
Transitional Housing Facilities	FY 2007	FY 2013	PHA determined that comparable activities are authorized under Partnership Initiative.
LIFE Program	FY 2007	FY 2013	PHA determined that this activity does not require MTW programmatic waivers or Block Grant funding.
Community Service Policy	FY 2011	FY 2013	PHA determined that this activity does not require MTW flexibility.
Expanding Use of LIHTC	FY 2011	FY 2013	PHA determined that the 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 limits, 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 utilizing MTW Block Grant funds. However, MTW

Activity	Plan Year	Close Out Year	Reason for Close Out
			programmatic waivers are not 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 discontinued 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 waivers
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

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 2021 is shown below.

SOURCES		
FDS Line Item	FDS Line Item Name	Actual
70500 (70300+70400)	Total Tenant Revenue	\$28,664,919
70600	HUD PHA Operating Grants	\$379,327,623
70610	Capital Grants	\$42,661,802
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$237,446
71600	Gain or Loss on Sale of Capital Assets	\$10,643,806
71200+71300+71310+71400+71500	Other Income	\$8,067,083
70000	Total Revenue	\$469,602,679

ii. Actual Uses of MTW Funds

USES		
FDS Line Item	FDS Line Item Name	Actual
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$38,337,507
91300+91310+92000	Management Fee Expense	\$0
91810	Allocated Overhead	\$0
92500(92100+92200+92300+92400)	Total Tenant Services	\$2,401,019
93000(93100+93200+93300+93400+93600+93800)	Total Utilities	\$17,658,733
93500+93700	Labor	\$31,974,594
94000(94100+94500+94200+94300)	Total Ordinary Maintenance	\$11,629,246
95000(95100+95200+95300+95500)	Total Protective Services	\$6,712,229
96100(96110+96120+96130+96140)	Total Insurance Premiums	\$10,446,136
96000(96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$44,587,407
96700(96710+96720+96730)	Total Interest Expense and Amortization Cost	\$68,666
97100+97200	Total Extraordinary Maintenance	\$770,017
97300+97350	Housing Assistance Payments + HAP Portability-In	\$160,230,283
97400	Depreciation Expenses	\$0
97500+97600+97700+97800	All Other Expenses - Capital & Development	\$57,508,917
90000	Total Expenses	\$382,324,754
Sources greater than / (less than) Uses		\$87,277,925

PHA plans to utilize existing reserves to fund the capital investment and affordable housing development programs noted in the MTW Annual Plan and other authorized MTW activities.

iii. Describe Actual Use of Single Fund Flexibility

Sources of Funds:

During FY 2021, most of PHA's funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants totaling \$422.0 million. PHA also received \$28.7 million in tenant revenues, and \$10.6 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 \$160 million in housing assistance payments (HAP) for the tenant based and project-based programs under the Housing Choice Voucher (HCV) program. PHA also provided \$16.1 million for operating cost associated with the mixed finance communities.
- PHA expended \$38.3 million in Administrative Expenses, which includes administrative salaries, employee benefits, and office expenses. Additionally, this expense includes MTW initiated Tenant Services - Family Programs, and management efficiencies. See Table 21 below for a summary of resident services initiatives in FY 2021 including MTW and Non-MTW funded initiatives.
- Maintenance Expenses for PHA's developments and scattered sites totaled \$11.6 million, and includes labor and materials, contracts for Heating and Cooling, and other contracts to ensure routine and emergency issues are addressed timely.
- PHA invested \$6.7 million in Protective Services to ensure continued quality of life for our residents. This expense includes labor, materials and employee benefits.

Furthermore, during this period, PHA embarked on some other note-worthy activities:

1. Added over 300 units of affordable housing units in FY2021 through partnerships and in-house modernization of scattered site units. These activities amounted to approximately \$4.7 million.
2. Embarked on the Sharswood North Lot Project, which will include a new shopping center, and provide about 100 new affordable housing units. To date, PHA has invested \$20.6 million of the \$25 million committed to this project.
3. Added new ACC and RAD deals which include HUD sources, low-income tax credits and mortgages (RAD). PHA has expended about \$20.5 million to these activities.

Table 21: Resident Services Program Summary for FY 2021

Program/Partner	Program Description	Target Population	Funding Source	Residents Served in FY 2021
COVID Emergency Response Programming				
PHA's Community Health Worker Program – COVID Response Strategy	Temple trained and hired 10 CHWs to provide information on health, safety and wellness related to COVID-19.	PHA Residents	CARES	10 residents trained and hired 400 served
COVID-19 Testing	In partnership with health centers, 6 testing dates were organized across 2 PHA sites.	PHA Residents	Partners	145
COVID-19 Vaccinations	On site COVID-19 vaccinations administered at 10 sites.	PHA Residents	Temple School of Public Health	650
Adult Education and Training				
ABE/GED Program	Adult Basic Education and General Equivalency Diploma education in the required domains.	Residents 18 to 55	MTW	37
PHA Workforce Center Job Training Enrollments	Occupational Skills training (CDL, Nurse Aide, IT, etc.) in career areas with reasonable growth potential and connection to employment.	Residents 18 to 55	MTW	158
ReBuild Training Program	Construction and Finishing Trades Training Program	PHA Residents and Community Residents	City of Philadelphia	8
PHA Workforce Center	Drop in Center - Employment "One Stop" providing connections jobs and training opportunities.	PHA Residents	MTW	110 visits/contacts per month
PHA's Intro to Construction Skilled Training Program – Trades for a Difference	Training program introducing young adults to the trades. Trainees use PHA worksites to practice skills.	PHA Residents 18-25	MTW	15
Section 3 Job Bank	Ensures that economic opportunities, are provided to PHA residents through workshops, information sessions and job matches	Residents 18 to 55	Section 3 vendors	23 residents employed
Section 3 Resource Center	Residents participated in focus groups and workshops focused on small business development.	Residents ages 18-55	MTW/Section 3 vendors	100 residents participating in workshops and screening
Youth Programs				
PowerCorps PHL	Landscape Training for young adults	Youth Ages 18-24	Partnership	11
Remote Learning Centers	On site programs to support youth in remote learning at 8 sites	Youth Ages 5-12	MTW	140

Program/Partner	Program Description	Target Population	Funding Source	Residents Served in FY 2021
PHA Summer Camps	Provided small, socially distant summer camps for youth at 11 sites	Youth Ages 6 to 13	MTW	100
MightyWriters Out of School Programs	Provides literacy programming and activities at two sites. Virtually expanding to serve all sites under COVID.	Youth ages 3-18	Partnership William Penn Foundation	Approximately 100 PHA residents enrolled. Additional 100 community youth served.
Youth Summer Jobs Program – Summer WorkReady	Six weeks of summer employment for youth. Youth are placed at PHA sites.	Youth 15-18	Philadelphia Youth Network WorkReady program and non-profit partners	20 students placed at PHA
PHLConnectED Internet Connectivity Program	Wireless connections and “hot spots” will be available to all PHA and HCV families with school aged children who do not have internet connectivity. Training for PHA staff to support remote learning.	Residents with School Aged Children	City of Philadelphia, School District of Philadelphia (SDP)	Lab Monitors trained to support remote learning 200 Chromebooks /hotspots donated by SDP
Parent Child Plus Program	Provides literacy exposure to children ages 1-3 through home visits and support to enrollment into Headstart or PreK programs	Residents 1-3yo and their families	PHA non-federal funds and Greenlight Foundation	75 families enrolled
Meal Programs				
COVID-19 Emergency Meals	Hot meals provided to PHA youth at 6 sites from 3/20-6/20.	Youth 5-18	MTW CARES	87,000 meals served
Summer Food Program	Breakfast and lunch served at 13 sites to provide appropriate nutrition during the summer.	Youth 5 to 18	MTW/PA Department of Education	38,000 meals served
Senior Meal Programs – Bentley Hall Philadelphia Corp of Aging	Meal program, which not only enable residents to have appropriate nutrition, but also best practice fellowship to support aging in place, at 3 sites.	Residents 62 and over	HUD	16,422 meals served @ Bentley Hall 19,000 meals served @ 3 sites through PCA
Financial Management				
Financial Literacy – homeownership track	Course on credit and money management to enable residents to purchase homes.	Residents 18 to 55	MTW	675
FSS COMPASS/ Clarifi	Assessment of individual and family needs, enrollment in FSS, followed by referrals and tracking.	Residents 18 to 55	HUD	893

Program/Partner	Program Description	Target Population	Funding Source	Residents Served in FY 2021
Home Ownership Program	Housing counseling and assistance with home purchase process. This includes 5H, HCV, and Section 32.	Residents 18 to 55	MTW, Other	650 attended workshops 68 sales
Place Based HUD Initiatives				
Jobs Plus Pilot Program	Place-based employment program designed to increase the earnings and employment of working-age residents	Residents 18 to 62	HUD	311 enrolled
ROSS Program	Assessment of individual and family needs, followed by referrals and tracking	Residents 18 to 55	HUD	160 assessments completed across 6 developments
CNI Bartram/Kingsessing Planning	Support to the Bartram Community in beginning to think about growth and development in their community	Community	HUD	Bartram Residents and SW Community
CNI North Central/Norris Program	Place-based case management for families who moved out of the Norris community. Provide support to those returning to the community.	Entire family	HUD	381 assessments completed
CNI Sharswood/Blumberg Program	Place-based case management for families who moved out of the Blumberg community. Provide support to those returning to the community.	Entire family	HUD	75 assessments completed
Scholarships and Assistance				
PhillySEEDS	Competitive scholarship awards based on academic achievement	Youth/Adults 18 to 55	Section 3 Vendors	77
PhillySEEDS	Homeownership cost assistance	Residents	Section 3 Vendors	34
PhillySEEDS	Security deposit assistance	Residents	Section 3 Vendors	14

B. Local Asset Management Plan

Local Asset Management Plan

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

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

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

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
Yes
Yes
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 in FY 2021.

Table 22: Status of HUD Reviews, Audits & Inspections

Review	Summary Description	Status
HUD Follow Up Maintenance Monitoring Review	HUD Maintenance Monitoring Review report was submitted to PHA in April 2016. PHA submitted responses and corresponded with HUD in 2016. HUD closed out three of eight required actions in December 2016. The HUD Field Office has indicated that PHA's response to the remaining five required actions are acceptable. Before formally closing out the review, HUD will review PHA's implementation of these actions during the next Maintenance Review.	Open
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 concerning lead management, and PHA is working with HUD to close the finding out. In FY 2020, HUD requested additional information in April and August 2019. PHA provided responses in May and October 2019 and is awaiting HUD's response.	Open
HUD Office of Inspector General (OIG) HUD Funds Audit	PHA provided an email response to OIG in March 2019. An exit conference to review draft report was held in September 2019. PHA received the final report on April 20, 2020. PHA received a Management Decision Letter from the local HUD office on August 4, 2020; and submitted their response on September 4, 2020. PHA sent Final Standard Operating Procedures, which incorporated HUD's feedback, on April 5, 2021.	Open
HUD Office of Inspector General (OIG) Audit of HUD Oversight of Lead Based Paint in Public Housing and HCV	HUD OIG is conducting an audit of HUD's oversight of lead-based paint in public housing and HCV housing. In 2017, PHA provided survey and case information requested by the OIG in various submissions. PHA received follow up correspondence from HUD in June 2019 and submitted a response in July 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 2021, 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. 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 prohibiting 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 2021.

Telephone Translation Services Provided in FY 2021

Language	Number of Calls	Minutes
Amharic	1	22
Mandarin	1	2
Russian	18	129
Spanish	876	6,559
Vietnamese	1	11
Amharic	1	22
Mandarin	1	2
Total	899	6,747

In Person Translation Services Provided in FY 2021

Language	Requested	Serviced	Canceled
American Sign Language	3	2	1
Spanish	3	1	2
Total	6	3	3

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.

B. Local Asset Management Plan

No changes were made during the Plan Year to the Local Asset Management Plan. See attached

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 Property Managers assigned to each property. PHA Property 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 Public Safety, Maintenance, Development, ISM, Finance and Budget, Human Resources, Community Operations & Resident Development, Office of General Counsel, Supply Chain Management, and the Office of Audit and Compliance support PHA Property Managers. Property Managers have access to on-line detailed and summary management reports on budget status, waitlist management, key performance indicators to facilitate their monitoring and oversight of property level activities. PHA also conducts 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 Property 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. Property 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.
- Aging Housing Stock. PHA operates one of the oldest public housing stocks in the country. It is costlier 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 between the AMPs and the Indirect Cost Departments.

A. Cash & Investments

PHA maintains consolidated physical bank accounts, but for financial statement 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 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 either a discrete component unit or blended component unit. 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 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 either a blended or 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 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 either a blended or 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 Management (AM) Module 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 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 either a blended or discretely presented component unit.

H. Accounts Payable and Accrued Liabilities

Other accounts payable and accrued liabilities include 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, then 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 the PAPMC/AME AMPs are charged salaries and benefits for the direct use of PHA staff.

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 the net of the accumulated direct and indirect operating revenues and expenses for each AMP.

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 blended or discretely presented component unit. Unrestricted net position for the PAPMC / AME Managed AMPs from their operating activities will be presented in PHA's Audited financial statements as a blended or discretely presented component unit. Each of these AMPs will have an unrestricted net position in the AMPs Column of the FDS which is the net accumulated excess or deficiency of operating subsidy revenue and operating subsidy paid to the AMPs and the net of the allocation of PHA's indirect expenses.

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 either a blended or 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 either a blended or 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 number of units eligible for operating subsidy from the most recent HUD approved Operating Fund Calculation.

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 the PHA Managed AMPs.

2. PAPMC / AME Managed AMPs

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

IV. 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 were used.

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 either a blended or 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 were used.

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 on the number of units eligible for subsidy from the most recent HUD approved Operating Fund Calculation.

V. 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.

VI. Project Based Budgeting

PHA currently prepares project based operating budgets for all the Amps and departments. PHA adds all 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

C. Board Certification of Compliance with MTW Statutory Objectives

RESOLUTION NO. 12162

RESOLUTION APPROVING THE PHILADELPHIA HOUSING AUTHORITY'S ANNUAL MOVING TO WORK REPORT FOR FISCAL YEAR 2021 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 Program; and 3) maintaining a comparable mix of households (by family size) served as would have been had PHA not participated in the MTW Demonstration Program; 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, 2021 and its Annual Report is due to HUD on or before June 30, 2021; and

WHEREAS, PHA has prepared its Annual MTW Report for Fiscal Year 2021, 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 2021 (period ending March 31, 2021), 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 seventy-five (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 Program; 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 Program; 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 6/17/2021
[Signature]
ATTORNEY FOR PHA