

**PHILADELPHIA HOUSING AUTHORITY**

**MOVING TO WORK ANNUAL PLAN  
YEAR SIX**

**CARL R. GREENE  
EXECUTIVE DIRECTOR**

**FEBRUARY 2, 2006**

**PHILADELPHIA HOUSING AUTHORITY  
MOVING TO WORK ANNUAL PLAN  
YEAR SIX**

**TABLE OF CONTENTS**

**Part One**

Section 1: MTW Overview..... 5

**Part Two**

Section 2: Households Served ..... 24

Section 3: Occupancy and Admissions Policies ..... 29

Section 4: Changes in Housing Stock..... 31

Section 5: Sources and Amounts of Funding..... 32

Section 6: Uses of Funds ..... 34

Section 7: Development and Capital Planning Activities..... 37

Section 8: Management Information for PHA Owned/Managed Units..... 43

Section 9: Management Information for Leased Housing..... 48

Section 10: Resident Programs ..... 53

Section 11: Other Information Required by HUD..... 57

**List of Tables**

Table 2-1. Number and Unit Size of PHA Households in Year Six .....24

Table 2-2. Composition of PHA Households by Family Type in Year Six .....24

Table 2-3. Income Levels of PHA Households in Year Six .....25

Table 2-4. Type of PHA Households in Year Six.....25

Table 2-5. Race/Ethnicity of Heads of Households of Public Housing  
and Housing Choice Vouchers in Year Six. ....26

Table 2-6. Composition by Bedroom Size Need for All Waiting List Applicants  
for Public Housing and Housing Choice Vouchers in Year Six.....26

Table 2-7. Composition by Family Type for All Waiting List Applicants  
for Public Housing and Housing Choice Vouchers in Year Six.....27

Table 2-8.	Income Levels for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Six. ....	27
Table 2-9.	Composition by Race/Ethnicity for All Waiting List Applicants for Public and Housing Choice Vouchers in Year Six .....	27
Table 4-1.	Public Housing Units and Housing Choice Vouchers: Existing and In Use in Year Six of MTW .....	31
Table 5-1.	Sources and Amounts of Funding Included in the MTW Block Grant .....	32
Table 5-2.	Sources and Amounts of Funding Outside the MTW Block Grant .....	33
Table 5-3.	Summary of MTW Funds and Non-MTW Funds .....	33
Table 6-1.	Projected Expenditures by Program .....	34
Table 7-1.	Capital Investment Strategy .....	38
Table 7-2.	MTW Year Six Capital Programs .....	39
Table 9-1.	Proposed MTW Voucher Usage in MTW Year Six .....	50

**Appendices**

Appendix A:	MTW Priorities .....	A-1
Appendix B:	MTW Major Initiatives .....	B-1
Appendix C:	Public Housing Asset Management Table .....	C-1
Appendix D:	FY 2006 Capital Fund Program and RHF Plan .....	D-1
Appendix E:	HOPE VI/Mixed-Finance and Replacement Housing .....	E-1
Appendix F:	Vacancy Rates .....	F-1
Appendix G:	Uncollected Rent .....	G-1
Appendix H:	Work Order Response Rates .....	H-1
Appendix I:	Annual Inspections .....	I-1
Appendix J:	Resident Satisfaction Survey and Protocol .....	J-1
Appendix K:	MTW Waiver Requests .....	K-1

*MOVING TO WORK PLAN*  
*PART ONE: OVERVIEW*

# MOVING TO WORK ANNUAL PLAN

## YEAR SIX OVERVIEW

### Introduction

This document provides details on planned Year 6 activities by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW). Through MTW designation, PHA continues to transform the agency's operations by implementing an ambitious and far-reaching set of activities related to its public housing, affordable housing development and leased housing programs. MTW designation has allowed PHA to tailor its housing programs to meet the specific needs of the City of Philadelphia, and to implement creative, entrepreneurial solutions to the fiscal and management challenges of the new millennium.

During the first five years of the MTW Demonstration Program, PHA has focused on embedding MTW flexibility and accountability into virtually every component of PHA's operations. Using MTW flexibility, PHA's investments and program activities have focused on the following general areas:

- ***Comprehensive rehabilitation and neighborhood revitalization activities:*** PHA is administering the most aggressive and ambitious capital improvement program in the agency's history. The multiplier effect of these expenditures generates billions of dollars through the local and regional economy. In addition to major capital activities at PHA public housing sites, MTW funding flexibility has allowed PHA to leverage its funding in support of several significant neighborhood development initiatives. More than 3,600 new or rehabilitated units have been brought on line generating an equal number of affordable housing opportunities for Philadelphia's low-income households.
- ***Support for resident economic self-sufficiency:*** PHA continued to expand its efforts to promote resident economic self-sufficiency through a wide variety of new and ongoing programs including linkages with the statewide "welfare to work" system. Over the past year, PHA expanded its existing training programs and partnerships, expanded its affordable homeownership and Section 8 homeownership programs, and laid the groundwork to create a second "one stop" Family Self-Sufficiency Center.

New initiatives including a rent simplification program are being implemented to support residents in building equity and saving for homeownership, education and other productive purposes. Ongoing initiatives including the seven year time limit on Housing Choice Voucher program participation continued in support of PHA's overall self-sufficiency objectives.

- ***Process simplification:*** Through MTW, PHA continued its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications were two prime examples of this type of activity commenced during the past year.
- ***Continuous management and administrative improvement efforts:*** PHA continued its ongoing management improvement efforts designed to increase administrative

efficiency and improve service to our residents. As evidence of the strength of PHA's financial and administrative operations, PHA received unqualified opinions or clean audits on all PHA's 2003 and 2004 audited financial statements. Further, in the past year, PHA implemented new financial, human resource and operational automation systems and undertook initial development of CRM customer service and support applications. PHA has recently received a "strong" rating based on a thorough review of PHA operations conducted by Standard and Poor's rating service.

Additional details on PHA accomplishments under the MTW Demonstration Program are included below as well as in PHA's MTW Annual Reports.

### **Background on the MTW Annual Plan**

This is the sixth Annual Plan submitted by PHA under the MTW Demonstration Program. PHA is one of 32 participants nationwide in the program. The MTW designation gives PHA and 31 other participating housing authorities significant budget flexibility and regulatory relief in order to achieve national and locally determined MTW goals. PHA's MTW strategy represents one of the most comprehensive and entrepreneurial of all the demonstration initiatives.

The content of the MTW Annual Plan is proscribed by the U.S. Department of Housing and Urban Development (HUD). In addition to submission of an Annual Plan, PHA is required to submit to HUD an MTW Annual Report summarizing the accomplishments for each MTW program year.

This MTW Year 6 Annual Plan summarizes PHA's major plans and initiatives for Fiscal Year 2006, which begins on April 1, 2006. All MTW activities have been incorporated into PHA's comprehensive, agency-wide Strategic Operating Plan (SOP), which provides a detailed "blueprint" for the Authority's goals, objectives and tasks. Progress and outcomes of tasks and objectives are tracked and updated on a routine basis. A high level summary of the SOP is also included in the Annual Plan.

PHA's MTW Year 6 Annual Plan is organized into three sections:

- **Part One** provides an overview and summary of PHA's planned activities, including MTW-specific and other initiatives. A list of approval requests that PHA intends to submit by separate letters to HUD is also included in this section.
- **Part Two** provides statistics and narrative on a wide range of management and financial indicators as required under the MTW Agreement. This section includes details on households served, waiting lists, capital plans, budgets, resident programs, and other key information. Relevant charts and tables are included in this section.
- **Appendices** to the Annual Plan expand upon information provided in the main document and include summaries of PHA's agency-wide Strategic Operating Plan and MTW policy and program directives.

As part of each year's MTW planning effort, PHA provides opportunities for the residents and the broader community to review the proposed goals and objectives and offer feedback. The Annual Plan reflects resident comments expressed throughout the year and is made

available for public review and comment prior to submission to the Board of Commissioners for approval.

### **MTW Extension**

PHA continues to seek an extension of its MTW Agreement, which will expire on April 1, 2008. In a letter to HUD Secretary Alphonso Jackson dated September 7, 2004, PHA requested an extension of its Moving To Work Agreement term. PHA has reiterated this request in correspondence with several HUD officials and in correspondence with its Congressional delegation.

As previously noted, the regulatory flexibility, accountability and entrepreneurial approach allowed by the MTW program has now been embedded throughout PHA's operations. In several cases, the programs and policies implemented as part of MTW will take many years to achieve their full transformation potential, including programs such as HCV time limits, implementation of alternative procurement procedures, utilization of program income to support citywide housing development, streamlined demolition and disposition procedures, and others. Therefore, obtaining HUD approval for extension of the MTW program beyond the initial term is a critical objective for PHA in the coming months.

Recent HUD and Congressional actions suggest that this request for an extension is quite reasonable. By letter dated February 7, 2005, to Senator Arlen Specter, HUD agreed to offer one-year extensions to MTW agencies whose MTW Agreements were scheduled to expire in 2005. Additionally, Congress indicated its continued support for the MTW program and MTW agencies in the FY 2006 T-THUD appropriations bill recently signed by the President. That bill includes language providing extensions for MTW agencies whose current agreements expire as of September 30, 2006, under the same terms and conditions as their current agreements. Congress further indicated its support for MTW by providing an opportunity for three housing authorities in California to receive priority consideration for admission into the program. Given the extensions granted to other MTW agencies, and given the ongoing Congressional support for this program, PHA continues to seek an extension of its MTW Agreement.

A copy of the letter to Secretary Jackson, PHA's Congressional delegation and related background materials are included in Attachment K of this Annual Plan.

### **MTW Waiver Requests**

An essential component of the MTW program involves providing local housing authorities with relief from regulatory restrictions in order to address critical local housing needs. PHA appreciated the support of HUD in responding favorably to previous waiver requests for a streamlined review process for demolition and disposition applications, an alternative system of procurement and a streamlined mixed-finance approval process. HUD and PHA executed an amendment to the MTW Agreement to incorporate the approved waivers requested. The same amendment to the MTW Agreement clarified PHA's ability to develop its own local rent subsidy program, provided it complies with HUD requirements regarding rent reasonableness and with procedural requirements regarding adoption and implementation of the new program(s).

In Year 5, PHA submitted the following waiver request to HUD, which is pending HUD approval:

- Request to implement a further streamlined demolition and disposition process. By letter to HUD dated June 21, 2005, PHA requested waivers from certain provisions in 24 C.F.R. part 970. Specifically, PHA requested a waiver of 24 C.F.R. § 970.8 (PHA application for HUD approval) and any other regulations or guidance that would conflict with the implementation of this program as described herein or in that waiver request, since PHA proposed an alternate application process which involved self-certification of the disposition activities required in Section 18 of the U.S. Housing Act of 1937, documentation of PHA's compliance with Section 18, and retention of such documentation in PHA's files. The alternate application process would supersede HUD's implementation guidance at PIH 2005-32 (Demolition/Disposition Processing Requirements under the 1998 Act) and any renewals of that guidance or subsequent HUD guidance.

Copies of the above referenced letter is included in Attachment K.

In addition to these previously submitted MTW waiver requests, PHA requests the following additional MTW related waivers:

- *Unit-Based Program: Transitional Housing/Blueprint to End Homelessness Program* - Section 9(e)(1) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(1) - This Section requires PHAs to use Operating Funds "for the operation and management of public housing." In order to provide operating subsidy to units in the Blueprint to End Homelessness program as described in the Plan, certain public housing operation and management requirements must be waived. PHA therefore requests a waiver from the public housing requirements for 12-month lease terms and requirements that PHA automatically renew leases and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of this program only.

This program requirement is further described at 42 U.S.C. § 1437d(1)(1) and 24 C.F.R. § 966.4(a)(2). Upon receipt of the waiver described in this paragraph, PHA plans to implement annual leases for this program, which have a 6-month renewal option. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants' leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.

- *Unit-Based Program: Operating Subsidy and Unit Based Program: Transitional Housing/Blueprint to End Homelessness Program* - Section 9(e)(3) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(3) - Waiver of requirement that developments receiving operating subsidy continue to operate as public housing for ten years following the last date on which operating subsidy was received and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of these programs<sup>1</sup> and waiver of any other requirements that would

---

<sup>1</sup> HUD has statutory authority to eliminate this requirement under Section 9(m)(2) of the U.S. Housing Act of 1937, as amended. See Notice PIH 2004-5 (HA), HUD

conflict with the implementation of the unit-based programs as described herein, including without limitation the term of years for Regulatory and Operating Agreements executed for unit-based program units which receive Operating Subsidy.

- *Amnesty Program* - 24 C.F.R. § 960.255 - As described in prior MTW Annual Plans, PHA has eliminated deductions from annual income, including the earned income disregard, and instead implemented a Rent Simplification Program. For purposes of the Amnesty Program only, PHA seeks to reinstate a variation on the earned income disregard to cover all household income increases during the first 6 months after a participant begins a job training program and to waive any other regulations or guidance that would conflict with the implementation of this program as described herein.

### **Entrepreneurial Initiatives**

During Year 6, PHA will continue to seek opportunities to act in a more entrepreneurial way. This is increasingly important as Federal subsidies continue to decline significantly. PHA has already been moving in this direction for several years by acting as its own developer, which has saved millions of dollars in fees that have been reinvested in housing development. PHA has proven that it is one of the most successful affordable housing developers in the region, both for homeownership and rental developments.

PHA believes that it can use its program income and proceeds from land disposition for entrepreneurial activities such as development and sale of market-rate homeownership units while, at the same time, increasing the amount of funds available to provide affordable housing and otherwise benefit PHA residents. This use is consistent with current HUD regulatory guidance related to program income and proceeds from land disposition. By letter dated September 14, 2005, to Acting Deputy Assistant Secretary Dominique Blom, PHA notified HUD of its plans and rationale for use of program income in this manner as part of PHA's MLK revitalization plan. PHA intends to provide additional details to HUD regarding its entrepreneurial goals for similar use of proceeds from land disposition.

PHA will continue to seek additional authority to expand its ability to earn its own funds, including the ability to earn management fees for public housing. In addition, PHA will seek authority to use these fees for low-income housing, community revitalization and the creation of mixed-income and mixed-use communities that could include market rate housing and commercial development to undertake related activities permitted by its enabling legislation.

### **MTW Year 6 Initiatives**

The remaining portions of this section include a summary of planned MTW Year 6 activities categorized by PHA's nine Strategic Operating Plan goals. Overall, Year 6 reflects a continuation and enhancement of activities initiated in previous years of the MTW Demonstration Program. Note also the following planned new initiatives:

*Blueprint to End Homelessness Initiative* – The Mayor of Philadelphia recently announced an initiative to end homelessness in the City of Philadelphia within the next 10 years. The Mayor's announcement highlighted the fact that the City's homeless shelter system is

---

PIH Notice for Mixed-Finance Development of Operating Subsidy-Only Projects (Apr. 9, 2004).

presently operating at 110% capacity. In order to address this situation, PHA and the private sector will form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months. These families will be required to sign annual leases which have a 6-month renewal option.

Families' tenure in the facilities during this lease term and extension option will be subject to continued participation in services and compliance with program rules. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants' leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.

As part of this initiative, PHA plans to commit up to 400 transitional housing opportunities. In order to honor this commitment, PHA anticipates providing development expertise to local community development corporations ("CDCs") and providing funds from its MTW block grant to assist with operating costs. Such funds will be distributed pursuant to PHA's Unit-Based Program (see below), as that program is described in PHA's MTW Agreement with HUD and further expanded pursuant to present and prior PHA's Annual MTW Plans. PHA anticipates that Unit-Based Program funding for the transitional units will come from the operating subsidy portion of its MTW block grant and that, accordingly, PHA will execute Regulatory and Operating Agreements with housing providers for terms of up to 15 years with options for renewal. As described above, PHA requests a waiver from the 12-month lease requirement and the automatic lease renewal provisions related to use of operating subsidy, the requirements that developments receiving operating subsidy continue to operate as public housing for ten years following the last date on which operating subsidy was received, and any other regulations or guidance that would conflict with the implementation of this program as described herein.

*Revised Fixed Subsidy Unit-Based Leasing and Development Program* - Expanding the supply of affordable housing in Philadelphia continues to be a major objective of the PHA MTW demonstration program. A key element of this objective is PHA's Unit-Based Leasing and Development Program (the "Unit-Based Program"), which permits PHA to negotiate contracts with for-profit and nonprofit private sector housing providers for unit-basing PHA's Local Rent Subsidy using MTW block grant funds. As approved by HUD in previous MTW Annual Plans, PHA has expanded its Unit-Based Program to include a multiplicity of MTW block grant funding sources, including HCVs, operating funds and capital funds. PHA selects Unit-Based Program participants through a competitive procurement process. Thus far, PHA has selected several program participants through this competitive process.

In Year 6, PHA plans to revise its Unit-Based Program to more effectively and creatively expand the supply of affordable housing in Philadelphia. As described above, PHA will develop unit-based transitional housing under the Blueprint to End Homelessness initiative. Additionally, PHA plans to provide fixed amounts of subsidy to private and non-profit housing providers to subsidize an agreed-upon number of units that program participants will operate as public housing or project-based HCV units, as applicable based upon the funding source provided by PHA. Subsidy will be provided as a fixed sum which program participants may then distribute to the program units using an allocation method agreed to by PHA.

This allocation method need not apply subsidy equally to each program unit and may include an income-tiering approach under which some units receive deeper subsidy than others. PHA anticipates that housing providers funded under the Unit-Based Program will target a unit mix that is sufficient to ensure that the property can operate efficiently while serving low-income households in accordance with HUD statutes and regulations, to the extent the same have not been waived under MTW. Program units may be existing housing, new or rehabilitated units in Philadelphia. In Year 6, PHA also plans to issue one or more new requests for proposals ("RFP") for the new Unit-Based Program.

*Child Support Amnesty Initiative* - PHA is jointly working with certain state and local governmental entities, including the Pennsylvania Department of Public Welfare ("DPW") and the Philadelphia District Attorneys Office, to create, develop and operate a program that provides opportunities to reunite families where a custodial parent and child currently reside in PHA property and the non-custodial parent is delinquent in making child support payments. The program will create incentives for delinquent parents to obtain gainful employment and make future child support payments while, at the same time, encouraging those parents to legally acknowledge that they are living at PHA property and to report their true household income. Such incentives may include a stay on court actions to collect prior, unpaid child support payments so long as the delinquent parent agrees to make future child support payments and participate in job training and other employment opportunities.

*LIFE Program at Wilson Park Initiative* - In 2005, PHA's nonprofit affiliate Philadelphia Asset and Property Management Corporation ("PAPMC") executed a lease with St. Agnes Continuing Care Center ("St. Agnes") for space at the Conswiller B. Pratt Building, located at Greater Grays Ferry Estates ("GGFE"). St. Agnes operates a program known as Living Independently for Elders (the "LIFE Program"), which provides comprehensive medical, health and social services to enable elderly participants to age in place, at home, as independently as possible, for as long as desired and feasible. To qualify for LIFE Program services, participants must be elderly, in need of services to assist them in activities of daily living, and Medicaid-eligible. St. Agnes' LIFE Program at GGFE currently assists many elderly residents of PHA's Wilson Park development, which contains buildings designated for seniors, as such designation has been approved by HUD, as well as participants from the surrounding neighborhood.

In Year 6, PHA proposes further expansion of LIFE Program services available to our residents by providing a preference for admission to Wilson Park for elderly persons who otherwise qualify for public housing and who St. Agnes certifies as eligible to receive LIFE Program services. This preference would be codified in an amendment to PHA's Admissions and Continued Occupancy Policy ("ACOP"). PHA also proposes to reserve up to 10 one-bedroom units at Wilson Park for LIFE Program participants who require the units in order to live independently. These participants may be transitioning from nursing homes back to independent living, or may require residency near LIFE Program services in order to remain independent. For each Wilson Park resident who also participates in the St. Agnes LIFE Program, PHA will receive from St. Agnes \$150 per month reimbursement for providing a service-rich environment.

*LIFE Program at Germantown House Initiative* - Given the success of the LIFE Program at the Pratt Building, PHA plans to partner with a LIFE Program provider as part of the redevelopment of PHA's Germantown House property. During 2005, PHA identified a LIFE Program service provider for Germantown House, and began discussions with that provider regarding the program structure and design of the Germantown House space which the provider would lease from PHA.

In Year 6, PHA intends to solidify its plans for a LIFE Program at Germantown House. PHA anticipates that these plans will include development of a unified intake process under which PHA and the service provider offer a single point of contact for all applicants for Germantown House and/or the LIFE Program. The primary goal of this unified process will be reducing potential confusion among applicants and assisting them to apply for either or both program(s). PHA and the service provider would retain responsibility for all applicant eligibility and screening determinations.

In Year 6, PHA further proposes to provide site-based preference for admission to Germantown House for elderly persons who otherwise qualify for public housing and who the LIFE Program service provider certifies as eligible to receive LIFE Program services. This preference would be codified in an amendment to PHA's Admissions and Continued Occupancy Policy ("ACOP").

*Project Based Systems* - During Year 6, PHA will continue to move its accounting and management systems toward a project-based model, even though the new Operating Fund Rule does not apply to PHA as an MTW agency. PHA understands that it will continue to receive its Operating Subsidy as provided in Appendix A of its MTW Agreement, unless the calculated PELs under the new rule are higher, for the duration of its MTW Agreement. In preparation for the transition to an asset-based model, during Year 5, PHA began to make adjustments to its financial systems to facilitate the transfer to project-based accounting and will continue these activities in Year 6. In Year 6, in anticipation of its on-going transition toward asset-based management, PHA will also begin to evaluate its properties to determine what project groupings will best facilitate effective project level management, budgeting and accounting.

*Affordable Homeownership and Mortgage Assistance Program* - PHA will continue its extensive affordable homeownership development activities as described herein including mortgage assistance program activities in partnership with the Pennsylvania Housing Finance Agency, Wachovia Bank and a network of housing counseling agencies.

The following discussion provides an overview of PHA's Strategic Operating Plan goals and accomplishments.

***Strategic Operating Plan Goal 1: Achieve Excellence In Property Management.***

During MTW Year 6, PHA will continue a number of ongoing property management initiatives related to its conventional and scattered site public housing portfolios. These initiatives include:

- Continuous improvements to core management and maintenance systems. These system enhancements will increase rent collections, improve property maintenance, and reduce vacancy turnaround time by converting rent collections to PeopleSoft's Accounts Receivable module and implementing Peoplesoft's Customer Resource Management (CRM) support and field service modules.
- Continuation of the Sparkle Plus program, improving the curb appeal of PHA developments by upgrading exterior conditions.

- Continuation of the Clean Sweep Program, which fulfills the resident Community Service requirement through resident participation in site and neighborhood cleanup activities.
- Two and Three-Year Recertifications. In public housing, PHA has transitioned from the annual recertification system to a two-year recertification cycle for residents paying income-based rents. This is a part of the overall rent simplification proposal previously submitted. Low-Income Housing Tax Credit (LIHTC) properties are not subject to this initiative; however, they are subject to minimum rents. Residents choosing ceiling rents are recertified every three years.
- Simplified Rent System. PHA will continue implementation of a new rent calculation system for public housing residents that modifies the current deduction system. The new system, which is based on family size, decreases the percentage of income paid towards rent and provides incentives for resident savings. LIHTC properties initially will not be subject to this initiative. See also discussion of Child Support Amnesty Program above.
- Revised Ceiling Rents. PHA has implemented a two-part ceiling rent increase in public housing sites. During Year 6, PHA will modify the ceiling rent structure to be consistent with the Pennsylvania Housing Finance Agency rent levels. PHA will also assess establishment property-specific ceiling rents and/or market rents.
- Revised Minimum Rents. PHA has implemented a minimum rent for both public housing and leased housing participants that includes a 90-day grace period for hardship cases. In Year 6, PHA will modify the minimum rent system to create a \$75 minimum rent at the Limited Partnership sites. Conventional public housing and HCV minimum rents will remain at \$50.
- Performance enhancements to the maintenance delivery tracking system by implementing PeopleSoft's CRM field service module, ensuring rapid completion of maintenance work orders at all sites and the reduction of long-term backlogs at scattered site properties.
- Enhanced unit rehabilitation efforts that allow PHA with the Home Selection Day process to reoccupy vacant housing units in a more efficient manner.
- Enhanced lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods. Activities include the implementation of the PeopleSoft CRM module and the creation of "quality of life" software applications such as complaint, investigation, incident and risk tracking.
- Training and asset management initiatives including activities to ensure full LIHTC program compliance at Alternately Managed Entity (AME) sites.

In addition to the above, Year 6 activities will include:

- Training Initiatives. Expansion of a comprehensive staff training program and implementation of revised lease, revised ACOP, Desk Manual and site plans.

- Reoccupancy of Revitalized Sites. PHA will undertake the efficient reoccupancy of approximately 92 new units brought on line as a result of PHA's extensive revitalization efforts.
- Site-Based Orientation. PHA will develop site-based orientation programs that will incorporate community "covenants" developed for each site.
- Comprehensive Modernization. PHA will also rehabilitate approximately 133 existing units under its revitalization efforts.
- Implementation of Site-Based Waiting Lists. During Year 6, PHA will develop a site-based waiting list system for use in selected public housing developments. Note that LIHTC sites already utilize site-based waiting lists. At present, PHA anticipates piloting this system at approximately 5 sites to include two scattered site areas, Johnson Homes, Wilson Park and one other public housing site.

***Strategic Operating Plan Goal 2: Achieve Excellence in The Management Of The Housing Choice Voucher Program and Enforce Program Compliance.***

As part of the MTW Demonstration, PHA has implemented substantial improvements to the HCV program. Improvement efforts that will continue in MTW Year 6 include:

- Continuation of a new Quality Initiative, including enhanced Quality Control procedures and systems to improve customer service and the accuracy and completeness of client files.
- Implementation of HCV requirements, including a seven-year time limit on HCV benefits for all households except for those headed by elderly or disabled persons unable to work, and other defined circumstances.
- Continuation of a two-year recertification process.
- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking software.
- Continuation of Tenant Integrity Program training for all program participants.
- Continuation of a comprehensive staff training program and implementation of a revised procedures manual.
- Continuation of new landlord training and outreach programs.
- Continuation of direct deposit for Housing Choice Voucher payments.
- Continued operation of a network of Community-Based Housing Choice Voucher offices at five locations throughout the city.

- Continuation of the "Good Neighbors Make Good Neighborhoods" program to provide case management and transitional services, in partnership with the City and local transitional housing agencies.
- Dislocated Worker Program. In an effort to reduce the impact of lay-offs and plant closings, PHA has established a housing allowance program for dislocated workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation, and mergers. PHA will determine whether to continue this pilot program during the next year.
- Family Economic Development Action Plan (FEDAP). Housing Choice Voucher Program participants who receive Temporary Assistance to Needy Families (TANF) benefits or report zero income will work with PHA staff to develop and implement a Family Economic Development Action Plan as a condition of their continued participation in the program.
- Rent Simplification. To promote the goals of economic self-sufficiency and administrative efficiency, PHA has simplified the rent calculation system for Housing Choice Voucher participants. The system eliminates most deductions while reducing the standard percentage of gross income paid towards rent. In addition, as with the public housing program, the minimum rent was implemented following a 90-day grace period for hardship cases.

In addition to continuation of the above initiatives, MTW Year 6 will include the following activities:

- Verifications - When PHA is unsuccessful at obtaining third party verification after the first attempt, the overwhelming majority of second requests for third party verification are unsuccessful as well. Accordingly, PHA has determined that it is not cost effective or reasonable to make two attempts to retrieve third party verification. PHA will improve administrative efficiency, cost effectiveness and timeliness of the recertification process by implementing a policy of one request for third party verification.
- Unit Size Policy. When a change in family composition results in a situation where the current unit occupied by the family does not meet the minimum subsidy standards, PHA will promptly schedule the family for a briefing and issue a new voucher for a smaller size unit. The family will be given 60 days to locate a new unit after which the HCV subsidy will decrease and the tenant share will increase. This policy reflects a difference from HUD regulatory requirements which state that the new unit size will be applicable at the first regular recertification after the change. Implementing this policy is a cost saving measure for PHA and reduces the amount of time PHA will have to pay larger subsidies than are required by the household family size.

If a change in family composition results in a unit not meeting PHA subsidy standards, but does result in a unit meeting HQS space standards the family will be given a choice to remain in their current unit or receive a voucher for a larger unit, subject to PHA review and approval.

- Rent Increases. Subject to prior agreement with PHA and individual property owners, PHA may establish property-specific rent increase policies. These policies are designed to attract and maintain owners with units that are consistently updated and have greater amenities. Such agreements might state that owners of specific units will be entitled to 100% of the Fair Market Rent (FMR) in effect at each regular recertification. If the

FMR goes down from one year to the next, PHA will not decrease the contract rent as long as the rent is reasonable.

***Strategic Operating Plan Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.***

In addition to the administration and management of PHA owned and leased housing units in Philadelphia, PHA's core business involves the development of quality affordable housing. This Strategic Operating Goal encompasses both the redevelopment of PHA communities and new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization. Major initiatives related to this goal include:

- **New Construction and Substantial Rehabilitation Programs.** PHA will continue work at existing sites throughout the City, including Greater Greys Ferry Estates, Lucien E. Blackwell Homes, Martin Luther King Plaza, Wilson Park and Ludlow Scattered Sites.
- **Enhancements to the Unit-Based Program.** PHA will issue a new RFP for the Unit-Based Program as previously described.
- **Homeownership.** PHA will continue to promote affordable homeownership opportunities through its homeownership programs, including 5(h), Turnkey III, Housing Choice Voucher Program, mixed-finance, and HOPE VI. In Year 5, PHA sold more than 90 units under the Housing Choice Voucher Homeownership Program, and sold out the first homeownership phase at Greater Grays Ferry. In Year 6, PHA anticipates the sale of 100 units. Enhanced marketing, eligibility, intake procedures and homeownership counseling services for all homeownership programs will continue in Year 6. Mortgage assistance activities will continue to be provided to residents. PHA will also include market phase two homeownership sales at Greater Grays Ferry.
- **Financing.** PHA will continue to aggressively seek out and secure alternative funding sources to leverage limited PHA and federal dollars. PHA will continue to implement a \$1.2 billion construction program which, to date, has leveraged a total of \$600 million in new funding through HOPE VI and other non-PHA capital funds, low-income housing tax credits, and government special purpose revenue bonds. PHA relied upon alternative funding streams to provide multiple phases of redevelopment financing for Greater Greys Ferry Estates (formerly known as Tasker Homes), Richard Allen, Cambridge Plaza, Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments), Wilson Park, Martin Luther King Plaza, Falls Ridge (formerly known as Schuylkill Falls), Raymond Rosen, Blumberg Apartments, Suffolk Manor and Mt. Olivet.
- **Revitalization Initiatives.** PHA will continue to expand its large-scale physical revitalization efforts at public housing and other sites around the city. PHA's extensive capital improvement activities are described in Section 7 and Appendix E.

- Entrepreneurial Initiatives. PHA will endeavor to undertake new entrepreneurial activities including affordable and market rate housing development as previously described.
- Replacement Housing. PHA will continue its efforts to increase housing opportunities through continued implementation of its Replacement Housing Policy. The policy focuses on four strategies for the acquisition of property: (1) purchase of single-family scattered sites, foreclosure by institutional lenders of single-family residential buildings, and purchase of multi-family residential buildings; (2) reuse of ACC subsidy for affordable housing projects; (3) provision of capital funds for affordable housing projects; and (4) neighborhood redevelopment projects.
- Ludlow Scattered Sites. In Year 5, PHA was awarded its fifth HOPE VI award of \$17 million. The award will enable PHA to develop 50 public housing rental units, 50 replacement homeownership units, and 22 affordable homeownership units. The revitalized area will provide housing and programs that will foster self-sufficiency among residents with a range of incomes.

***Strategic Operating Plan Goal 4: Implement Public Safety Programs That Promote The Well-Being Of Our Neighborhoods and the Accountability of Program Participants.***

This Strategic Operating Plan Goal focuses on implementing effective public safety programs that incorporate active roles for residents and law enforcement agencies. In addition to enhancing security at public housing developments, PHA emphasizes the importance of lease enforcement and resident responsibility in promoting public safety. Initiatives in this area that will continue during MTW Year 6 include:

- Assigning site-based policing teams to PHA conventional sites. The deployment of patrol officers is monitored continuously to account for changes in crime patterns, community input and resource allocations.
- Expediting the process of criminal record checks on all applicants and household members. PHA will also assess conducting criminal records checks at recertification.
- Implementing internal COMSTAT crime statistics meetings, similar to those used by the City of Philadelphia Police Department, to facilitate continuous review and response to public safety issues.
- Improved coordination between PHA Police Department, resident groups and other law enforcement agencies including the Philadelphia Police Department.
- Implementation of Quality of Life programs with clearly defined guidelines and sanctions that incorporate PHA lease violations and local ordinances.
- Enhanced lease enforcement activities at PHA family and senior developments.
- Implementation of the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety concerns into youth programs.

- Support for resident-police partnerships through the Police Advisory Board, Town Watch programs, and participation with the Citizen Crime Commission of Delaware Valley.
- Expedited Processing of Complaints and Hearings. PHA continues to implement administrative changes to expedite the processing and tracking of complaints and hearings related to the Housing Choice Voucher Program.
- Enhanced Tenant Responsibility Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at the initial lease-up and during recertification.
- Required Landlord Training. PHA has developed and will continue to implement a program for property owners associated with the Housing Choice Voucher Program. This includes required training by professionals from the Institute of Real Estate Management (IREM), as well as training provided by PHA regarding local property management issues, city code compliance, lease enforcement, and community responsibilities.
- Security Enhancements to PHA Properties. As noted in the Capital Improvement summary included in this Annual MTW Plan, PHA will continue to implement security related capital improvements. Improvements include performing a PHA-wide Security Assessment to standardize equipment such as card access readers, digital video recorders, and video color monitors.

***Strategic Operating Plan Goal 5: Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.***

To help residents achieve self-sufficiency, PHA will continue its implementation of ongoing programs and implement a series of new initiatives during MTW Year 6. This includes:

- Continue to identify and secure additional supportive service program funds to enhance resident-oriented programs.
- Expand services to residents through the Community Partners Program. PHA awarded contracts to several training providers under this program to provide expanded supportive and self-sufficiency services to PHA households. PHA plans to award additional community partner program contracts in the coming year in order to expand the range and quality of training initiatives available to PHA residents.
- Provide "One Stop" employment and training services to residents through Centers, such as the comprehensive Family Self-Sufficiency (FSS) Center established at Blumberg Apartments. The Center houses a wide range of PHA programs and partner institutions including the Ramsey Educational Development Institute, the Career Link program, GED classes, computer skills development, homeownership counseling and the Family Self-Sufficiency Program.

- Three additional centers have also been developed; the John F. Street Center for youth services; the Conswillar B. Pratt LIFE Center for nursing home eligible seniors; and the Wilson Park Center that will provide computer technology services to youth and seniors.
- Continuation of career-oriented training and placement programs including the Pre-Apprenticeship, Certified Nursing Assistant, and Pharmacy Technician training programs. PHA will continue to implement new training initiatives during MTW Year 6 in partnership with local and regional agencies.
- Implementation of Learnscape Computer-Based Training application to provide residents with basic learning skills.
- Implementation of youth development activities to complement existing career development programs that now serve more than 400 youth annually.
- Expansion of comprehensive, long-term senior health care services through the establishment of Living Independently For Elderly (LIFE) Centers that will allow seniors to remain in their units while receiving services through Adult Day Centers. A state-of-the-art senior care center recently opened on the first floor of PHA's new 72-unit Conswillar B. Pratt Apartments for Seniors, located within PHA's newest affordable development, Greater Grays Ferry Estates. A second facility is planned for the Germantown House, currently under renovation.
- Development of opportunities for expanded resident access to technology services including the establishment of on-site and mobile computer labs.
- Involvement of public housing and community residents in volunteer activities such as the Clean Sweep program in order to improve PHA communities.
- As noted above, PHA will develop and implement a new initiative to strengthen families, encourage complete and accurate income reporting by all household members and support enhanced lease compliance. This initiative will address the fact that many adult males are not reported as household members and, therefore, do not report income to PHA or fully participate in family life.
- PHA has implemented the down payment provisions of the Housing Choice Voucher Homeownership Program as described in the Final Rule published October 18, 2002 in the Federal Register, Docket No. FR-4670-F-02.

***Strategic Operating Plan Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.***

***Strategic Operating Plan Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.***

***Strategic Operating Plan Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.***

PHA uses technology and process improvement projects to streamline work and improve accountability. The Strategic Operating Plan goals of establishing efficient operating procedures, implementing cost saving strategies, and maximizing the use of technology to improve operational efficiency are more critical than ever as PHA strives to achieve maximum outcomes from declining federal resources. In Year 6 of the MTW Demonstration Program, PHA will continue to implement a series of improvement process initiatives including:

- Implementation of asset management protocols for Alternatively Managed Entities including extensive focus on Low-Income Housing Tax Credit (LIHTC) regulatory compliance.
- Implementation of site-based management plans for all PHA/Mixed-Finance properties.
- Tracking and monitoring of internal and external audits, studies and consultants.
- Centralization of contract monitoring, tracking and record keeping systems.
- Implementation of Financial and Supply Chain Upgrades to Web-enabled technology including the PeopleSoft 8.8 Customer Resource Management (CRM) and PeopleSoft 8.8 CRM field service (work orders) modules. The new field service module went live during Year 5 and will be continuously utilized and enhanced as needed in the coming year.
- Implementation of enhanced Interactive Voice Response and CTI systems in order to improve responsiveness to customer and public inquiries.
- Implementation of Peoplesoft's 8.8 CRM technology to create tracking databases such as complaint tracking, incident tracking, MTW client tracking, investigations tracking and risk management tracking.
- Implementation of NIKU's Clarity software to manage PHA's strategic operating plan and quality assurance project plans.
- Improvements to PHA Staff Recruitment, Retention and Evaluation Processes. PHA created a Recruitment Plan with the strategy to maximize the use of internet technology, employment referrals, personal contacts, institutions of higher education, a variety of media advertising, flyers, job fairs and networking through affiliate groups. The aim is to attract, hire and retain the highest caliber of employees in order to assist PHA with its

mission of "Building Better Neighborhoods" and its desire to become an "Employer of Choice."

- PHA is currently evaluating its 600 various classifications and job descriptions in order to develop a new compensation structure and performance evaluation measurement tools. The purpose of these changes is to assist managers in evaluating employee performance in a more effective manner, to motivate employees to strive for excellence, and to compensate those employees for their endeavors.
- Employee Training. PHA offers an array of courses designed to enhance employees' skills. An added benefit of employee training efforts is improved service to PHA residents. These training programs include:

Contract Administration and Project Management Training, through a contract with ESI (partnering with George Washington University).

Internal training on procedures and policies developed and implemented by PHA quality and other staff.

Tax Credit Compliance, Finance and Accounting Training.

Extensive staff training in computer hardware and software systems.

Operations Training through a subscription and partnership with the Housing Television Network (HTVN), which offers a myriad of training and informational sessions focusing on Public Housing policy, ethics, management, compliance, and maintenance issues. Development courses are also offered for housing commissioners that include professional development and leadership training workshops. Certificate programs are offered in computer applications, maintenance, human resources, and public housing management and occupancy.

Inspector training programs offered by qualified third party contractors including Housing Quality Standards (HQS) for Housing Choice Voucher units, occupancy and eligibility, and rent calculation training.

Training related to the National Fire Code and additional opportunities to address the maintenance training needs of PHA, provided by NTT, Inc.

Continuous staff training programs, including property management training offered by the Institute for Real Estate Management.

- Conducting a continuous review of options related to Insurance/Liability coverage.
- Implementing Revised Procurement Policies. Pursuant to HUD approval of PHA's waiver request, PHA will continue to implement expeditious and effective procurement without sacrificing the benefits of competition.

***Strategic Operating Plan Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.***

PHA continuously seeks to enhance its services to residents and the community through the establishment of agreements with local, state and federal agencies and organizations and through the expansion of existing partnerships. During MTW Year 6, PHA will continue to expand the following:

- Working relationships with the Philadelphia Police Department and the City in support of PHA's Community Life Improvement Plan (CLIP) and Quality of Life programs.
- A working relationship with U.S. Department of Housing and Urban Development to implement a wide range of development and management initiatives.
- Financial support for PHA's employment and training initiatives, provided by the Commonwealth of Pennsylvania
- Provision of extensive financial support for PHA revitalization activities, through commitment of Low-Income Housing Tax Credits by the Commonwealth of Pennsylvania through the Pennsylvania Housing Finance Agency.
- A working relationship with the City of Philadelphia, Department of Public Health to reduce asthma triggers in Housing Choice Voucher (HCV) properties.
- A working relationship with the City of Philadelphia, Department of Human Services, to provide a cultural arts program for youth living in public and assisted housing.
- A working relationship with the U.S. Department of Labor in support of the Pre-Apprenticeship program.
- A working relationship with the U.S. Department of Education and the School District of Philadelphia in support of the Skills for Life program.

MOVING TO WORK PLAN  
PART TWO

## SECTION 2: HOUSEHOLDS SERVED

This section provides information about the types of units in the Philadelphia Housing Authority's Public Housing and Housing Choice Voucher (HCV) programs, as well as the characteristics of the families that PHA serves. During the MTW program, overall occupancy has increased as PHA continues to serve a predominately very low-income population. At least 75% of the households assisted will be very low-income households at the time they enter the program. PHA projects continued increases in overall occupancy during MTW Year 6.

### A. Number and Characteristics of Households Served

Households by Unit Size. As of September 30, 2005, there were a total of 29,524 Conventional, Scattered Sites and Housing Choice Voucher household units. The distribution of unit sizes is listed in Table 2-1. Two, three, and four bedroom units represent approximately 77% of the total number of households served.

**Table 2-1. Number and Unit Size of PHA Households in Year Six.**

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	311	1433	2437	2219	525	89	9	7,023
Scattered Sites	26	141	643	2395	609	545	213	4,572
Tax Credit Sites <sup>1</sup>	0	361	263	295	83	2	0	1,004
HCV <sup>2</sup>	551	2,739	4,181	7,610	1,359	485	0	16,925
<b>Program Total</b>	<b>888</b>	<b>4,674</b>	<b>7,524</b>	<b>12,519</b>	<b>2,576</b>	<b>1,121</b>	<b>222</b>	<b>29,524</b>
<b>Distribution %</b>	<b>3%</b>	<b>16%</b>	<b>26%</b>	<b>42%</b>	<b>9%</b>	<b>4%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

<sup>1</sup> Count represents demographic data for Alternately Managed Entity (AME) designated sites managed by PHA. An additional 1,042 households were served at privately managed sites. Demographic data for these residents were not available. Total public housing households served (conventional, scattered sites, tax credit and privately managed tax credit sites) equals 13,641 households. Total households served including HCV program equals 30,566 households.

<sup>2</sup> Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Family Type. The number and type of households served by PHA are presented in Table 2-2. Family households represent 57% of all households served by PHA, followed by disabled households (25%), and elderly households (18%).

**Table 2-2. Composition of PHA Households by Family Type in Year Six.**

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3628	52%	1,723	25%	1,672	24%	7,023	24%
Scattered Sites	2227	49%	1,266	28%	1,079	24%	4,572	16%
Tax Credit Sites <sup>1</sup>	524	52%	338	34%	142	14%	1,004	3%
HCV <sup>2</sup>	10,363	61%	2,107	13%	4,455	26%	16,925	57%
<b>Program Total</b>	<b>16,742</b>	<b>57%</b>	<b>5,434</b>	<b>18%</b>	<b>7,348</b>	<b>25%</b>	<b>29,524</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

<sup>1</sup> Count represents demographic data for Alternately Managed Entity (AME) designated sites managed by PHA. An additional 1,042 households were served at privately managed sites. Demographic data for these residents were not available. Total public housing households served (conventional, scattered sites, tax credit and privately managed tax credit sites) equals 13,641 households. Total households served including HCV program equals 30,566 households.

<sup>2</sup> Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Income Groups. As indicated in Table 2-3, 25,937 households (88%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 3,010 households (10%) earn between 30-50% of AMI. Households with incomes over 80% of the Median Income represent less than one percent of households served.

**Table 2-3. Income Levels of PHA Households in Year Six.**

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	TOTAL
Conventional	6,312	552	124	35	7,023
Scattered Sites	3,776	553	204	39	4,572
Tax Credit Sites <sup>1</sup>	738	243	21	2	1,004
HCV <sup>2</sup>	15,111	1,662	147	5	16,925
<b>Program Totals</b>	<b>25,937</b>	<b>3,010</b>	<b>496</b>	<b>81</b>	<b>29,524</b>
<b>Percentage</b>	<b>88%</b>	<b>10%</b>	<b>2%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

<sup>1</sup> Count represents demographic data for Alternatively Managed Entity (AME) designated sites managed by PHA. An additional 1,042 households were served at privately managed sites. Demographic data for these residents were not available. Total public housing households served (conventional, scattered sites, tax credit and privately managed tax credit sites) equals 13,641 households. Total households served including HCV program equals 30,566 households.

<sup>2</sup> Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Housing Type. The Housing Choice Voucher Program had a total of 16,925 units leased as of September 30, 2005, representing 57% of the total households served by PHA (Table 2-4). PHA's portfolio of public housing units includes 4,572 scattered site units representing approximately 16% of the total units. Conventional public housing consists of 7,023 units, representing 24% of the households served, that are distributed predominately in North, West, South, and Southwest Philadelphia.

**Table 2-4. Type of PHA Households in Year Six.**

Housing Type/Program	Total	%
Conventional	7,023	23%
Scattered Sites	4,572	15%
PHA Managed Tax Credit Sites	1,004	3%
Privately Managed Tax Credit Sites	1,042	3%
HCV <sup>1</sup>	16,925	55%
<b>Program Total</b>	<b>30,566</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

<sup>1</sup> Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Race and Ethnicity. Table 2-5 details the racial and ethnic composition of PHA family members. African-Americans represent the greatest percentage (88%). White households represent 7% and Hispanic households represent approximately 4% of PHA's total population.

PHA plans to continue its efforts to increase diversity among the population served.

**Table 2-5. Race/Ethnicity of Heads of Households of Public Housing and Housing Choice Vouchers in Year Six.**

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	6,690	184	130	16	3	7,023
Scattered Sites	4,145	37	381	7	2	4,572
Tax Credit Sites <sup>1</sup>	986	5	12	1	0	1,004
HCV <sup>2</sup>	14,280	1,818	553	115	159	16,925
<b>Program Totals</b>	<b>26,101</b>	<b>2,044</b>	<b>1,076</b>	<b>139</b>	<b>164</b>	<b>29,524</b>
<b>Percentage Distribution</b>	<b>88%</b>	<b>7%</b>	<b>4%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

<sup>1</sup> Count represents demographic data for Alternately Managed Entity (AME) designated sites managed by PHA. An additional 1,042 households were served at privately managed sites. Demographic data for these residents were not available. Total public housing households served (conventional, scattered sites, tax credit and privately managed tax credit sites) equals 13,641 households. Total households served including HCV program equals 30,566 households.

<sup>2</sup> Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

**B. Number and Characteristics of Households on Waiting Lists**

Tables 2-6 through 2-9 present information on the characteristics of PHA's existing waiting lists.

Applicants for Public Housing. As of September 30, 2005, there were 33,533 applicants for public housing (conventional, including scattered sites, and tax credit sites). This represents a substantial increase over last year's figures as a result of newly opened waiting lists for renovated properties. Note that the total applicant count may reflect multiple applications filed by households for multiple sites. Approximately 44% of all applicant households were requesting two-bedroom units, (Table 2-6). Approximately 73% of all applicant households for public housing units were families (Table 2-7), 17% were households with disabilities, and 10% represented senior households. Ninety-three percent of all public housing applicants had reported incomes of less than 30% of the area median income (Table 2-8).

Applicants for HCV Program. As of September 30, 2005, there were 6,490 applicants for the Housing Choice Voucher program. Approximately 70% of applicant households were families, 18% were households with disabilities, and 11% represented senior households. Ninety-one percent of all HCV applicants had reported incomes of less than 30% of the area median. The waiting list is currently closed. The number of applicants on the HCV waiting list has decreased due to an increased leasing rate, a routine purge of the waiting list, and the fact that the waiting list is presently closed.

**Table 2-6. Composition by Bedroom Size Need for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Six.**

Housing Type/Program	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Total
Conventional Sites	5,936	1,782	11,992	5,945	887	138	16	26,696
Tax Credit Sites <sup>1</sup>	14	1,408	2,627	2,062	648	65	13	6,837
HCV Housing <sup>2</sup>	3,006	119	1,712	1,320	293	38	2	6,490
<b>Program Total</b>	<b>8,956</b>	<b>3,309</b>	<b>16,331</b>	<b>9,327</b>	<b>1,828</b>	<b>241</b>	<b>31</b>	<b>40,023</b>
<b>Percentage Distribution</b>	<b>22%</b>	<b>8%</b>	<b>41%</b>	<b>23%</b>	<b>5%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

**Table 2-7. Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Six.**

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total
Conventional	20,028	75%	1,117	4%	5,551	21%	26,696
Tax Credit Sites	4,552	67%	2,249	33%	36	<1%	6,837
HCV Housing	4,560	70%	740	11%	1,190	18%	6,490
<b>Program Totals</b>	<b>29,140</b>	<b>73%</b>	<b>4,106</b>	<b>10%</b>	<b>6,777</b>	<b>17%</b>	<b>40,023</b>

Source: PHA CCS, September 30, 2005.

**Table 2-8. Income Levels for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Six.**

Housing Type /Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Conventional	25,594	976	115	11	26,696
Tax Credit Sites	5,553	1,146	125	13	6,837
HCV	5,916	531	37	6	6,490
<b>Program Totals</b>	<b>37,063</b>	<b>2,653</b>	<b>277</b>	<b>30</b>	<b>40,023</b>
<b>Percentage</b>	<b>93%</b>	<b>7%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS, September 30, 2005.

**Table 2-9. Composition by Race/Ethnicity for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Six.**

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Conventional Sites	23,771	968	1,792	127	38	26,696
Tax Credit Sites	6,836	1	0	0	0	6,837
HCV	5,537	712	144	29	68	6,490
<b>Total</b>	<b>36,144</b>	<b>1,681</b>	<b>1,936</b>	<b>156</b>	<b>106</b>	<b>40,023</b>
<b>Percentage of Total</b>	<b>90%</b>	<b>4%</b>	<b>5%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2005.

**Waiting List Issues and Proposed Actions.** The vast majority of applicants for public housing are below 30% of the Area Median Income adjusted for family size. PHA expects these figures to remain constant.

PHA currently has 6,490 Housing Choice Voucher household applicants on the waiting list. PHA will regularly review the number of applicants on the list and consider whether to reopen the waiting list to new applicants. In addition, the following waiting list related actions are proposed for Year Six:

- PHA will implement site-based waiting lists at five (5) or more sites;
- PHA will develop streamlined waiting list automation procedures including assessing the feasibility of conducting a waiting list update; and

- PHA may also implement procedures for offering Unit-Based Housing Choice Vouchers to applicants from the public housing waiting list.

PHA will concentrate its efforts on increasing the inventory of housing units available for both public housing and the HCV Program. It is anticipated that the number of applicants on the HCV waiting list will decline over the course of PHA's participation in MTW.

During MTW Year Six, PHA will continue to develop and implement a range of marketing plans aimed at improving outreach and access to all population groups.

#### **C. Projected Number of Households to be Served**

1. Public Housing Households. PHA projects that it will serve 13,846 households in the public housing program by March 31, 2007. This represents a 205-unit increase over the 13,641 total households served as of September 30, 2005. In Year Six, PHA will continue to transfer a significant number of households at sites under redevelopment. Increases in units are projected as a result of enhanced vacancy reduction efforts and the re-occupancy of phases of Richard Allen Homes III, Cambridge Plaza I and II, Blumberg, Whitehall, Hill Creek, Wilson Park III, Schuylkill Falls, Martin Luther King, Mt. Olivet, and Greater Greys Ferry Estates (formerly known as Tasker Homes) Phase I and II, and Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments).
2. Housing Choice Voucher Households. PHA projects that it will serve 14,850 MTW households with Tenant-Based Vouchers in the HCV Program by March 31, 2007. PHA also projects that funding representing 2,147 vouchers will be used for approved MTW activities including capital development.

#### **D. Impact of MTW on Households Served**

Overall, PHA projects that the total number of households served by the end of MTW Year 6 will increase to 32,626 households, an increase of approximately 280 households over the September 30, 2005 total of 32,346 households. For comparative purposes, PHA was serving approximately 24,602 households in the year prior to the initiation of the MTW Demonstration Program in FY 2001.

## SECTION 3: OCCUPANCY AND ADMISSIONS POLICIES

This Section provides information on policies governing eligibility, selection, admissions, assignment, and occupancy of families that are served by the Philadelphia Housing Authority.

### Eligibility, Selection and Admissions, Assignment, and Continued Occupancy of Families.

PHA requests criminal records and sex offender records from local, state and Federal agencies to screen applicants for both the public housing and Housing Choice Voucher programs. Public housing applicants must meet credit check criteria as well as the criminal history check. In addition, all applicants must meet the eligibility criteria defined in PHA's Admissions and Continued Occupancy Policy (ACOP) and Administrative Plan. The PHA tenant selection criteria (established in accordance with 24 CFR Part 960.202-205) are used by PHA to determine if the applicant will make a suitable resident. Suitability requires that the applicant and other household members demonstrate, through verified information, the ability, either alone or with assistance, to meet PHA's selection criteria, including compliance with the terms of PHA's lease, and any other PHA rules governing tenancy.

PHA has established a link with the Pennsylvania County Assistance Office that will provide third party verification. A link also has been established with the Social Security Administration for income verification.

### Admissions and Continued Occupancy Policy

PHA has completed an updated and revised Admissions and Continued Occupancy Policy (ACOP). PHA is also in the process of updating the lease documents as needed to reflect current ACOP policies. A copy of the updated ACOP document is available upon request.

In addition to staff training and full implementation of the new ACOP, during MTW Year 6, PHA intends to implement the following activities:

- Establish site-based waiting lists at three PHA conventional and two scattered sites areas. The conventional sites are Johnson Homes, Wilson Park and Emlen Arms. The scattered site areas are Ludlow and Germantown/Hunting Park.
- Modify/streamline current waiting list automation and application procedures;
- Commence performance of criminal records background checks at recertification;
- Develop new site-based resident orientation activities that will emphasize resident awareness of lease responsibilities and site-specific community covenants; and
- Revise ceiling rent structure to be consistent with Pennsylvania Housing Finance Agency rent structure.
- Implement \$75 minimum rents at Limited Partnership sites only. Minimum rents at other sites and for HCV participants will remain at \$50.

### Deconcentration.

Under the Year Six Plan, PHA will continue to promote homeownership programs that are now integrated under one department and include HOPE VI sites, mixed-finance developments,

scattered sites and turnkey III homeownership programs. Through these efforts, PHA hopes to improve the quality and diversity of their respective neighborhoods.

The goal of the MTW Family Program is to increase the incomes of PHA families, thereby contributing to in-place deconcentration. Expanded and integrated community policing and lease enforcement efforts are also intended to improve conditions in developments and communities where PHA housing exists, and to attract a greater mix of incomes. Finally, PHA plans to acquire and rehabilitate properties that will attract households with a broad range of incomes (See also the discussion of Resident Programs in Section 10 of this Plan).

#### Ceiling Rents and Recertification.

PHA has previously revised the ceiling rent schedule. PHA considered establishing flat rents for its public housing sites but has opted to address the ceiling rent in lieu of a flat rent. In Year 6, PHA will further modify the ceiling rent structure to align it with the PHFA rent structure. Residents will continue to have the option to choose an income-based rent.

In addition a rent simplification program, including 2-year recertifications for public housing with income-based rents, 3-year recertifications for public housing residents choosing ceiling rents, and 2-year recertifications for the Housing Choice Voucher program has been implemented. In MTW Year Six, PHA will continue this program of two and three-year recertifications, revised ceiling rents, and rent simplification. Residents of Low-Income Housing Tax Credit units will continue to be recertified every year and will be subject to minimum rents, but will not participate in the rent simplification program.

## SECTION 4: CHANGES IN HOUSING STOCK

This section compares the number and types of housing units and Housing Choice vouchers available as of September 30, 2005 and a projection for the number of units that will be available by March 31, 2007.

### A. Existing Number of Housing Units Available As of September 30, 2005.

Housing Choice Voucher. PHA had approximately 16,997 MTW vouchers available as of September 30, 2005.

Public Housing. PHA had approximately 15,678 family public housing units available as of September 30, 2005.

### B. Projected Number of Housing Units Available by March 31, 2007.

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be utilized by March 31, 2007 (See Tables in Section 2 for Households Served).

Housing Choice Voucher. PHA projects that it will use 14,850 tenant-based vouchers by March 31, 2007. PHA will use the balance of its MTW vouchers for approved MTW activities.

Public Housing. PHA projects that it will have approximately 15,883 family public housing units available by March 31, 2007, an increase of 205 units.

**Table 4-1. Number of Public Housing Units and Housing Choice Vouchers Existing and In Use in Year Six of MTW.**

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Sept 30, 2005	Sept 30, 2005	March 31, 2007	March 31, 2007
MTW Tenant-Based Vouchers	16,997	14,850	16,997	14,850
MTW Activity Vouchers <sup>1</sup>	--	2,147	--	2,147
<b>MTW Voucher Subtotal</b>	<b>16,997</b>	<b>16,997</b>	<b>16,997</b>	<b>16,997</b>
Section 8 Moderate Rehabilitation	751	741	751	751
Non-MTW Vouchers <sup>2</sup>	1,032	967	1,032	1,032
<b>Non-MTW Voucher Subtotal</b>	<b>1,783</b>	<b>1,708</b>	<b>1,783</b>	<b>1,783</b>
<b>Voucher Total</b>	<b>18,780</b>	<b>18,705</b>	<b>18,780</b>	<b>18,780</b>
Public Housing: Units	15,678	13,641	15,883	13,846
<b>TOTAL PHA UNITS</b>	<b>34,458</b>	<b>32,346</b>	<b>34,663</b>	<b>32,626</b>

<sup>1</sup> See Table 9-1.

<sup>2</sup> Special purpose vouchers for the Family Unification Program, Designated Housing, Mt. Olivet (relocation); Stenton Arms, Kemble Park, Baynton Manor, and Wayneview (all opt-outs); and Mainstream.

## SECTION 5: SOURCES AND AMOUNTS OF FUNDING

This Section reflects the sources and amounts of funding included in the consolidated MTW Budget, the sources and amounts of funding outside the MTW budget, and a combined budget statement.

### A. Sources and Amounts of Funding Included in the Consolidated Budget Statement.

Table 5-1 presents the funding streams and amounts received or anticipated by PHA in FY 2006 that are eligible for consolidation as the MTW Block Grant. Sources of funds include the following:

- Dwelling Rental Income. Derived from rent payments by public housing residents.
- Interest Income. Derived from funds held in interest bearing accounts.
- Housing Choice Vouchers. Funds provided by HUD for rent payment subsidies for Housing Choice Program. MTW Vouchers issued are limited to a number that can be absorbed by Philadelphia neighborhoods, and the remaining resources are redirected to accomplish key objectives of the MTW Program.
- Capital Funds. Provided by HUD to improve the physical condition of public housing properties through modernization and rehabilitation of dwelling units, interior and exterior site improvements, and the upgrading and modernizing of non-dwelling areas. The Capital Fund Program also funds management improvements, land acquisition, and debt service on capital projects.
- Operating Subsidy. Provided by HUD to housing authorities to fund the administrative, management, and maintenance expenses of developments owned by the PHA. Operating subsidy enables housing authorities to keep rents affordable for lower income families by covering operating expenses that cannot be supported entirely by rental income.

**Table 5-1. Sources and Amounts of Funding Included in the MTW Block Grant**

Revenue Sources	FY 2005 Budget	FY 2006 Budget
Dwelling Rental Income	\$ 17,702,625	\$ 19,426,341
Interest Income	686,663	767,168
MTW Housing Choice Voucher <sup>1,2</sup>	134,144,607	134,864,984
Capital Subsidy including Replacement Housing Factor <sup>1</sup>	78,798,164	75,640,828
Operating Subsidy <sup>1</sup>	111,839,225	111,059,689
<b>Total Revenues</b>	<b>\$343,171,284</b>	<b>\$341,759,010</b>

<sup>1</sup> Subject to appropriation. The Capital Funds total includes all funds described in Appendix D, \$58,154,207 plus Replacement Housing Factor funds of \$17,486,621.

<sup>2</sup> Excludes Non-MTW Vouchers, Mod Rehab and Special Allocations.

**B. Sources and Amounts of Funding Outside the Consolidated MTW Budget Statement.**

The Philadelphia Housing Authority receives contributions from several sources including city, state and other federal sources that would not be eligible for consolidation into the MTW Block Grant. These funding sources are listed in Table 5-2 (See Appendix E for information on HOPE VI and leveraged funds).

**Table 5-2. Non-MTW Sources and Amounts of Funding.**

Revenue Sources	FY 2005 Budget	FY 2006 Budget
Resident Opportunity and Family Self-Sufficiency Grants	\$ 437,122	\$575,212
Other Federal Grants	522,060	118,045
Non-Federal Sources: City of Philadelphia, Child Care Food Program, Summer Food Service Program, Senior Program, Job Retention	502,574	245,936
<b>Subtotal</b>	<b>1,461,756</b>	<b>939,192</b>
Non-MTW Vouchers/ Mod Rehab/Special Allocations/ Administrative Fee/Interest	13,684,125	15,770,106
<b>Total Revenues</b>	<b>\$15,145,881</b>	<b>\$16,709,299</b>

**C. Consolidated Budget Statement.**

A combined statement of both the funds included in MTW and those funds outside of the MTW Budget is presented in Table 5-3. See Appendix E for a description of HOPE VI and mixed-finance funded programs.

**Table 5-3. Summary of MTW Funds and Non-MTW Funds.**

Revenue Sources	FY 2005 Budget	FY 2006 Budget
Dwelling Rental Income	\$ 17,702,625	\$ 19,426,341
Interest Income	1,006,013	1,863,631
HCV Subsidy <sup>1</sup> and Admin Fee	147,509,382	149,538,627
Capital Subsidy <sup>1</sup> including Replacement Housing Factor	78,798,164	75,640,828
Operating Subsidy <sup>1</sup>	111,839,225	111,059,689
Other Grants	1,461,756	\$363,981
<b>Total Revenue</b>	<b>\$358,317,165</b>	<b>\$357,893,097</b>

<sup>1</sup> Subject to appropriation.

## SECTION 6: USES OF FUNDS

### A. Previous Year Expenditures.

The focus of Year Six activities is to increase the number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most Year One through Year Four activities centered on implementing improvements to PHA's systems, procedures, and administrative structure. The focus of the upcoming year will be on upgrading existing housing stock, developing additional public housing units, improving the delivery of services to residents, and streamlining functions in the organization for the purpose of reducing administrative costs.

### B. Planned Expenditures.

Planned expenditures for the following year are presented below in Table 6-1 according to the individual sources of the MTW Block Grant.

**Table 6-1. Projected Expenditures by Program**

<b>Project</b>	<b>FY 2006 Budget</b>
Public Housing Activities	\$131,253,198
Capital Activities <sup>1</sup>	\$75,640,828
Housing Choice Voucher Program	\$150,635,090
Other Grant Activities	\$363,981
<b>TOTAL</b>	<b>\$357,893,097</b>

<sup>1</sup>All FY 2005 funds subject to appropriations. The Capital Funds total includes all funds described in Appendix D, \$58,154,207 plus Replacement Housing Factor funds of \$17,486,621. HCV Funds, include \$1,096,463 in interest income (HCV Budget).

Public Housing Operating Funds. Includes the costs to manage and operate the PHA conventional site developments, scattered site housing, and the authority's administrative offices.

Capital Funds. Includes unit rehabilitation, vacancy reduction, new unit development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering services, and management improvements. Of PHA's total funds for FY 2006, \$75,640,828 from all sources may be applied to capital projects. This estimate does not include possible inter-fund transfers or projects identified in prior plan years that continue into this fiscal year.

Housing Choice Voucher Funds. Includes tenant-based vouchers, moderate rehabilitation, special allocations, and MTW activity vouchers. MTW activity vouchers are used for a variety of purposes.

Capital Projects: Germantown House, Greater Grays Ferry Community Center, Solar Energy, ADAPT.

Family Program/Quality of Life: Includes HCV complaint response, public housing lease enforcement, and activities in support of self-sufficiency efforts in the HCV and Public Housing programs (See Section 10 for complete description of the Family Program). Family Program activities include:

- Relocation services;
- Community Partners;
- Family Self-Sufficiency Centers;
- Youth Development;
- Pre-Apprenticeship Program;
- Employment Training;
- Economic Development;
- Homeownership Counseling; HCV Down Payment Assistance; and
- Support Staffing.

Management Efficiencies: Includes software enhancements, energy management, technical assistance, and staff training.

Other Grants. Includes additional program funds awarded for resident social service programs.

### **C. Description of Changes in Uses of Funds as a Result of MTW Designation.**

Under the MTW Demonstration Program, PHA has developed a MTW Block Grant Budget with the following five core areas:

- Reform of the existing Housing Choice Voucher Program;
- Revitalization of neighborhoods where PHA residents and PHA-eligible residents reside;
- Development of a Family Program to provide comprehensive self-sufficiency services to eligible residents;
- Establishment of a Quality of Life Program that fosters community values, resident and landlord participation and better neighborhoods; and
- Establishment of efficient operating procedures and the implementation of cost-saving strategies.

Development of an annual budget structured around these five core areas has allowed PHA to focus more closely on its overall mission, as well as to deliver services to its constituents in a more efficient and effective manner.

Obligation and Expenditures. PHA will obligate its capital funds within two years and expend within four years.

**D. Reserve Balance and Adequacy of Reserves.**

PHA has significantly increased its Low Rent Operating Reserve since the fiscal year ending March 31, 1998. At that time, the reserve was approximately \$3.5 million. As of the fiscal year ending March 31, 2005, PHA's Low Rent Operating Reserve was \$19,200,000. This amount of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may occasionally reduce reserves temporarily. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money. Additionally, PHA will explore owning real estate for administrative offices in lieu of leasing space.

Prior to April 1, 1999, PHA was self-insured for personal injury claims. Asserted and unasserted claims are accrued based on PHA's experience and the advice of an independent claims manager. As the potential for claims against the Self-Insurance Fund are reduced, PHA will reexamine its personal injury self-insurance requirements. In addition to the reserve for general liability maintained for claims from the period during which PHA was self-insured, PHA maintains the reserves required by its current insurance carriers for general liability and Workers' Compensation.

## SECTION 7: DEVELOPMENT AND CAPITAL PLANNING ACTIVITIES

PHA's Capital Planning strategy is designed to support, rehabilitate and modernize the infrastructure of neighborhoods where PHA residents live. This section describes PHA's major capital needs and costs, as well as the projected timetable for addressing these needs. It also identifies planned capital expenditures, homeownership activities and demolition and disposition requests for Year 6. PHA's Capital Plan for FY 2006 is attached in Appendix D.

### A. Major Development Needs and Projects, Estimated Costs and Proposed Schedules

PHA maintains current physical needs assessments that include estimated costs for all facilities for the purposes of capital planning. The total capital funds needed at the present time are estimated at over \$1 billion inclusive of non-construction "soft costs". This breakdown of needs by development is presented in Table 7-1.

Capital needs continue to exceed the supply of funding resources. In response, PHA has developed a Capital Investment Strategy for the next 20 years, in order to strategically invest in those projects and programs that offer the best opportunities to increase the value of PHA's infrastructure and improve the livelihoods of MTW and MTW-eligible residents. This capital funds investment strategy also seeks to leverage additional funding resources for HOPE VI and mixed-finance sites through program awards, private equity from tax credits, bonds, third party financing, construction financing, and partnerships with other government programs, private developers, neighborhood organizations and service providers, as more fully described in Appendix E. In Year 5, PHA was awarded a HOPE VI Grant for the revitalization of the Ludlow Scattered Sites area. PHA also intends to submit a HOPE VI application and/or Low-Income Housing Tax Credit applications to support revitalizations for the Mill Creek Extension, Johnson Homes, Warnock, Brewerytown, Plymouth Hall and Mantua Homes.

Table 7-2 shows the locations where development activities are ongoing or expected to commence during Year 6. These development activities are funded by the Capital Fund and/or other sources such as HOPE VI, bonds and other mixed-financing programs.

### B. 2006 Capital Fund Program

The FY 2006 Capital Fund Program is designed to continue PHA's multi-faceted approach to addressing the physical needs of its housing stock while improving the efficiency and effectiveness of its management and operational functions.

The FY 2006 Capital Fund Annual Statement is a product of input from all PHA departments and the PHA Resident Advisory Board. The Annual Statement developed for the FY 2006 Program enables PHA to address its highest priority physical and management needs. The following is a summary of the major work item categories and specific work activities contained in the FY 2006 Capital Fund Program.

**Management Improvements.** The Capital Fund Program devotes approximately 15.5 percent of its funding allocation to address activities that qualify as management improvements. Resident and site security are the major activities funded in this section. PHA will provide more than \$5.6 million for police patrol and \$1.2 million for the resident-staffed lobby monitor program. Computer software acquisition, installation and program implementation activities are also a major component of the Management Improvement line items. Over the past three years, PHA has been implementing PeopleSoft computer systems. The FY 2006 Capital Fund program will obligate \$1 million for the completion of this system conversion project.

Table 7-1. Capital Investment Strategy.

Property	Estimated PHA Funding Need	Proposed Time Schedule
Abbotsford	\$ 24,000,000	2006-2012
Arch Homes	\$ 5,000,000	2019
Arlene Homes	\$ 1,159,000	2008, 2014
Bartram Village	\$ 5,100,000	2008, 2013
Bentley Hall	\$ 3,402,000	2013
Brewerytown	\$ 7,700,000	2008-2009
Cecil B. Moore	\$ 837,000	2014
Champlot	\$ 2,000,000	2016
Collegeview	\$ 1,636,000	2008, 2012
Croydon	\$ 70,000,000	2008-2009
Emlen Arms	\$ 250,000	2014
Fairhill Apts.	\$ 2,000,000	2006, 2014
Germantown House <sup>1</sup>	\$ 12,000,000	2006-2008
Haddington Homes	\$ 23,000,000	2019-2021
Harrison Plaza	\$ 24,000,000	2004-2008
Haverford Homes	\$ 718,000	2012
Hill Creek	\$ 25,000,000	2002-2003, 2006, 2015
Holmecrest Homes	\$ 5,200,000	2013
Johnson Homes	\$ 65,000,000	2006-2011
Katie B. Jackson	\$ 5,060,000	2019-2021
Liddonfield	\$ 84,000,000	2005-2008
Lucien E. Blackwell Homes <sup>1</sup> (formerly Mill Ck)	\$ 15,500,000	2002-2006
Ludlow HOPE VI	\$ 8,000,000	2006
Mantua Hall	\$ 33,000,000	2006, 2008
Martin Luther King <sup>1</sup>	\$ 1,500,000	2006
Millcreek Extension	\$ 36,000,000	2007-2010
Morton Homes	\$ 15,000,000	2011, 2012
Neumann North (67 ACC units) <sup>1</sup>	\$ 2,000,000	2005-2006
Norris (high/low rises)	\$ 10,000,000	2006, 2020, 2021
Oxford Village	\$ 13,000,000	2006, 2016-2017
Paschall Apts.	\$ 16,756,000	2006, 2016, 2017
Plymouth Hall	\$ 7,000,000	2013
Point Breeze	\$ 1,445,000	2012
Queen Lane	\$ 6,000,000	2006, 2012
RDA acquisitions and rehab	\$ 8,000,000	2003-2007
Scattered Site Modernization	\$ 200,000,000	2002-2021
Scattered Site Development	\$ 150,000,000	2002-2021
Scattered Site Modular Housing	\$ 60,000,000	2006-2021
Spring Garden Apts.	\$ 14,500,000	2010-2012
St. Ignatius <sup>1</sup>	\$ 1,000,000	2003-2007
Warnock	\$ 7,700,000	2007-2008
West Park Apts.	\$ 39,800,000	2015-2017
Westpark Plaza	\$ 12,000,000	2014-2016
Wilson Park	\$ 8,000,000	2010
Debt Service Repayments <sup>2</sup>	\$ 310,000,000	2002-2022
<b>TOTAL</b>	<b>\$ 1,343,263,000</b>	
<sup>1</sup> Capital Funding needs for HOPE VI and Mixed-Finance Developments. See table in Appendix E for more details.		
<sup>2</sup> Bond Funded Developments: Tasker, Blumberg, Wilson III and Westpark (Exterior/Unit Improvements).		
<sup>3</sup> See Table in Appendix E for more details on Mixed-Finance Developments.		

Table 7-2. MTW Year Six Capital Programs.

Development Name	Scope of Work	Construction Cost	Completion Date
Martin Luther King	New Development	\$1,500,000	Dec-06
Scattered Sites	New Development/Infill/Rehab/Modular Housing	\$10,000,000	Dec-05
Greater Grays Ferry Estates (Bond)	New Development	\$165,000,000	Dec-05
Neumann North	Acquisition/Rehab	\$2,000,000	Dec-05
PHA-Wide	Security Upgrades	\$1,000,000	Apr-06
Queen Lane	Security System	\$800,000	Apr-06
Lucien E. Blackwell Homes (formerly Mill Ck)	New Development	\$15,000,000	Oct-06
West Park	Elevator upgrades and balcony enclosures	\$16,000,000	Oct-08
Wilson Park	Non-Dwelling	\$8,000,000	Oct-06
Norris Apartments	Security System	\$500,000	Dec-06
Germantown House <sup>1</sup>	Comprehensive Modernization	\$12,000,000	Dec-06
Third Party Capital Requests	New Development	\$5,000,000	Dec-06
Fairhill	Security System	\$800,000	Dec-06
Hill Creek	Modernization	\$4,000,000	Dec-06
Queen Lane	Boiler	\$500,000	Dec-06
Johnson Homes	Utilities upgrade	\$6,000,000	Dec-07
Croydon (Bond)	New Development	\$48,600,000	Dec-09
Brewery Town <sup>1</sup>	New Development	\$7,700,000	Dec-07
Millcreek Extension <sup>1</sup>	New Development	\$8,000,000	Dec-09
Johnson Homes	Senior Building	\$6,000,000	Dec-09
Marshall Shephard Village <sup>1</sup>	New Development	\$5,000,000	Dec-08
Ludlow HOPE VI Scattered Sites <sup>1</sup>	New Development	\$8,000,000	Dec-07
Scattered Sites Modular	New Development	\$2,500,000	Dec-08
Warnock <sup>1</sup>	New Development	\$7,700,000	Dec-08
PHA-Wide	Accessibility Improvements	\$500,000	Ongoing
PHA-Wide	Energy Conservation	\$5,500,000	Ongoing
PHA-Wide	Sparkle Plus	\$6,500,000	Ongoing
	<b>TOTAL</b>	<b>\$354,100,000</b>	
<sup>1</sup> Capital Funding needs for HOPE VI and Mixed-Finance Developments.			

Additionally, the Capital Fund Program will provide approximately \$1 million for the "on-the-job" training portion of the successful PHA Pre-Apprenticeship Job Training program. The classroom training funds are provided by the Moving To Work program.

**Administrative Costs.** PHA adheres to the 10 percent program cap to fund its administrative responsibilities for the Capital Fund Program.

**Fees and Costs.** Master Planning activities, in the amount of \$1 million, associated with the design of dwelling units, site improvement, and non-dwelling type improvements will be funded from this development account. A physical needs assessment of conventional sites will be conducted and \$475,000 has been budgeted for this effort. Salaries for in-house technical positions, such as architects, engineers, and inspectors, will also be funded from this account. Environmental testing for lead-based paint and other environmental testing is budgeted at \$300,000, and \$2 million is budgeted for consulting, legal, and professional services.

**Site Acquisition.** A budget of \$100,000 has been established to assist in the acquisition phase of future PHA acquisition and development activities.

**Site Improvements.** The Capital Fund Program commits \$2.8 million for site improvement activities at both scattered sites and conventional sites. More than \$800,000 is committed to comprehensive site improvements at 50 scattered site units. The FY 2006 plan also provides \$1.3 million for PHA's efforts to perform substantial site improvements at a variety of scattered site and conventional properties through a PHA-wide approach. Additional site improvements, including signage, fencing, lighting, and landscaping are budgeted through the PHA "Sparkle" program.

**Scattered Site Renovations.** The FY 2006 Capital Fund Program will provide \$10.5 million for continuing scattered site renovation activities. The budget will provide funding for the comprehensive rehabilitation of an estimated 86 units.

**Conventional Site Renovations.** Emergency back-up generators are planned for Harrison, Mantua, Westpark, and Norris Apartments along with exterior wall repairs at Cecil B. Moore. Replacement of trash chute doors are planned at Blumberg, Harrison, Queen Lane and Fairhill, and brick pointing is planned for Johnson Homes. Other initiatives for the capital fund include upgrading management offices to meet accessibility requirements; masonry restoration at Bartram Village; and repairing the concrete beams in the lobbies at Blumberg Apartments.

The FY 2006 Program also provides \$3.4 million for PHA-wide dwelling unit improvements. These work items are typically project/site specific and involve major system/component replacement activities.

**Non-Dwelling Structures and Equipment.** Funds in the amount of \$600,000 are programmed for upgrades of common areas or non-dwelling space PHA-wide. Funding is also provided for security equipment PHA-wide at \$200,000, and for two sites, Wilson Park and Blumberg, totaling \$560,000. Computer hardware and related equipment are budgeted at \$500,000 as well as telephone infrastructure. Maintenance equipment purchases are budgeted at \$100,000; administrative and office furniture and equipment at \$75,000 and community space equipment and furniture at \$25,000.

**Demolition.** Demolition funds budgeted at \$300,000, are used to remove houses that pose life safety issues.

**Relocation.** Funding in the amount of \$200,000 is available to assist families who must relocate as a result of modernization activities.

**Bond Debt Service.** PHA was one of the first public housing authorities to utilize the Capital Fund Program to leverage public bond proceeds. As a result of this initiative, \$192 million in total development is underway at the Greater Greys Ferry Estates (formerly known as Tasker Homes), Wilson Park, and Blumberg Apartments. The Capital Fund Program will obligate over \$12 million of the FY 2006 plan for bond debt service.

The FY 2006 Capital Fund Program monies must be contractually obligated within 24 months and expended within 48 months of HUD approval of the MTW Plan. PHA has a demonstrated record of achieving, and often exceeding, compliance standards for this and other programs.

#### **C. Demolition and Disposition Activities.**

Appendix C contains a list of all planned/potential demolition, disposition, and acquisition requests anticipated in Year Six.

#### **D. Homeownership Activities.**

PHA intends to expand the original Housing Choice Voucher Homeownership Demonstration Program into a Mortgage Assistance Program by adding 100 additional units to the current 50-unit program so that qualified and interested families can purchase a home using Housing Choice Voucher assistance. To assist with this expanded homeownership program, PHA has formed a PHA Homeownership Affiliate to undertake activities in connection with its Homeownership initiatives. PHA anticipates that the services to be provided by the Homeownership Affiliate will include, but not be limited to, advertising, marketing and sales, development services, facilitation of negotiations with prospective buyers, and contracting with the appropriate vendors for the provision of brokerage services and/or any other required services.

Under Public Housing Homeownership Programs, which include the 5(h) and Turnkey III programs, 250 units have been sold to PHA families to date. The goal of PHA's 5(h) component is the sale of 300 single-family scattered site units to the families currently residing in these units. One hundred seven (107) scattered site units were sold under this program to-date. PHA marketing efforts under this program have reached 8,692 PHA scattered site residents by direct mail and telephone solicitations. Interested residents are referred to local Housing Counseling Agencies for counseling assistance in the process of achieving homeownership.

Two hundred four (204) units have been sold under the Turnkey III Program which consists of 207 units at two sites: (1) Whitman Park Plaza located in the vicinity of Front Street and Oregon Avenue in South Philadelphia with 120 townhouse units; and (2) Brown Street Village, located at 20<sup>th</sup> and Brown Streets in the Art Museum area with 87 units. A total of 3 units remain to be sold at Whitman Park. All units at Brown Street Village have been sold.

#### **E. Energy Conservation Initiatives**

An energy conservation plan was developed and approved in 2005 that includes mechanical upgrades and an education program. The mechanical upgrades include installing energy efficient toilets and fluorescent lighting in conventional sites. PHA is participating in a pilot to demonstrate Energy efficient construction at Lucien E. Blackwell – Phase III and Ludlow in 2006. Energy Star Homes is a new national designation for energy efficient construction that saves 15 – 20% on utility bills.

PHA's overall energy plan includes planned installation of remote meters at all comprehensive modernization sites and electrical upgrade sites. The remote meters, after being in place for a full year, will allow PHA to perform detailed review and analysis of energy consumption and usage patterns. Remote meters have been installed at Bartram and Queen Lane, and 10 additional sites are under contract for installation.

PHA will implement an energy education pilot program at three conventional sites in 2006. Resident leaders will receive training in energy conservation and help facilitate a contest between three sites to promote energy conservation through a change in resident behavior. The pilot will be used to determine the best vehicle to implement a similar initiative at all PHA owned properties. Leading into this program, PHA conducted extensive resident outreach and held energy conservation seminars at two sites in fall 2005, through a partnership with PECO. Residents also participated in the PUC's Be Utility Wise Fair. In addition, PHA has prepared and distributed fliers with utility checks to educate residents about utility company policies and programs for low-income households.

## SECTION 8: MANAGEMENT INFORMATION FOR PHA OWNED AND MANAGED UNITS

This section provides information on the Philadelphia Housing Authority's management performance indicators for housing units under PHA management. Data on vacancy rates, uncollected rents, work order response time and dwelling unit inspections are presented for September 30, 2005.

PHA owned and managed units include the following:

Conventional Sites. PHA owns and manages a total of 31 conventional sites throughout Philadelphia with a total of 7,405 units that are occupied or available for occupancy.

Scattered Sites. PHA owns and manages a total of 5,975 available units in scattered site locations throughout the Philadelphia. These units are typically single or multi-family units.

### Alternatively Managed Entities (AMEs)

- PHA Managed Entities. PHA manages and provides operating subsidy at seven PHA affiliate-owned sites: Cambridge Plaza I, II, and III, Greater Grays Ferry Estates Phase I and II, Mt. Olivet, Richard Allen Homes Phase III, Suffolk Manor Apartments and Lucien E. Blackwell Homes Phase I.
- Privately Managed Entities. PHA also provides operating subsidy to eight sites that are managed by a private management entities. These privately managed sites which are held accountable through regulatory and operating agreements with PHA, include the following: Courtyards at Riverview, Eight Diamonds, Falls Ridge Apartments, Martin Luther King - Phases I and III Spring Garden Scattered Sites, St. Anthony's Senior Residence, and St. Ignatius Senior Housing (Angela Court).

During Year Six, PHA will add up to six AME sites: Cambridge Plaza IV, Neumann North Senior Housing, Martin Luther King Phase IV, Lucien E. Blackwell Homes Phase II and III, and Ludlow Scattered Sites.

PHA has implemented a HUD-approved Resident Satisfaction Survey (See Appendix J) that is modeled after elements of MTW program initiatives and management performance indicators. PHA residents will also continue to participate in the Community Service Program. PHA developed this program for residents to fulfill the Community Service requirement by participating in site/neighborhood clean up activities known as "Clean Sweep". These community days continue to foster neighborhood pride and good neighbors.

### **A. Vacancy Rates.**

1. Vacancy Rates by Property as of September 30, 2005. Vacancy rates for each development are presented in Appendix F. PHA had an actual vacancy rate of 13.38% and an adjusted vacancy rate of 6.36%. An adjusted rate accounts for units vacant due to circumstances and actions beyond the Housing Authority's control. Vacancy rates include both privately and PHA-managed Alternatively Managed Entity sites.
2. Issues and Proposed Actions. PHA will continue its Home Selection Day Program to assist in Vacancy Reduction by providing applicants with a wider variety of options for unit selection and assignment.
3. Target Rates. PHA projects an Adjusted Rate of 4.53% by March 31, 2007.

## **B. Rent Collections.**

1. Uncollected Rents. PHA's percentage of uncollected rent as of November 30, 2005 was 12.27%. This rate is largely due to massive revitalization activities. While revitalization efforts have negatively impacted rent collection, management staff has been able to minimize the increase in uncollected rent by encouraging residents with balances to enter into repayment agreements as part of the relocation process. PHA's ability to collect rent was also hampered by the Municipal court system and the Sheriff's Department, which limited the number of evictions for PHA residents. This practice has been stopped and PHA can now evict more residents for non-payment of rent. Percentages of uncollected rents for each development are presented in Appendix G.
2. Issues and Proposed Actions. PHA will continue and expand its rent collection activities in order to reduce the percentage of uncollected rent. Initiatives under consideration include offering incentives to residents and managers such as increasing the late payment fee, installing electronic debit machines at sites, permitting residents to pay rents electronically, enlisting Resident Councils to promote increased rent collection and developing individual site action plans for poorly performing sites.
3. Target Projection of Uncollected Rents for March 31, 2007. PHA intends to reduce the current rate of uncollected rent to 5.5%.

## **C. Work Orders.**

1. Work Order Response. Appendix H provides the percentage of emergency and routine work orders responded to within the respective prescribed times.
  - Percentage of Responses for Emergencies Work Orders within 24 Hours. As of September 30, 2005, PHA responded to 100% of emergency work orders within 24 hours.
  - Percentage of Responses for Routine Work Orders within 30 days. PHA responded to routine maintenance work orders within an average of 20 days as of September 30, 2005.
2. Issues and Proposed Actions. PHA has successfully resolved the backlog of work orders and intends to maintain current response times to emergency and routine work orders with the implementation of the Customer Response Center.
3. Target Projection for Response Times as of March 31, 2007. PHA projects that it will continue to complete 100% of emergency work orders within 24 hours, and will respond to routine work orders within 20 days.

## **D. Inspections.**

1. Description of Inspection Strategy. PHA will continue to inspect all public housing units, public areas, grounds and systems annually using the Uniform Physical Condition Standards (UPCS) inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health and safety violations and deficiencies within the units. PHA's comprehensive inspections protocol calls for four (4) inspections per year, per unit: 2 housekeeping, 1 USPCS, and one preventative maintenance inspection.

2. Planned Inspections for Year Six. Appendix I provides the percentage of units inspected in Year Five. PHA projects that it will complete inspections for 100% of units during Year Six. PHA has inspected 98% of the required inspections for the period ending September 30, 2005.

#### E. Security.

1. Security Issues and Proposed Actions. PHA addresses security issues with a comprehensive and aggressive strategy that not only improves security for residents, but also develops programs to improve the security and quality of life in the neighborhoods where MTW and MTW-eligible residents live.
2. Security Systems. New security systems have been installed at Harrison Plaza, and West Park Apartments. Security system upgrades are planned for Blumberg Apartments, Fairhill, Norris, Queen Lane, Gladys B. Jacobs, Wilson Park and Mantua Hall.

The Philadelphia Housing Authority Police Department (PHAPD) works in cooperation with residents, the Design and Construction departments, and Major Systems to conduct site surveys to enhance physical security at all PHA facilities. State of the art surveillance cameras and digital video equipment have been approved for installation at numerous locations to remotely monitor our sites. These web-enabled cameras are capable of broadcasting to a remote location and the images viewed by authorized personnel via the Internet.

New security systems have also been installed at the Wilson Park Community Center and the John F. Street Community Center. Additionally, upgraded security systems that are comprised of digital color surveillance cameras and digital video recorders capable of remote viewing have been recommended for Queen Lane, Gladys B. Jacobs and Wilson Park. Tax credit sites, such as Suffolk Manor, Greater Grays Ferry and Mount Olivet had these systems installed and in operational during Year 5.

3. Improved Coordination with the Philadelphia Police Department (PHAPD). PHAPD is now communicating through the Philadelphia Police Department's new 800 Megahertz radio system using hand held radios and a console in the PHAPD radio room. PHAPD and the Philadelphia Police meet weekly at COMPSTAT to address police-related issues.
4. Lease Enforcement and Compliance Unit. In FY 2000, PHA established a Lease Enforcement and Compliance Unit that has contributed significantly to improving the acceptance of the Housing Choice Voucher Program in communities since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. PHA continues to partner with the Citizen Crime Commission that operates a TIPS line for PHA, allowing residents and others to call in anonymous tips on criminal activity for a reward of up to \$500.00 for an arrest and conviction.
5. Quality of Life Program. The Quality of Life Program is an initiative designed to define and document lease obligations and the Philadelphia Code of Regulations regarding individual conduct enforced by PHA. The overall purpose is to ensure appropriate conduct and upkeep of all public housing and leased units. The program includes citations for prohibited conduct and anonymous complaint forms. A citation enforcement system has been piloted at Bartram Village, Mantua and Paschall. Based on results from Bartram, the citation process is being revamped with the possibility of a Resident Enforcement component. Additionally, an Orientation Program will be developed for new residents, residents relocated due to modernization programs, and current residents who need a refresher.

The PHA Police Department operates under a new philosophy of law enforcement, known as the "Broken Window" theory. Simply stated, if a broken window is not repaired, vandals will likely destroy the rest of the building. Likewise, by allowing a climate of disorder in a community and inattention to minor infractions, the signal is given that no one cares, which subsequently leads to an escalation of crime and social decay.

To tackle the "broken windows" at our housing sites, the PHAPD aggressively pursues quality of life issues such as reckless operation of vehicles in and around sites and, abandoned cars with the issuance of citations and removal of abandoned vehicles. For the year to date, the PHAPD has issued 484 parking citations, 467 moving violations and removed 107 abandoned vehicles.

6. Community-Based Policing. The PHAPD is fully committed to providing services to our residents through law enforcement and collaborative problem solving to address the causes of crime as well as other community issues. Cooperative problem solving also reinforces trust, facilitates the exchange of information, and leads to the identification of other areas that could benefit from the mutual attention of the police and the community.

Effective community-based policing depends on optimizing positive contact between our officers and residents. The PHAPD has supplemented the traditional role of crime prevention with community-based policing programs such as the following:

- **Foot Patrol.** PHA intends to continue the community-based policing initiatives at the developments of Johnson Homes, West Park Apartments, Fairhill Apartments, and Raymond Rosen. With grant funding initiatives, additional patrols have been assigned to Greater Grays Ferry, Arch, Fairhill and Haddington Homes. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as the Lease Enforcement and Compliance Unit (LECU) and Strike Teams from the Philadelphia Police Department, Drug Enforcement Agency (DEA) and the Bureau of Alcohol, Tobacco and Firearms (ATF), as needed.
- **Bike Patrol.** Bike patrol officers have each been assigned to specific geographical areas or "Community Policing Sectors." Officers assigned to these specific areas are responsible for visiting residents in order to obtain needed information regarding security and quality of life, as well as for providing information and answering any questions the resident may have. Bike Patrols foster close personal contact between the residents and officers while permitting PHAPD to patrol areas inaccessible to vehicles.
- **DARE, GREAT and Explorer Programs.** The Drug Abuse & Resistance Education Program (DARE) represents the single largest prevention effort directed at reducing the use of drugs and other harmful substances among school-aged children. PHAPD has administered this community program to over 1,900 school age children in eleven schools and eight housing developments.

The focus of Gang Resistance Education and Training (GREAT) is to reduce a child's involvement with gangs and delinquent behavior, and to help foster positive relations with law enforcement. The GREAT Program has reached over 1,200 elementary school students.

The Explorer Program is designed to build character, promote good citizenship, and develop personal and mental fitness by exposing young people to the fundamentals of law enforcement. Participating teens are exposed to law enforcement operations such as traffic control, arrest and safety procedures, and the workings of the criminal justice system. Also offered is an Explorer Camp, which is a three-day experience of structured activities,

held in the Pocono Mountains for PHA youth. Under the watchful supervision of PHA Police Officers, campers enjoy swimming, hiking, fishing and horseback riding.

- **Mobile Computer Labs.** Two large vans have been converted into mobile computer labs that have been specially outfitted by the PHAPD with computers equipped with wireless Internet access. These mobile labs are a frequent sight at different housing developments and are used to familiarize and train our residents to use the latest computer programs.

7. Neighborhood Town Watch Groups. A very important component of our community policing effort is the establishment of the Neighborhood Town Watch. The Town Watch model empowers residents to actively patrol their neighborhood to report suspected criminal activity and quality of life issues to the Police Department. PHA continues to partner with the City of Philadelphia's Managing Director's Office in promoting town watch programs at PHA developments.

Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town Watch networks and patrols.

Currently, the PHAPD has two (2) active Town Watch Groups in operation: Raymond Rosen, with eight participants; and Johnson Homes with two participants. PHAPD is directing its attention toward establishing additional Town Watch Groups at the following sites: Whitehall Apartments, Queen Lane, Hill Creek, West Park, Mantua and Haddington Homes.

PHA continues to partner with the City of Philadelphia's Managing Director's Office in promoting Town Watch Programs at PHA developments.

8. Police Advisory Board. A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHAPD and the PHA community, and to provide advice and assistance in the reduction of crime.

PHAPD established the Police Advisory Board in partnership with Tenant Support Services, Inc. (TSSI). The mission of the Board is to:

- Provide professional responses and strategic initiatives to the challenges and concerns of all PHA residents.
- Provide recommendations to PHAPD regarding policies, programs and initiatives.
- Coordinate programs and projects that contribute to the betterment of our community.
- Provide advice and assistance to the PHA community regarding public safety issues and ideas in crime prevention.

Meetings are scheduled quarterly with added meetings held for special topics or urgent concerns.

9. Project Level Systems. During Year 6, PHA will continue to move its accounting and management systems toward a project-based model, even though the new Operating Fund Rule does not apply to PHA as an MTW agency. During Year 5, PHA began to make adjustments to its financial systems to facilitate the transfer to project-based accounting and will continue these activities in Year 6. In Year 6, in anticipation of its on-going transition toward asset-based management, PHA will also begin to evaluate its properties to determine what project groupings will best facilitate effective project level management, budgeting and accounting.

## SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

PHA's policies and procedures for the Housing Choice Voucher program are described in detail in PHA's HCV Administrative Plan. The Administrative Plan and related desk procedures are periodically updated to reflect new initiatives. Copies of the Administrative Plan are available upon request.

### **Management Improvements.**

**Two-Year Recertifications.** PHA implemented a two-year recertification process for Housing Choice Voucher (HCV) participants. An informational letter was sent to all HCV clients informing them of the new policy and the process is also discussed during mandatory Moving to Work briefing sessions. Changes have been made to the Administrative Plan and Desk Manual to reflect the two-year recertification process.

**Housing Choice Time Limits.** PHA will continue its efforts to reform the HCV program and develop a locally leased housing program that is responsive to the needs of the City and its residents. PHA implemented several significant program changes, including establishing a seven-year time limit on HCV participation, subject to certain exemptions such as for elderly and disabled households. PHA will continue to expand its Moving To Employment Self-Sufficiency program services to support HCV participants in moving to economic self-sufficiency.

**Terminated Housing Choice Vouchers.** PHA will continue its efforts to fulfill utilization of terminated vouchers. Once a voucher has been terminated, PHA will not re-issue the terminated voucher until a 90-day grace period has taken place. After the 90-day grace period, the terminated voucher will be re-issued to eligible applicants. The 90-day grace period will be determined by the effective date of termination listed on the termination notice.

**Enhanced Tenant Responsibility Training.** As part of its MTW program initiative, PHA will require all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at relocation. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.

**Good Neighbors Make Good Neighborhoods Program.** PHA continues its commitment to provide Housing Choice Vouchers to support families moving from homelessness and transitional housing programs to permanent housing. PHA considers the "Good Neighbors Make Good Neighborhoods Program" an expansion of its successful Family Unification Program (FUP), operated in partnership with the Department of Human Services. Through the Good Neighbors Program, 591 families have been housed.

PHA succeeded in its mission to provide an additional 300 housing opportunities (a combination of housing units and vouchers) plus 100 more vouchers exclusively for the FUP. The expansion of 100 vouchers was done in conjunction with the Blueprint to End Homelessness Program, which is a coalition of 15 transitional housing providers.

**Dislocated Worker.** PHA implemented the Dislocated Worker Housing Program in conjunction with the Philadelphia Workforce Development Corporation (PWDC). Through this program, PHA will provide housing, for a two-year period, for approximately 150 workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation and mergers. Six vouchers have been awarded under this program to date.

**Unit-Based Leasing and Development Program.** PHA intends to modify and re-issue the Request for Proposals for this innovative program including enhancing the focus on housing households assisted through the City's Blueprint to End Homelessness program. See discussion of waiver requests earlier in the document. To date, PHA has awarded a total of 929 units under this program through three Request for Proposals. Over six hundred households have already been housed.

**Family Program/Community Partners.** PHA will continue to enlist community and neighborhood organizations to address common issues and needs. PHA will engage in partnerships with community organizations to assist in providing job training, adult daycare, family budgeting, conflict resolution, and other activities that will foster lease compliance.

**Implementation of Family Agreement.** PHA will continue to implement initiatives designed to improve economic self-sufficiency and other skills for HCV Program participants. New and existing HCV program participants will enter into an MTW Family Agreement to help ensure their successful participation in this time-limited program. All participants will be provided with enhanced Tenant Responsibility Training at time of initial lease-up and relocation.

In addition to information regarding their program responsibilities, participants receive briefings and information on available training, job placement and supportive service opportunities. Program participants who receive TANF or report zero income will, as part of the MTW Family Agreement, enroll in PHA's Family Self Sufficiency (FSS) program. As part of FSS, program participants will receive an assessment, assistance with developing an action plan, and ongoing support in meeting their action plan goals.

#### **New Management Initiatives Related to Leased Housing.**

PHA may make additional modifications to its Administrative Plan focusing on the following areas:

**Third Party Verifications.** When PHA is unsuccessful at obtaining third party verification after the first attempt, the overwhelming majority of second requests for third party verification are unsuccessful as well. Accordingly, PHA has determined that it is not cost effective or reasonable to make two attempts to retrieve third party verification. PHA will improve administrative efficiency, cost effectiveness and timeliness of the recertification process by implementing a policy of one request for third party verification.

**Unit Size Policy.** When a change in family composition results in a situation where the current unit occupied by the family does not meet the minimum subsidy standards, PHA will promptly schedule the family for a briefing and issue a new voucher for a smaller size unit. The family will be given 60 days to locate a new unit after which the HCV subsidy will decrease and the tenant share will increase. The HCV subsidy will decrease within 60 days from the date the new voucher was issued or at the next scheduled recertification date, whichever occurs first. If a change in family composition results in a unit not meeting PHA subsidy standards, but does result in a unit meeting HQS space standards the family will be given a choice to remain in their current unit or receive a voucher for a larger unit, subject to PHA review and approval.

**Rent Increases.** Subject to prior agreement with PHA and individual property owners, and subject to funding availability, PHA may establish property specific rent increase policies. These policies are designed to attract and maintain owners with units that are consistently updated and have greater amenities. Such agreements might state that owners of specific units will be entitled to 100% of the Fair Market Rent (FMR) in effect at each regular recertification. If the FMR goes down from one year to the next, PHA will not decrease the contract rent as long as the rent is reasonable and funding is available.

**A. Leasing Information.**

1. Units Under Lease. As of September 30, 2005 PHA had a total of 18,780 vouchers/certificates (MTW vouchers = 16,997; non-MTW vouchers = 1,032; and Moderate Rehabilitation certificates = 751). Non-MTW vouchers are used for special purpose programs. HUD requires that these vouchers be kept separate from MTW. As of September 30, 2005, 14,850 MTW vouchers were leased.

2. Target Lease Rate Year 6. PHA expects to lease 14,850 MTW tenant-based vouchers by March 31, 2007 representing a 100% utilization rate for MTW tenant-based program. The balance of the remaining MTW vouchers will be used for the MTW Activity programs as described in Table 9-1. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers.

**Table 9-1. Proposed MTW Voucher Usage in MTW Year Six.**

ACTIVITY/USAGE	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	\$120,064,984	14,850	100%
MTW Activity Vouchers		2,147	
Capital Activities	500,000		
Family Program including	9,200,000		
• Community Partners Program			
• Self-sufficiency programs			
Quality of Life Program	2,100,000		
Management Efficiencies	3,000,000		
<b>Subtotal</b>	<b>14,800,000</b>	<b>2,147</b>	<b>100%</b>
<b>Total<sup>2</sup></b>	<b>134,864,984</b>	<b>16,997</b>	<b>100%</b>

<sup>1</sup>This number represents the tenant-based leasing goal for MTW Year 6 (3/31/07). This goal is a conditional commitment.

<sup>2</sup>Baseline 16,997 MTW Vouchers with anticipated income of \$134,864,984.

**NOTE:** This budget for the voucher program may require modifications to reflect changes in appropriations or to address other MTW initiatives as described in this Plan (See Section 6: Uses of Funds).

### 3. Plans to Ensure Rent Reasonableness, Rent Simplification, Housing Opportunities and Deconcentration of Low-Income Families.

- Rent Reasonableness. PHA has established a rent reasonableness database and procedures for keeping it current. New data from market rent surveys will be loaded into the database. Prior to approving a lease, PHA will search the database for comparable units in order to make a rent reasonableness determination.
- Rent Simplification. As previously reported, PHA has implemented a rent simplification program in both the HCV and public housing programs. The objective of the rent simplification program is to simplify the calculations and requirements for income verification and rent for Housing Choice Voucher Program participants. The goal is to increase administrative efficiency and accuracy, encourage self-sufficiency for tenants, reduce paperwork requirements, and minimize negative impacts on household rents during the implementation period. Rent simplification does not apply to residents of Low-Income Housing Tax Credit units, properties assisted under PHA's Unit-Based program, or to residents of Section 8 Mod/Rehab projects. Minimum rents, however, are applicable at all sites.
- Expanding Housing Opportunities. Options under the Housing Choice Voucher program are intended to increase the range of housing choices available to low-income participants and promote improved utilization of housing vouchers in stable neighborhoods. The Voucher Program also supports efforts to increase the supply of affordable housing, and promote housing rehabilitation, neighborhood revitalization efforts, and homeownership opportunities for low-income households.
- Deconcentration. PHA will explore alternative strategies to prevent high concentrations of assisted housing units in communities. PHA will continue to study trends and patterns of communities and adopt programmatic changes that promote economic and social diversity. Finally, PHA will acquire and rehabilitate properties to attract a broader range of mixed-incomes through targeting special populations, such as the elderly.

#### **B. Inspection Strategy.**

The following is a description of the strategy PHA will employ to ensure that inspection guidelines are followed:

- Initial HQS Inspections. Pre-inspections will be conducted on 100% of all units prior to any units being placed in the Housing Choice Voucher Program except as noted below for High Performing landlords. To expedite the process, owners submit a "Property Owner Certification". This certification will indicate that the owner has assembled the necessary documents (e.g., tax documents, deeds, etc) and the unit is ready for inspection. Once this certification is submitted to PHA, PHA will schedule an inspection within three days. False statements on this form may constitute grounds for denial of participation in the Housing Choice Voucher program and potential legal action.
- Annual HQS Inspections. PHA will conduct annual inspections on each Housing Choice Voucher unit, except as noted below for High Performing landlords. Units that fail inspections will be re-inspected within 30 days for routine items and 72 hours for units with serious conditions.

- Changes to the HQS Inspection Process for High Performing Landlords. For High Performing Landlords in good standing, PHA will initiate program changes to streamline the HQS Inspection process for their units. High Performing Landlords must have 5 or more units in the HCV program.

To be in good standing and receive a High Performer designation, a landlord must demonstrate consistently high compliance with HQS requirements, be current with applicable taxes, be in compliance with program rules, and have no history of unit health or safety violations. High Performing Landlords that meet these requirements will be able to certify to compliance with Housing Quality Standards at the time of initial lease-up. PHA will complete the unit inspection for such units within 60 days rather than perform an inspection prior to lease-up.

In lieu of annual inspections, PHA may elect to perform annual inspections on a sampling of units located in multi-unit buildings owned by high-performing property owners.

When completing an HQS inspection for any unit owned by a High Performing Landlord, PHA will consider the unit "failed" if five or more items, not related to health or safety, do not meet HQS requirements.

- HQS Quality Control Inspections. PHA will conduct HQS quality control inspections on 10% of the total number of initial and annual HQS inspections performed annually.
- HQS Enforcement. Owners will have up to 30 days to correct routine deficiencies. Extensions may be granted in extenuating circumstances on a case-by-case basis. Units that fail inspection for serious conditions will have up to 72 hours to repair or the Housing Assistance Payment (HAP) is abated. If units fail after the second inspection for routine or emergency repairs, the unit will be terminated from the program. Re-inspections will be scheduled accordingly.
- Landlord Tenant Advisory Board. Board has been established to address and take a proactive response to issues that arise related to tenants and landlords.

## SECTION 10: RESIDENT PROGRAMS

### Description of Resident Programs

Resident Programs at PHA are designed to improve the quality of life for residents of both Public Housing and the Housing Choice Voucher programs through a comprehensive array of economic, educational, social, and health initiatives for youth, adults, and seniors which promote self-sufficiency and well being. Under the MTW Demonstration Program, PHA has the opportunity to maximize the delivery of services that are offered by PHA, partners, agencies and neighborhood organizations to residents.

### Family Program

The goal of PHA's Family Program is self-sufficiency, with the following elements central to this Program:

- Increase the number of households participating in educational and employment training programs.
- Increase the average household income of residents.
- Increase savings among resident households.
- Increase opportunities for seniors to continue to live independently.

In order to effectively deliver these services, PHA has developed the following 5-tiered approach based on household income:

1. Zero Income Households. Assign a case manager to each head of household to develop a self-sufficiency plan that will provide referrals for education and job training programs, improve job readiness, and initiate a job search and placement.
2. TANF Recipients. Through the case manager assigned by Philadelphia County Assistance Office to TANF Recipients, PHA will supplement existing services to provide additional referrals for education and job training programs, improve job readiness, and initiate a job search and placement.
3. Part-Time or Seasonally Employed Heads of Households. PHA will assist these individuals to obtain full-time employment with benefits through training programs to improve career skills and job referrals.
4. Full-Time Employed Heads of Households. PHA will assist these individuals to obtain a living wage with benefits and to achieve homeownership through Career Awareness workshops and job referrals.
5. Elderly and Disabled Households. PHA will assist these individuals to fully access available services and opportunities, including the development of an Assisted Living Program for eligible participants.

The comprehensive MTW Family Program will work both with residents of public housing and Housing Choice Voucher (HCV) Program participants to provide the coordination of services necessary to address families' needs. A new Moving to Employment (MTE) Family Self-Sufficiency Program for public housing residents will be similar to the HCV Family Self-Sufficiency Program, but will not include an escrow account. Services under the Family Self-Sufficiency Programs will include programs such as specialized skills training, supportive services such as substance abuse counseling, youth and elderly programs, housing search assistance, and homeownership counseling.

The Community Partnership program continues to fund a range of supportive services including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. The Community Partnership program will continue to recruit new partners, expand the range of training programs, and provide incentives to encourage successful participation by residents. These programs are designed to provide residents with the skills to enter the construction, transportation and health fields. Residents securing employment through these programs are earning a median hourly rate of \$13.66. Additional programs include day-care training, certified food handler, home maintenance and repair, and hospitality industry training. In Year 6 PHA anticipates a new community partnership that will offer training for eligible residents to obtain a commercial driver's license.

PHA will use its MTW single fund budget flexibility, in combination with other funds, to provide or coordinate the provision of all services required to promote family self-sufficiency. PHA will use related non-profits to implement and operate various components of our comprehensive program. Tenant Support Services, Inc. (TSSI), which is operated by public housing residents, is keenly aware of the needs, interests, and preferences of the target populations, and as an independent non-profit, they have access to private and public funding sources unavailable to PHA. TSSI anticipates being able to increase its effectiveness through grants and the use of an alternate procurement plan that will be developed under the MTW program.

### Supportive Services

A broad range of supportive services are currently available to residents. PHA intends to build on these existing programs to increase resident opportunities to achieve self-sufficiency. Resident programs currently offered that address a variety of the needs of PHA residents include the following:

1. Pre-Apprenticeship Program. As of September 30, 2005, a total of four hundred thirteen (413) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. Two hundred twenty-four (224) of these graduates entered the construction trades. These jobs are positions at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program.

PHA will also evaluate the feasibility of targeting specific units for rehab and sale by pre-apprenticeship students. This will not only provide real world experience in applying their newly acquired skills, but will also provide exposure to homeownership issues, values and financing.

Under this program, PHA also plans to develop an exchange program that will allow students to experience and acquire a broader range of construction skills.

2. Section 3 Compliance Program. This program, which requires PHA contractors to hire qualified PHA residents for new positions, produced 399 jobs. PHA contractors continue to fill their workforce needs with qualified PHA residents, who are often graduates of the Pre-Apprenticeship program.
3. Certified Nursing Assistant Program. Nine hundred and four (904) residents have entered the Certified Nursing Assistant (CNA) program, graduated and become employed as State certified CNAs.

4. Pharmacy Technician Program. A total of one hundred and two (102) residents have graduated and secured employment as Pharmacy Technicians.
5. Medical Billing. A total of fifty-seven (57) residents have graduated and secured employment as Medical Billing Clerks.
6. Youth Programs. PHA has created partnerships with nine Family Centers, two Cultural Arts organizations, eight Community Based Organizations, and the Explorers of the Boy Scouts of America. These organizations provide youth services for full participation in the economic and social fabric of the City of Philadelphia. Our goal is to provide youth with the academic and social skills necessary to not only succeed and graduate from high school, but to develop a long-term career path. To support these goals, PHA is creating resident youth councils, a youth mentoring program, and a comprehensive PHA-wide youth services network to ensure PHA youths throughout the city have equal access to all youth services available.
7. Skills for Life Program. Eighty-nine percent (89%) of the Skills for Life students matriculated to the next grade level, which exceeds the Philadelphia School District rate by as much as 29%. Youth receive stipends and transit passes to attend academic enrichment and career exploration programs. Adult training participants gain work experience that leads to employment in the building and construction trades.
8. Senior Programs. PHA has a number of senior developments along with programs specifically designed to provide services for senior residents. PHA is presently developing a comprehensive program to provide enhanced supportive living services and options for seniors under programs administered by the Pennsylvania Department of Public Welfare and the Pennsylvania Department of Aging.

An adult day center opened at the Greater Grays Ferry Estates senior building to provide assistance to frail elderly citizens while allowing these seniors to remain in their homes. The adult day center is run by the St Agnes LIFE Program, which provides comprehensive health care services to those who are nursing home eligible. A second adult center is planned for the Germantown House, which is currently under renovation. In addition, a One-Stop Center for youth and seniors will be opened at Wilson Park. This center will provide computer technology services for seniors as well as youth and also foster inter-generational opportunities for participants at this center. PHA has also established a Senior Advisory Board that provides a forum for senior issues and concerns.

9. Homeownership. PHA recognizes that homeownership is a significant milestone on the road to self-sufficiency, and provides a number of opportunities for residents to become homeowners. In addition, homeownership is recognized by PHA as a critical factor in the revitalization of PHA neighborhoods. Assisting PHA residents to become homebuyers is a key area of emphasis for PHA under the Moving To Work program. PHA currently administers the following homeownership programs:
  - **Housing Choice Voucher Homeownership Program.** This program allows participants in the Housing Choice Voucher (HCV) Program to use their voucher for mortgage payments. To date, the HCV Homeownership Program has resulted in 90 new homeowners.
  - **5 (h) Program.** Under the 5(h) Demonstration Homeownership Program, PHA residents may purchase a scattered site unit. This program benefits both residents and the

Authority by allowing the sale of PHA units that due to their location or configuration may not be efficient for the Authority to operate. PHA will retain and reuse the proceeds of the sale to continue to meet other low-income housing needs. To date, 107 units have been sold under this program. PHA has set a sales goal of 300 scattered sites under this program.

- **Turnkey III Program.** The Turnkey III Program is designed to give families the opportunity to own their home after a two-year occupancy agreement. Each resident has an individual escrow reserve account, which is intended to assist the households to accumulate savings during the lease term, and apply the funds toward a down payment and/or closing costs. PHA developed two Turnkey III sites (Brown Street and Whitman Park) consisting of a total of 207 units. All units (87) have been sold at Brown Street, and 3 units remain to be sold at Whitman Park. A total of 204 units have been sold under this program to date.
  - **Section 32 HOPE VI and Major Redevelopment Sites.** PHA is developing 443 new homeownership units at Martin Luther King, Falls Ridge, Lucien E. Blackwell Homes, Greater Greys Ferry Estates and Ludlow Scattered Sites. To-date, 165 units have been built and 74 units sold. Extensive efforts are underway to ensure that public housing residents have the opportunity to purchase many of these units.
10. Clean Sweep and Community Days. PHA residents will again be required to participate in a program of Community Service. PHA developed two programs for residents to fulfill this commitment by participating in site/neighborhood clean up activities known as "Clean Sweep and Community Days." These programs continue to foster neighborhood pride and good neighbors.

## SECTION 11: OTHER INFORMATION REQUIRED BY HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

### **A. PHA Board Resolutions.**

- Resolution Adopting Year Six MTW Annual Plan.
- Certification that Public Hearing Requirements were met.

### **B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement.**

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug-Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

### **C. Submissions required for the receipt of funds.**

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total Required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.

**PHA Certifications of Compliance with MTW Plan Requirements and Related Regulations  
Board Resolution to Accompany the MTW Plan**

Acting on behalf of the Board of Commissioners of the Philadelphia Housing Authority (PHA) listed below, as its Chair; I approve the submission of the MTW Plan for the PHA Fiscal Year beginning April 1, 2006, hereinafter referred to as the Plan, of which this document is a part, and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA held two public hearings regarding the Plan on January 17<sup>th</sup> and 26<sup>th</sup>, 2006.
2. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and Title II of the Americans with Disabilities Act of 1990.
3. As the MTW Plan includes a PHDEP Plan as specified in 24 CFR 761.21: The PHDEP Plan is consistent with and conforms to the "Plan Requirements" and Grantee Performance Requirements" as specified in 24 CFR 761.21 and 761.23 respectively and the PHA will maintain and have available for review/ inspection (at all times), records or documentation of the following:
  - Baseline law enforcement services for public housing developments assisted under the PHDEP Plan;
  - Partnership agreements (indicating specific leveraged support) with agencies/organizations providing funding, services or other in-kind resources for PHDEP-funded activities;
  - Coordination with other law enforcement efforts;
  - Written agreements with local law enforcement agencies (receiving any PHDEP funds); and
  - All crime statistics and other relevant data (including Part I and specified Part II crimes) that establish need for the public housing sites assisted under the PHDEP Plan.
4. The PHA will comply with the prohibition against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
5. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
6. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
7. The PHA has submitted with the Plan a certification with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
8. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
9. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
10. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
11. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.

12. With respect to public housing, the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
13. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
14. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
15. The PHA will comply with the policies, guidelines and requirements of OMB Circular No. A-87 and 24 CFR Part 85 to the extent an alternative procurement policy has not been approved by HUD.
16. The PHA will undertake only activities and programs covered by the Plan in manner consistent with its Plan and the MTW Agreement executed by the PHA and HUD and will utilize funds made available under the Capital Fund, Operating Fund and Section 8 tenant based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.

**Philadelphia Housing Authority**

**PA-002**

PHA NAME

PHA NUMBER

PHA BOARD CHAIR

DATE

2/2/06

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known:  Congressional District, if known: 2nd	<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  Not Applicable  Congressional District, if known:	
<b>6. Federal Department/Agency:</b> U.S. Department of Housing and Urban Development	<b>7. Federal Program Name/Description:</b> MTW Year Six Plan CFDA Number, if applicable: 14.870	
<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known:</b> \$	
<b>10. a. Name and Address of Lobbying Registrant</b> <i>(if individual, last name, first name, MI):</i>  Not Applicable.	<b>b. Individuals Performing Services</b> <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i> Not Applicable.  	
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: _____ Print Name: <u>Carl R. Greene</u> Title: <u>Executive Director</u> Telephone No.: <u>(215) 684-4174</u> Date: <u>02/02/06</u>	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

# Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving To Work Plan Year Six

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federalagency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here  if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.  
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Carl R. Greena

Title

Executive Director

Signature

Date

February 2, 2006

**Certification of Payments  
to Influence Federal Transactions**

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

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving to Work Plan Year Six

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.  
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

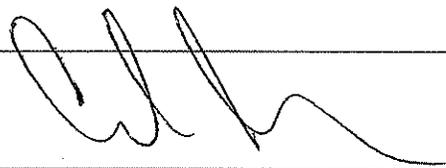
Name of Authorized Official

Carl R. Greene

Title

Executive Director

Signature



Date (mm/dd/yyyy)

02/02/2006

*MOVING TO WORK PLAN*  
*APPENDICES*

*MOVING TO WORK PLAN*  
*APPENDIX A*

## APPENDIX A

### PHILADELPHIA HOUSING AUTHORITY'S STRATEGIC OPERATING PLAN SUMMARY

PHA maintains and monitors an updated Strategic Operating Plan (SOP) that addresses all facets of the agency's operations. The SOP is updated on a regular basis through the Clarity software system. A high level summary of the SOP follows:

#### **Mission:**

To provide quality housing for Philadelphia's low and very low-income families by improving facilities, achieving excellence in property management, providing opportunities for resident economic enhancement and workforce development, and by forming strategic partnerships with surrounding communities.

#### **Goal 1: Achieve Excellence in Property Management.**

##### Objectives:

- Improve physical characteristics and conditions of PHA properties.
- Implement scattered site and conventional housing site-based management plans to improve rent collection, occupancy level, recertification, and maintenance.
- Improve administration of the revised Admissions and Continued Occupancy Policy (ACOP).
- Develop and implement program of Tenant Responsibility and Lease Enforcement for Public Housing and the Housing Choice Voucher Programs.
- Ensure that all occupied rental properties (existing and post-construction) are regularly maintained, well-managed, and generate positive net cash flow over time.

#### **Goal 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance.**

##### Objectives:

- Develop and implement effective policies and improvements for the administration of the Housing Choice Voucher Program.
- Conduct workload analysis.
- Promote programs to improve landlord investment, participation and compliance in leased housing.
- Ensure property compliance with PHA's Housing Quality Standards (HQS), accessibility standards, local ordinances and regulations.
- Promote the Housing Choice Voucher Homeownership Program.
- Implement the Site-Based Operating Work Plan for all offices to promote the uniformity of satellite operations according to PHA standards and HUD regulations.

### **Goal 3: Develop Affordable Quality Housing that Supports Balanced Communities.**

#### Objectives:

- Conduct Physical Needs Assessments of existing PHA properties for both conventional and scattered sites.
- Determine marketability of existing properties and proposed new developments and establish guidelines.
- Initiate master planning processes for conventional sites, scattered sites, and unit-based subsidized housing.
- Pursue and secure funding and financing alternatives for proposed projects.
- Implement and monitor new construction and redevelopment projects where financing and planning have been approved.
- Seek and promote re-use options for under-utilized ACC allocations from demolished public housing.
- Promote the use of the Unit-based voucher program.
- Develop and implement acquisition strategy for new properties as deemed appropriate.
- Continue implementation of the scattered sites homeownership program.
- Create development department resources and procedure guideline manuals.

### **Goal 4: Implement Public Safety Programs that Promote the Well-Being of Our Neighborhoods and the Accountability of Program Participants.**

#### Objectives:

- Institute effective strategies through community policing that address crimes against persons and properties.
- Develop program to ensure Quality of Life through a Good Neighbor Policy.
- Establish community partnerships to assist PHA in promoting public safety programs with accountability.
- Establish a Police Advisory Board that will include residents and police personnel.
- Establish strategic plan for risk management.
- Develop a comprehensive fire safety plan for residents and employees.
- Eliminate immediate health/safety hazards throughout scattered site portfolio with priority given to areas selected for revitalization.
- Develop a plan that redefines the role of the PHA Police Department to focus on public safety programs for its residents and to transfer law enforcement functionality over the City of Philadelphia's police department.
- Identify, manage, and mitigate PHA risk in the areas of lease enforcement and liability.
- Develop a plan to enhance the safety of and provide better asset management for PHA's inventory.
- To improve Quality of Life of PHA residents through the use of communications and technology.

### **Goal 5: Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Supportive Services for PHA Residents.**

#### Objectives:

- Develop educational, job training and work opportunities for residents.
- Provide youth development programs to improve academic performance, expand cultural awareness and encourage career exploration.
- Expand economic development initiatives to further benefit residents.

- Promote improved health care in PHA communities.
- Identify partners, and develop and secure resources to sustain and expand service programs.
- Establish a Community Service Program.
- Provide residents with financial and operational management training.
- Sustain, improve and expand senior programs and services to support, promote and enrich independent living and healthy lifestyles.
- Implement and expand affordable homeownership program tailored to address local needs, priorities, and market conditions.
- Engage in fundraising strategies to expand current program services.
- Design a marketing plan to support resident programs and services.

**Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.**

Objectives:

- Improve PHA staff recruitment, retention and evaluation process.
- Annually identify and upgrade staff training programs to accomplish PHA business objectives.
- Explore business models to gain productivity, efficiencies, and cost savings.
- Fully implement Warranty-Tracking Improvement Plan and utilize data to enforce PHA contractual agreements.
- Implement Supply Chain Improvement Plan.
- Explore alternative insurance/liability coverage methodologies.
- Develop and implement a utility management savings plan.
- Improve HR processes.
- Improve financial and performance reporting.
- Improve risk management and insurance initiatives.
- Improve public leasing and admissions management.

**Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.**

Objectives:

- Develop asset management protocol for all PHA and alternatively managed sites with OIG assistance.
- Take steps to ensure that PHA consistently receives clean IPA, OIG and HUD audits.
- Implement approved management study recommendations.
- Develop a PHA-Wide process for management reviews of non-HUD grant programs.
- Improve contract monitoring, performance, reporting and recordkeeping.
- Implement approved audit plan to confirm performance of site-based managers.
- Develop, improve, and enhance a business process flow for compliance, monitoring, and reporting in Affirmative Action and contract compliance.
- Manage PHA's affiliate management corporation.
- Develop, improve, and enhance a business process flow for compliance, monitoring and reporting for the Move to Employment Section 3 program.

**Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.**

Objectives:

- Implement PeopleSoft Enterprise Resource Planning (ERP) System.

- Maximize the use of various computer technologies to automate data collection and improve productivity.
- Develop and implement a Client Management System.
- Implement Call Center Technology.
- Review use of all current technology applications and hardware for efficiency and upgrade/replace where indicated.
- Develop budgets with commitment account to allow general managers a greater role in budget planning.

**Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.**

Objectives:

- Participate in City intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in State intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in Federal intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in internal intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in private industry intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.

*MOVING TO WORK PLAN*  
*APPENDIX B*

## APPENDIX B

### MTW MAJOR INITIATIVES – YEAR 6

The following pages provide a summary of major initiatives scheduled for Year 6 of PHA's Moving To Work Demonstration. During the first year of the MTW program, PHA established five (5) broad objectives for the seven-year term of the MTW Demonstration Program. These objectives are:

1. Reform the existing Housing Choice Voucher and Public Housing Programs to improve and increase the supply of quality affordable housing throughout the City of Philadelphia.
2. Revitalize neighborhoods where MTW and MTW-eligible residents reside.
3. Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
4. Establish a Quality of Life Program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, voucher participants, voucher landlords, and the PHA to one another and to the broader community.
5. Establish efficient operating procedures and implement cost-saving strategies.

For each of the five MTW objectives, PHA has identified a series of related MTW Major Initiatives to be accomplished over the term of the Demonstration Program. The corresponding Major Initiatives for each MTW objective are presented in Table B-1, followed by a summary description of each Initiative. On an annual basis, the initiatives are reviewed and modified as appropriate including adding new initiatives and modifying or deleting prior initiatives. For each MTW Major Initiative, PHA has prepared:

A *Program Description* that provides an overview of the planned program initiative including PHA's initial assumptions regarding program design and policy objectives. Note that these program descriptions are considered preliminary statements until a final policy and procedure has been adopted. In some instances, PHA has modified its initial plans based on further analysis.

A list of *Projected Outcomes* related to each planned initiative. These projected outcomes are considered preliminary until the actual policy and procedural documents are finalized.

A summary of *Year 6 Objectives and Tasks* for the period from April 1, 2006 through March 31, 2007. Where applicable, PHA has identified policies and procedures scheduled for implementation during MTW Year 6.

**Table B-1. Moving To Work Major Initiatives for Year Six**

MTW Local Objective	MTW Major Initiatives
<p>Objective 1: Reform The Existing Housing Choice Voucher And Public Housing Programs To Improve And Increase The Supply Of Quality Affordable Housing Throughout The City Of Philadelphia.</p>	<ul style="list-style-type: none"> <li>1-1. Dislocated Worker Housing Allowance Program.</li> <li>1-2. Streamline Recertification and Other Administrative Processes for Housing Choice Voucher and Public Housing Programs.</li> <li>1-3. Market-Based Rent Cap Program.</li> <li>1-4. Time Limits For Housing Choice Voucher Participation.</li> <li>1-5. Voucher Complaint Tracking and Expedited Hearing Process.</li> <li>1-6. Simplify Rent Calculation Procedures and Policies.</li> <li>1-7. Revise Admissions and Continued Occupancy Policy.</li> <li>1-8. Establish Site-Based Waiting Lists for Conventional and Scattered Sites.</li> <li>1-9. Increase Diversity of Population Served by PHA.</li> <li>1-10. Child Support Amnesty Program.</li> <li>1-11. Blueprint Program to End Homelessness.</li> <li>1-12. LIFE Program at Wilson Park.</li> <li>1-13. LIFE Program at Germantown.</li> </ul>
<p>Objective 2: Revitalize Neighborhoods Where MTW and MTW-Eligible Residents Reside.</p>	<ul style="list-style-type: none"> <li>2-1. Fixed Subsidy Unit-Based Leasing and Development Program.</li> <li>2-2. Strategy for Development Activities.</li> <li>2-3. Streamline Acquisition Process.</li> <li>2-4. Streamline Demolition and Disposition Process.</li> <li>2-5. Replace Affordable Housing Units Lost To Demolition.</li> <li>2-6. Streamline the Mixed-Finance Development Process.</li> <li>2-7. Total Development Cost Limits and Housing Cost Caps.</li> <li>2-8. Design Standards.</li> <li>2-9. Sparkle Plus Program.</li> <li>2-10. Revise Criteria for Obtaining Operating Subsidy.</li> <li>2-11. PHA Management Fee.</li> </ul>
<p>Objective 3: Develop A MTW Family Program To Furnish Comprehensive Family Self-Sufficiency Services To Eligible MTW Families.</p>	<ul style="list-style-type: none"> <li>3-1. Community Partners Program.</li> <li>3-2. Enhanced Comprehensive Family Support Services.</li> <li>3-3. One-Stop Family Self-Sufficiency Centers for Employment and Training Services.</li> <li>3-4. Employment and Training Services.</li> <li>3-5. Affordable Homeownership Opportunities and Mortgage Assistance Program.</li> </ul>
<p>Objective 4: Establish A Quality Of Life Program To Promote A Living Environment That Fosters Community Values, Encourages Resident Participation, and Reinforces The Responsibilities Of Public Housing Residents, Housing Choice Voucher Participants, Housing Choice Voucher Landlords, And The PHA To One Another and To The Broader Community.</p>	<ul style="list-style-type: none"> <li>4-1. Good Neighbors Make Good Neighborhoods Program.</li> <li>4-2. Quality Of Life Program.</li> </ul>

MTW Local Objective	MTW Major Initiatives
<p>Objective 5: Establish Efficient Operating Procedures And Implement Cost-Saving Strategies.</p>	<ul style="list-style-type: none"> <li>5-1. Energy Conservation Program for all Tenants Receiving Utility Allowances; and Review of Utility Allowances to Encourage Energy Conservation and Utility Cost Savings.</li> <li>5-2. Revise Procurement Policies.</li> <li>5-3. Physical Inventories at PHA Central Warehouse.</li> <li>5-4. Routine Inventories for Warehouse Off-Site Locations.</li> <li>5-5. Fixed-Assets/Bar Coding Improvements.</li> <li>5-6. Centralize Contract Monitoring, Tracking and Recordkeeping System.</li> <li>5-7. Affirmative Action in Contracting and Subcontracting.</li> </ul>

**MTW MAJOR INITIATIVE 1-1  
DISLOCATED WORKER HOUSING ALLOWANCE PROGRAM**

**Program Description**

As part of its Housing Choice Voucher Program, the Philadelphia Housing Authority has established a 2-year pilot housing allowance program for dislocated workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation, and mergers.

In MTW Years 4 and 5, PHA worked with the Pennsylvania Bureau of Employment Security (PBES), and the Philadelphia Workforce Development Corporation (PWDC) to develop a program statement and Memorandum of Understanding.

**Projected Outcomes**

- Serve low-income working families as part of the Housing Choice Voucher Program.
- Minimize economic dislocation as a result of plant closings and layoffs.
- Reduced concentrations of poverty in Housing Choice Voucher properties.

**Year 6 Objectives and Tasks**

- Continue outreach and intake activities.
- Enroll and track participants in program.
- Determine whether to continue program beyond pilot program period

**MTW MAJOR INITIATIVE 1-2  
STREAMLINE RECERTIFICATION PROCESS/INCREASED CEILING RENTS**

**MTW MAJOR INITIATIVE 1-3  
MARKET-BASED RENT CAP PROGRAM**

**Program Description**

PHA has implemented changes in its voucher and public housing programs to streamline administrative processes, reduce paperwork burdens on residents, and encourage families to work and increase their incomes. Specific actions to date include updating ceiling rent levels and conducting recertifications at two-year intervals.

Ceiling Rent Updates –PHA undertook a major planning and public participation process related to this initiative and the overall rent simplification proposal. Based on analysis and input, PHA determined to increase the current ceiling rents in a two step process. Both phases have now been implemented. In the coming year, PHA may assess and implement new ceiling rents that are property-specific.

Two and Three-Year Recertification. PHA has restructured the annual and interim review processes and procedures for leased and public housing to require recertifications every two years except for residents choosing ceiling rents who are recertified every three years. Interim recertification will only be required for decreases in resident incomes.

A full recertification with verification of information and recalculation of tenant payments is conducted at conventional sites every three years for families selecting ceiling rents. Interim recertification may be requested by a head of household in the event of a reduction of income or an increase in family size that might result in a decrease in tenant payment requirements. Two-year recertifications do not apply at sites funded with Low-Income Housing Tax Credits.

By not automatically requiring a rent increase when there is an increase in a client family's income, PHA offers an important tool to increase the incomes of client families. This rule change complements current and planned PHA self-sufficiency programs and its working family preference by not penalizing residents for receiving an increase in income.

This incentive policy is also projected to reduce certain administrative costs in the public housing and voucher program by minimizing the amount of staff time required for recertifications. PHA is also further modifying current rent and recertification systems through implementation of a simplified rent system discussed in this Plan.

**Projected Outcomes**

- Provide residents with an incentive to work and increase their incomes.
- Reduce overhead costs by reducing staff time required for recertification.
- Reduce paperwork burden for residents.

**Year 6 Objectives and Tasks**

- Continue implementation of recertification program.
- Implement revised ceiling rent structure that is aligned with Pennsylvania Housing Finance Agency rent structure

**MTW MAJOR INITIATIVE 1-4**  
**TIME LIMITS FOR HOUSING CHOICE VOUCHER PARTICIPATION**

**Program Description**

PHA has implemented a seven-year limit on participation in the Housing Choice Voucher program for household members who are able to work. During MTW Year 3, all HCV participants were provided with MTW briefings that included information on time limits and services. Participants also signed MTW Family Agreements and, as appropriate, developed action plans.

The time limit does not apply to households with a head, spouse or sole member over the age of 55, or who is a person with a documented disability that prevents the household head from obtaining employment, or who meet other hardship situations as defined in the policy. Also, households participating in the Moderate Rehab and Housing Choice Voucher homeownership programs are not subject to the time limit. During the seven-year period the voucher holder is required to participate in MTW self-sufficiency activities based on their current status, with more intensive efforts geared to households on TANF or reporting zero income.

PHA continues to expand existing strategic partnerships to accomplish the goals of the program. PHA is working with the Philadelphia Workforce Development Corporation to provide employment and training services (including establishment of a Career Link site at Blumberg) and with the Philadelphia County Assistance Office (PCAO) to provide support services that reduce barriers to employment. PHA is actively working with PCAO to provide coordination of TANF welfare-to-work initiatives with housing counseling services that will be offered through qualified agencies. PHA is also recruiting new training and case management providers to expand service to HCV participants. This process is ongoing.

PHA also offers the opportunity for participants to obtain employment through the Section 3 program and through resident training initiatives. The Section 3 program includes the Bureau of Apprenticeship and Training Program of certified apprenticeships in the building trades. Allied health training for Pharmacy Technicians and Certified Nursing Assistants is also available to participants. As noted, PHA is in the process of identifying additional training providers and training/placement opportunities for program participants.

PHA also offers after school programs during the academic year that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also offers an award winning year round academic, career education, and work experience program for high school students.

**Projected Outcomes**

- Increased incomes for voucher participants.
- Increased numbers of persons served by voucher program.
- Increased numbers of voucher participants moving to homeownership.
- Wider range of career, financial, educational and business options.
- Increase job availability through support services and programs.

**Year 6 Objectives and Tasks**

- Continue program implementation.
- PHA will continue to implement the time limit policy including enhanced coordination with PCAO to promote compliance with both HCV and TANF requirements.

**MTW MAJOR INITIATIVE 1-5**  
**ENHANCED VOUCHER COMPLAINT TRACKING AND EXPEDITED HEARING PROCESS.**

**Program Description**

Improving the responsiveness of the Housing Choice Voucher program to participant and community concerns continues to be a primary goal of PHA's MTW Program. To accomplish this, PHA has implemented enhanced procedures to track and follow up on complaints received from participants, community members, public safety officials and others. These new procedures and systems facilitate a more rapid response to complaints and permit PHA to resolve issues related to program compliance in a fair and expeditious manner.

**Projected Outcomes**

- Improved ability to track and resolve complaints.
- Reduced time to complete informal hearings.
- Improved community relations as a result of increased responsiveness.

**Year 6 Objectives and Tasks**

- PHA will continue to implement enhanced complaint tracking and expedited hearing process procedures.

**MTW MAJOR INITIATIVE 1-6  
SIMPLIFY RENT CALCULATION PROCEDURES AND POLICIES**

**Program Description**

Supporting resident economic self-sufficiency continues to be a primary goal of PHA under the MTW demonstration program. PHA is addressing this objective by reducing the complexity of rent calculation and modifying the recertification process. These changes to the recertification process require recertifications once every two years as discussed in MTW Major Initiative 1-2.

PHA analyzed a range of options to simplify the rent calculation process and encourage resident employment and savings. The new system was subsequently reviewed and approved by the Board. The new system applies to both public housing and HCV program participants; however, Low-Income Housing Tax Credit (LIHTC) households will continue to utilize the previously existing system. The new system will reduce administrative burdens on residents and staff and provides incentives for residents to move towards economic self-sufficiency.

PHA's rent simplification system includes the following components:

- Establishing a single working household deduction;
- Modifying the definition of income to exclude the first \$500 of asset income as well as certain Medicare related insurance premiums;
- Eliminating other deductions and reducing the standard rent calculation percentage based on family size;
- Updating the ceiling rents (see MTW Major Initiative 1-2). Both phases of this effort have been completed; and,
- Establishing a \$50 minimum rent after a 90-day grace period. Minimum rents have been implemented in both the leased housing and public housing programs.

The new rent system incorporates current provisions of the Housing Choice Voucher program that provide participants with the option of spending additional household income for rents that exceed PHA's payment standards. As previously noted, PHA will implement further modifications in Year 6 including implementing \$75 minimum rent at Limited Partnership sites, and modifying the ceiling rent structure to align it with the Pennsylvania Housing Finance Agency rent structure.

**Projected Outcomes**

- Increased incentives for families to work and move towards self-sufficiency.
- Reduced administrative and paperwork burdens on residents and staff.
- Establishment of an easy to understand and administer system with reduced opportunity for errors and fraud.

**Year 6 Objectives and Tasks**

- PHA will continue implementation of the revised rent system.
- PHA will implement a revised ceiling rent structure consistent with PHFA rents.
- PHA will implement \$75 minimum rents at Limited Partnership sites.

**MTW MAJOR INITIATIVE 1-7**  
**REVISE ADMISSIONS AND CONTINUED OCCUPANCY POLICY**

**Program Description**

PHA has completed and published a revised Admissions and Continued Occupancy Policy. The previous ACOP was a complicated document that had not been comprehensively updated in more than ten years.

**Projected Outcomes**

- Updated ACOP that incorporates all relevant policies and procedures.
- Establish designated housing plans and procedures.
- Improved ability of staff, residents and applicants to read and understand the ACOP.

**Year 6 Objectives and Tasks**

- Staff training and implementation of newly revised ACOP
- Improved automation of waiting list and application processes
- Develop further modifications to ACOP related to LIFE and Blueprint programs as required

**MTW MAJOR INITIATIVE 1-8  
ESTABLISH SITE-BASED WAITING LISTS  
AT CONVENTIONAL AND SCATTERED SITES**

**Program Description**

As part of its MTW initiative, PHA will implement site-based waiting lists at three conventional sites and two scattered site areas. The conventional sites are Johnson Homes, Wilson Park and Emlen Arms. The scattered site areas are Ludlow and Germantown/Hunting Park.

**Projected Outcomes**

- Improved responsiveness to community need
- Housing opportunities in neighborhoods that offer quality housing, education and employment.

**Year 6 Objectives and Tasks**

- Develop plan and commence implementation.

**MTW MAJOR INITIATIVE 1-9  
INCREASE DIVERSITY OF POPULATION SERVED BY PHA**

**Program Description**

To continue efforts to increase diversity among the population served, PHA is developing marketing materials and conducting quarterly meetings with community groups. PHA also intends to place advertisements in local foreign-language newspapers, offer PHA promotional literature in various languages, modify PHA's telephone system to provide information in other languages besides English, and increase the diversity of PHA's workforce.

**Projected Outcomes**

- Strengthened PHA outreach efforts to PHA applicants.
- Improved communication with existing PHA residents.
- Enhanced ability to ensure compliance with local and federal fair housing laws for all residents.

**Year 6 Objectives and Tasks**

- Program implementation underway.
- Distribution of non-English marketing materials related to housing opportunities.
- Conduct briefings and other informational sessions for applicants in language of target population.

**MTW MAJOR INITIATIVE 1-10  
CHILD SUPPORT AMNESTY PROGRAM**

**Program Description.**

PHA is jointly working with certain state and local governmental entities, including the Pennsylvania Department of Public Welfare ("DPW") and the Philadelphia District Attorneys Office, to create, develop and operate a program that provides opportunities to reunite families where a custodial parent and child currently reside in PHA property and the non-custodial parent is delinquent in making child support payments. The program will create incentives for delinquent parents to obtain gainful employment and make future child support payments while, at the same time, encouraging those parents to legally acknowledge that they are living at PHA property and to report their true household income. Such incentives may include a stay on court actions to collect prior, unpaid child support payments so long as the delinquent parent agrees to make future child support payments and participate in job training and other employment opportunities.

**Projected Outcomes.**

- Support family unification
- Create incentives for delinquent parents to obtain gainful employment and make future child support payments.
- Encourage families who live in PHA property to report true household income.

**Year 6 Objectives.**

- Execute a Memorandum of Understanding between PHA, DPW, the Philadelphia District Attorneys Office, and Family Court
- Set-up administration of the program.

**MTW MAJOR INITIATIVE 1-11  
BLUEPRINT TO END HOMELESSNESS**

**Program Description.**

The Mayor of Philadelphia recently announced an initiative to end homelessness in the City of Philadelphia within the next 10 years. The Mayor's announcement highlighted the fact that the City's homeless shelter system is presently operating at 110% capacity. In order to address this situation, PHA and the private sector will form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months. These families will be required to sign annual leases with a 6 month extension option. Families' tenure in the facilities during this lease term and extension option will be subject to continued participation in services and compliance with program rules. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants' leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.

As part of this initiative, PHA plans to commit up to 400 transitional housing opportunities. In order to honor this commitment, PHA anticipates providing development expertise to local community development corporations ("CDCs") and providing funds from its MTW block grant to assist with operating costs. Such funds will be distributed pursuant to PHA's Unit-Based Program, as that program is described in PHA's MTW Agreement with HUD and further expanded pursuant to present and prior PHA's Annual MTW Plans. See also Waiver discussion above.

**Projected Outcomes.**

- Reduce the homeless population located in the Philadelphia area.
- Reach regulatory and operating agreements with private sector partners, including local CDCs, to operate service-intensive facilities, to be built jointly by local CDCs and PHA.
- Distribute homeless facilities across Philadelphia to avoid concentration.
- Regionalize the program to the Philadelphia metropolitan region.

**Year 6 Objectives.**

- Determine and establish committed funding sources.
- Reach agreements with partners in the program.

**MTW MAJOR INITIATIVE 1-12  
LIFE PROGRAM AT WILSON PARK**

**Program Description.**

In 2005, PHA's nonprofit affiliate Philadelphia Asset and Property Management Corporation ("PAPMC") executed a lease with St. Agnes Continuing Care Center ("St. Agnes") for space at the Conswiller B. Pratt Building, located at Greater Grays Ferry Estates ("GGFE"). St. Agnes operates a program known as Living Independently for Elders (the "LIFE Program"), which provides comprehensive medical, health and social services to enable elderly participants to age in place, at home, as independently as possible, for as long as desired and feasible. To qualify for LIFE Program services, participants must be elderly, in need of services to assist them in activities of daily living, and Medicaid-eligible. St. Agnes' LIFE Program at GGFE currently assists many elderly residents of PHA's Wilson Park development, which contains buildings designated for seniors, as such designation has been approved by HUD, as well as participants from the surrounding neighborhood.

In Year 6, PHA proposes further expansion of LIFE Program services available to our residents by providing a preference for admission to Wilson Park for elderly persons who otherwise qualify for public housing and who St. Agnes certifies as eligible to receive LIFE Program services. This preference would be codified in an amendment to PHA's Admissions and Continued Occupancy Policy ("ACOP"). PHA also proposes to reserve up to 10 one-bedroom units at Wilson Park for LIFE Program participants who require the units in order to live independently. These participants may be transitioning from nursing homes back to independent living, or may require residency near LIFE Program services in order to remain independent. For each Wilson Park resident who also participates in the St. Agnes LIFE Program, PHA will receive from St. Agnes \$150 per month reimbursement for providing a service-rich environment. See also Waiver discussion above.

**Projected Outcomes**

- Provide elderly PHA residents with services that permit them to age in place.

**Year 6 Objectives**

- Execute MOU with St. Agnes.
- Begin MOU implementation.
- Amend ACOP to include site-based preference for LIFE Program-eligible persons.

**MTW MAJOR INITIATIVE 1-13**  
**LIFE PROGRAM AT GERMANTOWN HOUSE**

**Program Description**

Given the success of the LIFE Program at the Pratt Building, PHA plans to partner with a LIFE Program provider as part of the redevelopment of PHA's Germantown House property. During 2005, PHA identified a LIFE Program service provider for Germantown House, and began discussions with that provider regarding the program structure and design of the Germantown House space which the provider would lease from PHA.

In Year 6, PHA intends to solidify its plans for a LIFE Program at Germantown House. PHA anticipates that these plans will include development of a unified intake process under which PHA and the service provider offer a single point of contact for all applicants for Germantown House and/or the LIFE Program. The primary goal of this unified process will be reducing potential confusion among applicants and assisting them to apply for either or both program(s). PHA and the service provider would retain responsibility for all applicant eligibility and screening determinations.

In Year 6, PHA further proposes to provide site-based preference for admission to Germantown House for elderly persons who otherwise qualify for public housing and who the LIFE Program service provider certifies as eligible to receive LIFE Program services. This preference would be codified in an amendment to PHA's Admissions and Continued Occupancy Policy ("ACOP"). See also Waiver discussion above.

**Projected Outcomes.**

- Provide elderly PHA residents with services that permit them to age in place.

**Year 6 Objectives**

- Negotiate and execute an MOU with LIFE Program service provider.
- Negotiate and execute Cooperation Agreement and Lease with LIFE Program service provider.
- Amend ACOP to include site-based preference for LIFE Program-eligible persons.

**MTW MAJOR INITIATIVE 2-1  
FIXED SUBSIDY UNIT-BASED LEASING AND DEVELOPMENT PROGRAM**

Expanding the supply of affordable housing in Philadelphia continues to be a major objective of the PHA MTW demonstration program. A key element of this objective is PHA's Unit-Based Leasing and Development Program (the "Unit-Based Program"), which permits PHA to negotiate contracts with for-profit and nonprofit private sector housing providers for unit-basing PHA's Local Rent Subsidy using MTW block grant funds. As approved by HUD in previous MTW Annual Plans, during its participation in MTW, PHA has expanded its Unit-Based Program to include a multiplicity of MTW block grant funding sources, including HCVs, operating funds and capital funds. PHA selects Unit-Based Program participants through a competitive procurement process. Thus far, PHA has selected several program participants through this competitive process.

In Year 6, PHA plans to revise its Unit-Based Program to more effectively and creatively expand the supply of affordable housing in Philadelphia. Under the new Unit-Based Program, PHA will provide fixed amounts of subsidy to private and non-profit housing providers to subsidize an agreed-upon number of units that program participants will operate as public housing or project-based HCV units, as applicable based upon the funding source provided by PHA. Subsidy will be provided as a fixed sum which program participants may then distribute to the program units using an allocation method agreed to by PHA. This allocation method need not apply subsidy equally to each program unit and may include an income tiering approach under which some units receive deeper subsidy than others. PHA anticipates that housing providers funded under the Unit-Based Program will target a unit mix that is sufficient to ensure that the property can operate efficiently while serving low-income households in accordance with HUD statutes and regulations, to the extent the same have not been waived under MTW. Program units may be existing housing, new or rehabilitated units in Philadelphia. In Year 6, PHA also plans to issue one or more new requests for proposals ("RFP") for the new Unit-Based Program.

This Major Initiative will constitute both a revision to PHA's Unit-Based Program and an expansion of the Fixed Subsidy Program described in PHA's Year 5 MTW Annual Plan. The new Unit-Based Program will also include any operating subsidy provided under PHA's participation in the Blueprint to End Homelessness Program, as described above. See also Waiver discussion above.

As part of Unit-Based Program revisions, in 2005, PHA held a roundtable discussion with local housing providers to discuss revisions to the portion of the Unit-Based Program funded by public housing operating subsidy. The housing providers overwhelmingly suggested that PHA could increase the number of unit-based units in Philadelphia by obtaining a waiver of the Section 9 requirement that units receiving operating subsidy continue to operate as public housing for 10 years after the last date on which operating subsidy was received. PHA agreed, and that waiver request is contained in this MTW Annual Plan.

**Projected Outcomes**

- Serve as a catalyst for neighborhood development projects.
- Increase the supply of affordable housing, including public housing replacement units.
- Provide long-term subsidized units in non-impacted neighborhoods as well as those undergoing substantial revitalization.

**Year 6 Objectives**

- Revise Unit-Based Program.
- Issue at least one RFP for Unit-Based Program.

**MTW MAJOR INITIATIVE 2-2  
STRATEGY FOR DEVELOPMENT ACTIVITIES**

**Program Description**

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, acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

PHA has begun to replicate its successful Eastern North Philadelphia Master Planning activities in other neighborhoods throughout Philadelphia, focusing on areas with major concentrations of scattered site housing units. This initiative works in partnership with other city agencies (OHCD, City Planning Commission, the Redevelopment Authority, Department of Licenses and Inspections, etc.) to revitalize neighborhoods. PHA staff and/or contractors have performed market studies at Richard Allen III, Germantown, Mill Creek, Ludlow, Warnock, and the Mill Creek Extension. Development is underway or has been completed.

As part of its MTW administrative flexibility and regulatory relief, PHA developed a streamlined process for demolition and disposition, which was approved by HUD. This process is expected to expedite the demolition or disposition of several hundred scattered site properties. PHA also intends to implement standards for the acquisition of sites in connection with the redevelopment of scattered sites already owned by PHA. These standards are consistent with the Site and Neighborhood Standards contained in PHA's MTW Agreement.

As part of this initiative, PHA also plans to dispose of scattered site properties located in neighborhoods with very high concentrations of distressed units. These units will be eliminated from the inventory for non-residential development and sale proceeds will be used to create new housing.

Key to this approach will be partnerships with major institutions (i.e. educational, business, and medical) to provide housing opportunities for their employees in mixed communities with public housing residents, intended to transform impacted neighborhoods and deconcentrate poverty.

**Projected Outcomes**

- Create new affordable housing units.
- Implement standards for the acquisition of new sites.

**Year 6 Objectives and Tasks**

- Program implemented.
- Obtain additional HUD approval and implement revised procedures and guidelines.
- Coordinate with City Agencies to identify and develop opportunities for residential and non-residential development activities.
- Ensure compliance with site and neighborhood standards as established under the MTW agreement.

**MTW MAJOR INITIATIVE 2-3  
STREAMLINE ACQUISITION PROCESS**

**Program Description**

Although HUD's Year 3 Annual Plan approval letter treated acquisition together with demolition and disposition, the Year 4 Plan separated them into two major initiatives. This was done because the Moving to Work Agreement gives PHA the ability to adopt its own rules for acquisition (Appendix A, Paragraph VI. A.2.b.), while the streamlining of the demolition and disposition process is subject to HUD's approval (Appendix A, Paragraph VIII.E.).

Accordingly, PHA has established a public housing acquisition process as part of its streamlined mixed-finance process agreed to by HUD.

**Projected Outcomes**

- Allow PHA to promptly take advantage of local real estate opportunities.
- Contribute to deconcentration of poverty and create more economically diverse communities.
- Contribute to stabilization of at-risk neighborhoods.

**Year 6 Objectives and Tasks**

- Process approved.
- Apply the expedited acquisition process to acquire scattered site properties where appropriate.

**MTW MAJOR INITIATIVE 2-4  
STREAMLINE DEMOLITION AND DISPOSITION PROCESS**

**Program Description**

PHA will work with HUD to expand and implement a streamlined demolition and disposition process that meets the unique needs of PHA's enormous and dispersed scattered site inventory as well as future redevelopment of PHA's conventional inventory. In 2004, HUD and PHA executed Amendment #1 to PHA's MTW Agreement. Amendment #1 authorizes PHA to implement a streamlined HUD review process for demolition and disposition applications. That process includes a single point of contact at the HUD Special Applications Center ("SAC") and a HUD commitment to provide PHA with a deficiency list within 2 weeks of receipt of an application, and to respond to all subsequent submissions within 10 days thereafter.

In 2005, PHA developed a further streamlined demolition and disposition procedure (awaiting HUD approval) that ensures compliance with the goals, standards, and safeguards set forth in Section 18 of the U.S. Housing Act of 1937, as amended. This procedure will improve efficiency and reduce the burden on both PHA and HUD, by implementing a self-certification application process in place of HUD's application for demolition or disposition described in 24 C.F.R. § 970.8 and Notice PIH 2005-32. This further streamlined procedure will only be available to PHA for a percentage of its inventory and only for PHA-related development activities, including disposition of property to PHA affiliates, disposition of homeownership units developed by PHA or its affiliates, and land swaps with the City of Philadelphia.

**Projected Outcomes**

- Stabilize at-risk neighborhoods.
- Eliminate hazards to public health and safety.
- Eliminate vacant lots and isolated row homes that contribute to urban blight.
- Increase efficiency of demolition and disposition process.
- Protect existing PHA investments.

**Year 6 Objectives**

- Obtain HUD approval to implement a further streamlined demolition/disposition strategy that expedites HUD approvals to the extent possible under the law.

**MTW MAJOR INITIATIVE 2-5**  
**REPLACE AFFORDABLE HOUSING UNITS LOST TO DEMOLITION**

**Program Description**

PHA will continue to work to replace a portion of the affordable housing units lost since 1996 as a result of demolition and the lack of capital funding. Extensive revitalization activities are currently underway throughout the City, as summarized in this Annual Plan. PHA will continue to work closely with the private and non-profit sectors to ensure that these units will be replaced in mixed-income communities. PHA will continue to implement a range of creative mixed-finance programs to allow for the use of unit-based leased housing assistance that is more flexible than the existing mixed-finance approval process. (See description of Unit-Based Program.)

Simplified housing management practices will be an important tool in the application of this initiative. Revised property and system inspection protocols along with a revised lease and site-based waiting lists will be implemented at the HOPE VI and mixed-finance sites: Greater Greys Ferry Estates (formerly Tasker Homes), Cambridge I, II and III, Richard Allen Homes, Suffolk Manor, Mt. Olivet, and Lucien E Blackwell Homes (formerly Mill Creek). In order to meet market needs as identified, PHA is also exploring the feasibility of developing enhanced and congregate living facilities for senior and disabled residents.

To date, PHA has achieved significant successes in expanding affordable housing opportunities, a process which currently involves over \$1.2 billion in construction activity. A scattered site homeownership program is in place with a goal of selling 300 units. PHA is developing 443 new homeownership units at Martin Luther King, Falls Ridge, Lucien E. Blackwell Homes, Greater Greys Ferry Estates and Ludlow Scattered Sites. To-date, 165 units have been built and 74 units sold. Extensive efforts are underway to ensure that public housing residents have the opportunity to purchase many of these units.

**Projected Outcomes**

- Use an established set of criteria approved by HUD for qualifying and selecting developers, partners or projects so that PHA will be able to initiate discussions with developers for participation in revitalization efforts rather than be restricted to the normal RFP process.
- Assemble developable tracts, partly with the acquisition of properties from the RDA.
- Through the Admissions and Continued Occupancy Policy (ACOP), establish site-based and neighborhood/area based waiting lists wherever possible to reduce vacancy rates. Develop assisted living facilities.

**Year 6 Objectives and Tasks**

- Continue to successfully pursue and secure funding and financing alternatives for proposed projects.
- Implement and monitor new construction and redevelopment projects where financing and planning have been approved.
- Seek and promote reuse options of underutilized ACC allocation from demolished public housing.
- Continue implementation of the scattered sites homeownership program.

**MTW MAJOR INITIATIVE 2-6**  
**STREAMLINE THE MIXED -FINANCE DEVELOPMENT PROCESS**

**Program Description**

PHA is authorized to develop public housing through several financing methods, including the mixed-finance approach, which involves the use of both private financing and public housing development funds. According to public housing regulations, PHA and its partners may select among several ownership structures for mixed finance transactions. These structures may include total private ownership, where PHA does not hold an ownership interest; total ownership by PHA; or a mixture of partial ownership by PHA and its partners. The various arrangements may necessitate different documents, especially for those transactions with third party-developers/owners for which PHA will provide capital or ACC subsidy only. These mixed finance developments may consist of all public housing units or a mixture of public housing and market rate or non-public housing rental and homeownership units.

**Projected Outcomes**

- Administrative functions will be streamlined.
- Management efficiencies will be maximized.
- Record keeping will become more uniform.
- Reporting functions, such as, tax-credit compliance, will be less onerous.
- Delivery of community social services will be improved.

**Year 6 Objectives and Tasks**

- Continue implementation of streamlined approach.

**MTW MAJOR INITIATIVE 2-7**  
**TOTAL DEVELOPMENT COST LIMITS AND HOUSING COST CAPS**

**Program Description**

PHA has established and maintains reasonable cost limits for development and redevelopment activities that will replace HUD's Total Development Cost (TDC) limits and Housing Cost Caps (HCC). New cost limits reflect all the costs associated with developing new PHA conventional and Scattered Sites and rehabilitating existing units in these categories. PHA cost limits address current construction practice costs while incorporating energy efficient and environmentally sound equipment and materials used in the building process. In addition, the establishment of new cost limits takes into account the market trends in construction and union rates, Davis Bacon rates and costs associated with government contract work versus private market contract work. The cost limits incorporate the cost of modern design amenities to improve PHA's marketability. PHA staff has reviewed a consultant study that recommends specific increases in the cost limits.

**Projected Outcome**

- Reduction of the complexity of TDC and HCC calculations for unit types and scope.
- Establishment of a clear definition of what costs will be included within the TDC/HCC and what costs will be outside of, and therefore not applicable to, TDC/HCC (e.g., extraordinary, environmental costs).
- Creation of TDC/HCC tables which reflect construction and development costs in the City of Philadelphia.

**Year 6 Objectives and Tasks**

- Implement and track impact of Total Development Cost Limits and Housing Cost Caps.

**MTW MAJOR INITIATIVE 2-8  
DESIGN STANDARDS**

**Program Description**

PHA will continue to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21<sup>st</sup> century needs of residents. Modified design standards take into account efficiencies in energy usage, construction methods and technologies, and use of interior and exterior space. The new standards will also incorporate modern amenities and the latest concepts in urban design in order to reduce the negative connotation of public housing for PHA residents and to enhance the livability and marketability of PHA's housing stock.

PHA entered into a contract in Year 4 for energy monitoring services related to this initiative. PHA has drafted design guidelines and will use these guidelines in all PHA mixed-finance developments.

**Projected Outcomes**

- Creation of energy efficient and environmentally safe affordable housing incorporating market driven amenities.

**Year 6 Objectives and Tasks**

- Design standards developed.
- Continue to review, modify, and implement appropriate design standards. Continue to analyze construction market trends to establish the most efficient means, methods, and materials for PHA to use for rehabilitation and new construction.
- Oversee implementation activities of energy monitoring contractor.
- Energy star guidelines adopted.

**MTW MAJOR INITIATIVE 2-9  
SPARKLE PLUS PROGRAM**

**Program Description**

The Sparkle Plus Program is a five-part plan to build better neighborhoods throughout PHA communities. It includes: (1) investing in residents; (2) beautification of the developments; (3) demolition of old buildings; (4) rehab of housing stock; and (5) provision of public safety. Through the efforts of PHA staff, partners, and public housing residents, public housing communities are becoming the housing of choice rather than the housing of last resort.

PHA has operated Sparkle Plus Program for the past four years, and intends to continue these efforts as part of the Year Six MTW Plan. To date, more than 30,000 volunteers have participated in Sparkle Plus citywide clean-up and beautification efforts. Also, PHA improved the exterior appearances of conventional and scattered site developments throughout the city. Improvements included signage, landscaping, decorative lighting, awnings, concrete and blacktop, fencing, painting, new exterior security doors and systems, tree trimming, and the establishment of ongoing grounds maintenance programs.

Neighborhood gardens have been created and colorful murals painted on specified properties. The goal of all of these efforts is to make public housing blend with other residential communities and help eliminate the negative perceptions that have surrounded public housing.

**Projected Outcomes**

- Improve curb appeal at PHA developments.
- Involve public housing and community residents in positive activities to improve PHA properties.
- Enhance the image of public housing.
- Leverage volunteer resources for large scale clean up and beautification efforts.

**Year 6 Objectives and Tasks**

- Implement Year 6 Sparkle Plus initiatives throughout the City.

**MTW MAJOR INITIATIVE 2-10**  
**REVISE CRITERIA FOR OBTAINING OPERATING SUBSIDY**

**Program Description**

PHA places a high priority on completing construction efforts and bringing replacement public housing units online to meet the demand for affordable housing in Philadelphia. PHA seeks to establish revised criteria for the Date of Full Availability (DOFA) and the End of Initial Operating Period (EIOP) in order to smooth the transition between construction completion and full occupancy.

Currently, HUD requires that 95% of new units at a development be available before claiming DOFA. The EIOP date correlates to the date when operating subsidy is available to the housing authority for new units. The EIOP date occurs one full quarter after DOFA is attained.

PHA will revise the milestones that trigger the availability of operating subsidy. In general, PHA leases up its developments quickly and does not have any problems matching tenants to available units. PHA will establish eligibility for receipt of operating subsidy as of the date of Certificate of Occupancy by construction phases within PA number(s).

The outcome of this revision will be a more efficient transition from construction completion to full lease-up.

PHA is interested in regulatory and statutory relief to implement its Unit-Based subsidy program which would allow PHA to expand its ability to put public housing operating subsidy into properties developed by private developers, CDCs and other non-PHA entities under a Regulatory and Operating Agreement.

**Projected Outcomes**

- Allow for an efficient transition from construction completion to full lease-up.
- Increase PHA's ability to negotiate with lenders and syndicators on the availability of operating subsidy.
- Reduce the need for initial operating deficit reserves.

**Year 6 Objectives and Tasks**

- Analyze the current process for obtaining operating subsidy for replacement units.
- Implement revised criteria that establish the Certificate of Occupancy date as the date when operating subsidy becomes available to a development.

**MTW MAJOR INITIATIVE 2-11  
ESTABLISH A PHA MANAGEMENT FEE**

**Program Description**

High quality property management is essential for creating safe, stable communities and for leveraging private financing for revitalization projects. HUD Safe Harbor guidelines for mixed finance developments provide for competitive property management fees, allowing housing authorities to attract qualified firms that will manage the properties to the level of comparable tax credit and market rate developments.

Current guidelines, however, do not allow for the PHA to receive fees for self-managing revitalized properties, although the costs of maintaining the properties to the standards required by private investors exceed the PHA's average management costs. Without fees to cover these services, PHA will have limited ability to manage properties while still attracting a sufficiently large pool of private investors, forcing it to retain private management services even when the characteristics of a particular development make it more logical for PHA to self-manage. In addition, PHA will lose the opportunity to build its capacity to provide market-rate quality property management for its entire portfolio. The appropriate PHA property management fee would be based on the established HUD Safe Harbor guidelines.

PHA will continue to seek additional authority to expand its ability to earn its own funds, including the ability to earn management fees for public housing. In addition, PHA will seek authority to use these fees for low-income housing, community revitalization and the creation of mixed-income and mixed-use communities that could include market rate housing and commercial development to undertake related activities permitted by its enabling legislation.

The outcome of this revision will be more cost-effective property management because it would allow PHA to provide high quality management services for its redevelopment projects, while improving the provision of property management services to its entire portfolio.

**Projected Outcomes**

- Retain the flexibility of being able to self-manage mixed finance developments.
- Provide market-rate quality property management to PHA's entire portfolio.

**Year 6 Objectives and Tasks**

- Obtain HUD approval for waiver request.
- Develop a business plan for PHA's property management services.
- Prepare cost analysis for the implementation of a property management business plan.

**MTW MAJOR INITIATIVE 3-1  
COMMUNITY PARTNERS PROGRAM**

**Program Description**

The Community Partners Program was unveiled as a major part of the Moving to Employment (MTE) Program in April of 2004. Through this program, PHA has contracted with various professional training agencies in the Philadelphia area to provide residents with high quality educational preparation (GED training), case management, and job skills training with job placement assistance. Currently, Community Partner training courses are being offered to Housing Choice Voucher (HCV) residents, and will later be offered to PHA housing residents. HCV residents may register for available "seats" within the various courses by meeting with their assigned Economic Self-Sufficiency Coordinator. There are currently 1,396 seats available for 14 courses, with additional courses being added in the near future. The list of current provider agencies and available courses includes:

**Case Management and Educational Preparation**

- CORA Services-Beacon Center: GED, ESL, Housing Counseling for Adults;
- CORA Services-Neumann Center: GED for teens and young adults, Housing Counseling for Adults;
- Education Data Systems Incorporated: Case Management, Career Development, and Job Coaching;
- Orleans Technical Institute-Jewish Employment and Vocational Services: Home Maintenance and Repair Program for Home Owners; and
- Management Environmental Technologies: Family Self Sufficiency Center.

**Job Skills Training Courses**

- American Community Partners: Job Retention and Placement Assistance;
- ABO Haven: Childcare Provider Training;
- Opportunities Industrialization Corporation (Hospitality Training): Culinary Arts (Restaurant and Hotel), Front Desk Management, Guest Services; and
- Philadelphia Healthcare Institute: Certified Nursing Assistant, Medical Billing, Pharmacy Technician, and Culinary Arts.

**Projected Outcomes**

- Provide expanded supportive services to PHA households.
- Enhance employment and training opportunities to HCV and public housing households to assist households in obtaining living wage jobs.

**Year 6 Objectives and Tasks**

- Continue to solicit proposals and make awards to expand services to PHA households in the areas of employment training.

**MTW MAJOR INITIATIVE 3-2  
ENHANCED COMPREHENSIVE FAMILY SUPPORT SERVICES**

**Program Description**

A primary objective of the MTW demonstration program at PHA is to support resident economic self-sufficiency including expanding the number of public housing and voucher participants who become first time homebuyers. Building on its existing network of social service programs and partners, PHA will continue to operate an MTW Family Program in which families and staff develop self-sufficiency and service plans for the entire family based on their assessed needs.

Current activities focus heavily on providing economic self-sufficiency services to TANF recipients and households who report zero income. In addition, PHA is expanding activities to promote career mobility and attainment of living wages by household heads that are already employed. Towards this end, PHA is actively coordinating its activities with the Philadelphia County Assistance Office and Philadelphia Workforce Development Corporation.

HCV participants and public housing residents are able to access Family Program services through Service Coordinator staff, referrals from case managers, and through staff of the One Stop Family Self-Sufficiency Centers as well as at other PHA and partner locations. HCV households work with staff to develop self-sufficiency goals including full time employment at a living wage and completion of secondary education, if applicable, for all adult family members. Areas of training and support may include, but are not limited to, resident responsibility, occupational skills training, homeownership, small business development, attainment of additional educational goals, treatment for substance abuse, and conflict resolution training to manage domestic and community disputes.

PHA will continue to expand the existing network of collaborative working relationships with other local service providers, arrange for the provision of services to family members and develop and implement new and innovative programs to bridge identified service gaps. Participating families will receive case management and other support services during the term of their agreement, including housing-related services and other incentives to encourage continued participation in the Family Support Program.

**Projected Outcomes**

- Adult members of participating families will achieve employment and educational self-sufficiency goals.
- Social and economic isolation of families will be reduced.
- Youth will achieve higher education or sustainable employment opportunities, or both.
- Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.
- Provide college and vocational school scholarships to eligible PHA students through partnership with the HOPE VI Community Supportive Services Program.

**Year 6 Objectives and Tasks**

- Provide economic self-sufficiency services and case management to HCV households in the MTW Family Program with focus on TANF and zero income households
- Establish career advancement workshops for employed household heads to facilitate career mobility and wage progression.
- Expand training programs and employment services available to HCV participants and public housing residents through the Community Partners RFP.

**MTW MAJOR INITIATIVE 3-3**  
**ONE-STOP FAMILY SELF-SUFFICIENCY CENTERS FOR**  
**EMPLOYMENT AND TRAINING SERVICES**

**Program Description**

As part of the MTW Family Program services, PHA will continue to operate and expand its One-Stop Family Self-Sufficiency Centers through which public housing, leased housing and other residents can access a wide range of employment, training and other programs such as Pre-Apprenticeship Training, homeownership counseling, and Section 3 jobs.

PHA completed construction and began operations at the first One Stop Center at Blumberg Apartments, a family development with townhouses and high-rise units in 2002. The Center provides Family Self-Sufficiency (FSS) services and includes staff and resources from seven local partners in addition to PHA programs of Family Self-Sufficiency and Homeownership.

Construction for the second One-Stop Center, the John F. Street Community Center at 1100 Poplar Street, was completed in 2004. This center is a full service facility devoted to youth programs and activities including exercise, dance, recording/music studios, a computer lab/library, commercial kitchen, office space, meeting rooms and a large multi-purpose room.

In 2004, construction was also completed for a third Center at Greater Greys Ferry Estates that offers health services to frail seniors and disabled individuals in partnership with St. Agnes Medical Center. This Center offers a full range of supportive health services and activities through a Day Center facility and provides eligible seniors the opportunity to age in place and avoid unnecessary institutionalization.

As with the Centers at Blumberg and John F. Street locations, future One-Stop Centers will include meeting, activity and training space, computer laboratories, and a variety of supportive programs and services. PHA will expand and initiate relationships with partner agencies to provide services in education, economic development, employment and training, homeownership counseling, health, and childcare.

Partners will conduct intake/enrollment, offer individual and group orientations, training and counseling, program activities and services, and conduct community seminars. PHA is contributing space at a reduced rate. Partners will work closely with PHA to minimize/eliminate differences in eligibility requirements to ensure full access to services by the public.

**Projected Outcomes**

- Increased number of PHA residents enrolled in educational, employment, training, health, homeownership, recreational, cultural and social services programs.
- Increased leveraged resources from local partners in support of resident economic self-sufficiency.
- Increased number of PHA residents obtaining jobs and purchasing homes.
- Reduced obstacles to employment and self-sufficiency.

## **Year 6 Objectives and Tasks**

- Continue to refine operations at the Family Self-Sufficiency North Center at Blumberg.
- Establish a comprehensive array of youth programs at John F. Street Community Center located at the revitalized Richard Allen site.
- Establish a comprehensive marketing program to promote health care services available to the frail elderly at the Adult Day Center at Greater Grays Ferry Estates.
- Establish Center at Wilson Park to provide computer technology and related services to youth and seniors.

**MTW MAJOR INITIATIVE 3-4  
EMPLOYMENT AND TRAINING SERVICES**

**Program Description**

To support residents in moving to economic self-sufficiency, PHA will continue to increase its existing employment and training service program offerings through partnerships with local agencies and expansion of the One Stop Family Self-Sufficiency Centers. PHA has established an MTW Services unit that works directly with HCV program participants, emphasizing the needs of TANF recipients and households reporting zero income. Households work with Service Coordinators (or contracted case managers) to assess family needs, and to develop and implement self-sufficiency action plans. The MTW Service program activities include existing programs such as the Pre-Apprenticeship Training, Pharmacy Technician and Certified Nursing Assistant Training Program.

PHA has contracted with various professional training agencies in the Philadelphia area to provide residents with high quality educational preparation (GED training), case management, and job skills training with job placement assistance. Currently, Community Partner training courses are being offered to Housing Choice Voucher (HCV) residents, and will later be offered to PHA housing residents. HCV residents may register for available "seats" within the various courses by meeting with their assigned Economic Self-Sufficiency Coordinator. There are currently 1,396 seats available for 14 courses, with additional courses being added in the near future.

PHA has redesigned its HCV program to support family self-sufficiency, increase household income and promote first time homeownership. A new Moving to Employment (MTE) Family Self-Sufficiency Program for public housing residents will be similar to the HCV Family Self-Sufficiency Program, but will not include an escrow account. Services under the Family Self-Sufficiency Programs will include programs such as specialized skills training, supportive services such as substance abuse counseling, youth and elderly programs, housing search assistance, and homeownership counseling. The MTE Self-Sufficiency Program has the following goals:

- Increase the number of HCV households who are participating in employment or educational training programs.
- Increase the average household income of HCV households so that families can afford rent or mortgage payments without a rental subsidy.
- Increase savings among HCV households in order to support first time homeownership.
- Reduce the average length of time for HCV program participation so that more low-income households can be served.
- Connect residents to local support services to address family needs and obstacles to self-sufficiency.
- Coordinate PHA efforts with statewide Welfare to Work initiatives.

The MTE Program has been quite successful in its three years of operation, including these noteworthy achievements:

- In the first 36 months of MTE, 218 households have increased their incomes so that they no longer need HCV subsidies.
- Implemented a seven-year time limit and two-year recertification.
- Opened the first One-Stop Self-Sufficiency Center at Blumberg, which includes a Career Link site. Served 5,675 residents to date.
- Since April 2003, 10,693 households have signed MTE Family Agreements. Elderly, Disabled, Project-Based and MOD Rehab clients are exempt from this program.

- Assisted 90 households to purchase homes through the Housing Choice Voucher Program.

PHA will continue its collaboration with the Philadelphia Workforce Development Corporation and other employment and training providers to ensure full access to existing programs for public and assisted housing residents. PHA is also developing a computerized assessment, training and placement system to help match residents with employers based on education and experience. This system will help employers with the recruitment and hiring of PHA residents.

### **Projected Outcomes**

- Residents will access employment training and placement services that offer entry into long-term, higher skilled, employment opportunities consistent with local employer needs.
- Employers will fill their workforce needs with qualified residents expeditiously.

### **Year 6 Objectives and Tasks**

- Provide employment, training, continuing education and career related courses to eligible households.
- Expand options for employment training to include commercial vehicle driver's license training.

**MTW MAJOR INITIATIVE 3-5**  
**AFFORDABLE HOMEOWNERSHIP OPPORTUNITIES AND MORTGAGE ASSISTANCE**

**Program Description**

Expanding homeownership opportunities to public housing and voucher participants continues to be a major objective of PHA's MTE program. PHA is actively developing homeownership units throughout the City of Philadelphia. At present, PHA is developing and marketing homeownership units at four sites: Martin Luther King, Schuylkill Falls, Greater Greys Ferry Estates and Lucien E. Blackwell Homes.

Turnkey III and the 5(h) Programs also offer homeownership opportunities to PHA residents. The Turnkey III Program is designed to give families the opportunity to own their home after a two-year occupancy and encompasses two sites: Brown Street Village (87 units) and Whitman Park (120 units). The 5(h) Homeownership Demonstration Program has a total of 300 scattered site units under this program; 107 units have been sold to-date. The Housing Choice Voucher Homeownership program offers HCV participants the opportunity to purchase a unit using voucher assistance.

As part of the MTE effort, PHA has coordinated its current homeownership program components under a single MTW Services organizational structure to support streamlined intake and processing of interested applicants. Staff work with and refer residents to existing homeownership counseling agencies with histories of providing homeownership counseling services in Philadelphia. This group of agencies provides homeownership counseling, financial management, community empowerment and home maintenance training. They also assist residents in accessing closing cost grants available from the City.

In Year 6, PHA intends to continue 5(h) program sales, implement HOPE VI Homeownership marketing efforts, and expand the Housing Choice Voucher Program to include an additional 100 units. These activities include Mortgage Assistance Programs developed by PHA in partnership with Pennsylvania Housing Finance Agency, Wachovia Bank and a network of housing counseling agencies.

**Projected Outcomes**

- Increase number of MTE Family Program participants who become homeowners.
- Expand housing choice for low-income participants.
- Contribute to neighborhood stabilization through increased homeownership.
- Create new affordable homeownership opportunities for public housing and HCV families.

**Year 6 Objectives and Tasks**

- Continue and expand existing operations including 5(h) sales, HOPE VI sales, new construction sales, Mortgage Assistance, Turnkey III and expanded HCV Homeownership efforts.
- PHA has implemented the down payment provisions of the Housing Choice Voucher Homeownership Program as described in the Final Rule published October 18, 2002 in the Federal Register, Docket No. FR-4670-F-02.

**MTW MAJOR INITIATIVE 4-1**  
**GOOD NEIGHBORS MAKE GOOD NEIGHBORHOODS PROGRAM**

**Program Description**

The City Managing Director's Office, along with key City Departments and non-profit service providers, implemented a system to provide intensive case management to participating families for up to one year to support their successful transition to independent living. Providers assist families in completing the application and compiling all required documentation, accompanying families to briefings, and assisting with the actual housing search.

In support of the City's initiative to reduce and eliminate homelessness, under the Family Unification Program, PHA has designated 500 of PHA's non-targeted Housing Choice Vouchers for issuance to eligible households in support of the City's initiative to reduce and eliminate homelessness. Under the Family in Good Standing portion of the City's Good Neighbors Make Good Neighborhoods Program, the City will coordinate the provision of appropriate social services for new families participating in the program, including housing search assistance, providing furniture, and intensive case management for up to one year, to support families' success in maintaining permanent housing.

The Philadelphia Housing Authority (PHA) in 1994 was approved to participate in the Family Unification Program by the U.S. Department of Housing and Urban Development and issued 300 vouchers to eligible participants. In 2001, the PHA Board of Commissioners approved a modification to the original award, increasing the number of vouchers to 50. Additionally, PHA provided 50 Vouchers to the Department of Human Services effective June 2005. These Vouchers were provided under a separate agreement to support the Family Unification Program.

As part of the PHA Family Unification portion of the Good Neighbors Make Good Neighborhoods Program, PHA will make additional housing opportunities available for families leaving Transitional Housing (Blueprint to End Homelessness).

**Projected Outcomes**

- Provide housing assistance to those who are homeless and in immediate need.
- Match families in need with supportive services to facilitate a successful tenancy.
- Reduce social and economic isolation of families in need.
- Provide adult members of participating families with employment and educational self-sufficiency training.

**Year 6 Objectives and Tasks**

- Continue joint housing search, case management and leasing efforts with City and partners.
- Lease up all designated units.

**MTW MAJOR INITIATIVE 4-2  
QUALITY OF LIFE PROGRAM**

**Program Description**

As part of ongoing efforts to improve the quality of life in Philadelphia's neighborhoods, PHA, in conjunction with the City of Philadelphia, will continue to promote Quality of Life Programs and a Good Neighbor Policy. Through this multi-faceted initiative, PHA will implement a process for reporting and responding to quality of life violations. PHA will continue discussions with the Municipal Court to enforce Good Neighbor violations through the terms of the lease.

PHA will continue to develop and implement programs to match nonprofits, institutions, private sector agencies, and neighborhood organizations with PHA public health and safety programs/issues. Programs such as D.A.R.E. and G.R.E.A.T. will serve children residing at PHA developments at the rate of two schools per term. PHA will expand the Boys Scout of America's Explorer Program and Girl Scout activities in order to provide access to these programs for PHA youth throughout the city.

PHA will further define and enhance the roles of the Philadelphia Police Department and the PHA Police Department (PHAPD). The enhanced roles and services may include, but not be limited to, expanding community policing and reviewing and evaluating opportunities to implement a Quality of Life Program. PHA has also identified a list of conventional sites that are adjacent to schools to expand Drug Free Zones, and is posting Drug Free Zone signs at all conventional sites. PHA is currently pursuing legislative initiatives to establish public housing as Drug Free Zones and to establish additional neighborhood town-watch groups.

PHA has developed and implemented a Police Advisory Board. Reporting responsibilities and schedules for implementation, along with monitoring and performance evaluations, have been implemented. Tenant Support Services Inc. has assisted in organizing the Board and will continue to play an ongoing role.

Fire and safety programs will be expanded to allow PHA to conduct inspections and address deficiencies. They will incorporate Scattered Site block inspections for fire safety, expansion of fire drills at Conventional Sites, and the development of routine program training, education, and safety inspections for residents and staff.

**Projected Outcomes**

- Establish a Quality of Life program with clear guidelines and sanctions incorporating PHA and city ordinances.
- Increase community partnerships and community policing to promote public safety at PHA sites.
- Promote resident-police partnerships through a Police Advisory Board.

**Year 6 Objectives and Tasks**

- Continue and expand existing Quality of Life initiatives.

**MTW MAJOR INITIATIVE 5-1**  
**IMPLEMENT AN ENERGY CONSERVATION PROGRAM FOR ALL TENANTS RECEIVING**  
**UTILITY ALLOWANCES;**  
**REVIEW AND CALCULATE UTILITY ALLOWANCES TO ENCOURAGE ENERGY**  
**CONSERVATION AND UTILITY COST SAVINGS.**

**Program Description**

PHA contracted with two firms to perform energy audits on public housing units. In Phase I, the audits examined PHA water, gas and electric consumption. In addition, building systems were analyzed to identify improvements that can be made to reduce energy use.

A comprehensive energy analysis report was prepared detailing energy and cost savings that would result from recommended energy conservation measures (ECMs). The report:

- Identifies potential energy cost savings measures for installation or implementation at each site or unit.
- Estimates the capital and operational cost and savings and the life expectancy of each ECM.
- Specifies PHA operations and maintenance procedures that will be affected by the installation and implementation of the proposed ECMs.

The Phase I audits identified utility consumption levels. PHA will provide educational materials to assist all tenants who receive utility allowances to conserve energy, and therefore reduce consumption levels. PHA will adjust the utility allowances provided to tenants to encourage energy conservation and utility costs savings.

The primary purpose of the report is to provide an engineering basis for negotiating an energy service agreement between the PHA and Energy Service Companies (ESCOs) in Phase II. The level of projected savings raises the issues of feasibility and suggests other approaches to securing energy savings. PHA is already incorporating some of the report recommendations into its capital improvement plan and is also exploring other approaches that do not rely on an ESCO. PHA is tracking pending state legislation that will impact performance-based contract terms, and thus impact the feasibility of this initiative. PHA, after reviewing all options, has made a determination to implement the program internally.

**Projected Outcomes**

- Provide detailed analysis of utility consumption patterns for approximately 25% of the public housing inventory.
- Identify potential energy cost saving measures that could be implemented.
- Provide a detailed engineering and fiscal report.
- Provide educational material to all PHA tenants who receive utility allowances to encourage energy conservation.

**Year 6 Objectives and Tasks**

- Review and revise utility allowances provided to tenants to encourage energy conservation and energy costs savings
- Develop a business plan to implement tracking capabilities, including working with vendors to implement the utility management contract.
- Incorporate the audit recommendations into its capital and maintenance plans, as appropriate.

**MTW MAJOR INITIATIVE 5-2  
REVISE PROCUREMENT POLICIES**

The MTW Agreement, Appendix A, Paragraph X, states that while PHA may request HUD approval for various exemptions to the procurement requirements, the purpose is to provide for procurements that in some situations are more expeditious, and in other situations are likely to yield a better product for the PHA than the current system, without losing the benefits of competition.

**Projected Outcomes**

- Allow PHA the flexibility to undertake procurements in a manner that will yield high-quality products and services.
- Streamline administration costs where possible.
- Preserve essential protections and competitive pressures on costs.

**Year 6 Objectives and Tasks**

- Implement and track new policy.

**MTW MAJOR INITIATIVE 5-3  
PHYSICAL INVENTORIES AT PHA CENTRAL WAREHOUSE**

**Program Description**

Implementation of PHA's new PeopleSoft software resulted in dramatic improvements. To validate our improvement, the results of our physical inventory taken on September 27, 2004 showed that Central Warehouse was 90.1% accurate and Force Warehouse showed 93.4% accuracy. PHA conducted another inventory on March 11, 2005, which indicated that the Central Warehouse had an accuracy rate of 99.998% and the Force Warehouse had an accuracy rate of 99.997%. Both locations showed dramatic improvement over 2004 figures.

On March 11, 2005, PHA's total inventory value was \$3,288,001.80. PHA had adjustments of \$20,434.00 or .62% of total inventory value. The previous software system provided an accuracy rate of only 82%.

**Projected Outcomes**

- Improve inventory accuracy of stocked material.
- Improve operational reporting tools.
- Improve on-hand available at warehouse locations.

**Year 6 Objectives and Tasks**

- Program implemented.
- Identify obsolete material.
- Sustain cycle count accuracy rate.
- Continue to reduce stock outs.

**MTW MAJOR INITIATIVE 5-4**  
**ROUTINE PHYSICAL INVENTORIES FOR WAREHOUSE OFF-SITE LOCATIONS**

**Program Description**

PHA has various maintenance facilities throughout the City of Philadelphia. Each facility has some inventory to support the maintenance activity of PHA's various properties. The maintenance staff at each location in past years has controlled inventories at these sites.

Cycles counts are being conducted each quarter. The results are then compared to the last physical count and a replenishment is run in PeopleSoft to bring each location to the mutually agreed upon inventory level for each item.

There are a total of 41 maintenance facilities that have been identified. Currently, all 21 development locations have been counted at least once. The other 20 maintenance facilities, not located at developments, are currently being counted and will be completed by May 2006.

**Projected Outcomes**

- Improve inventory accuracy of expensed materials.
- Improve operational reporting tools.
- Improve on-hand availability of expensed inventory at site locations.

**Year 6 Objectives and Tasks**

- Program implemented.
- Identify obsolete material.
- Sustain cycle accuracy rate.
- Continue to reduce stock outs.

**MTW MAJOR INITIATIVE 5-5**  
**FIXED ASSETS/BAR CODING IMPROVEMENTS**

**Program Description**

PHA purchased software to interface with the PeopleSoft Asset Management module. The purchased software allows PHA to track fixed assets using bar code scanning technology. The use of handheld computers by the asset management team identifies the fixed asset.

The Asset Management module within PeopleSoft will be uploaded with the captured data from the handheld computers. This process will allow PHA to identify fixed assets from a financial perspective and track any movement of assets from one location to another.

The use of the handhelds will also allow PHA to perform inventories at multiple locations simultaneously. Therefore the inventories will be processed faster and updated more frequently than using the old paper transaction system. Reports are being developed from this system and will be completed in 2006.

**Projected Outcomes**

- Track financial information through PeopleSoft Asset Management module.
- Concurrent inventories at various sites.
- Improves overall control.
- Empower fixed asset custodians to better manage department and site locations.

**Year 6 Objectives and Tasks**

- Program implementation underway.
- Sustained fixed asset accuracy.
- Improved financial fixed asset reporting.

**MTW MAJOR INITIATIVE 5-6**  
**CENTRALIZE CONTRACT MONITORING, TRACKING AND RECORD KEEPING SYSTEM**

**Program Description**

PHA's Contracts Administration maintains all procurement contracts. There are an estimated 200 contracts that are stored within a centralized location. During 2004, there were a number of misfiled contracts, which was a barrier for staff and auditors requesting files.

Implementation of a file room policy and tracking software resulted in dramatic improvements. In 2004, about 70% of the files were filed properly. During 2005 with the implementation of the new policy and software, 100% of the files were easily located.

**Projected Outcomes**

- Dedicated staff person to maintain file room.
- Controlled access to the file room.
- Improved labeling system.
- Improved tracking system.

**Year 6 Objective and Tasks**

- Program implemented.
- Continue a monthly inventory of files.
- Implement an archiving system to remove and store expired contracts.
- Continue to maintain 100% of active files.

**MTW MAJOR INITIATIVE 5-7**  
**AFFIRMATIVE ACTION IN CONTRACTING AND SUBCONTRACTING**

**Program Description**

PHA is committed to maximizing the use of certified Minority Business Enterprises (MBEs), and Women's Business Enterprises (WBEs) in its contracts and subcontracts. PHA has adopted an innovative and energetic approach to encourage minority business participation. In addition to extensive outreach and advertising, PHA works closely with the Philadelphia's MBEC Office to outreach and identify potential contractors. PHA also has participated in a variety of "How to do business with PHA" efforts including seminars sponsored by local media. These activities will continue throughout Year 6.

**Projected Outcomes**

- To achieve maximum participation practicable from MBEs/WBEs/DBEs by advertising PHA solicitations in general circulation, periodicals, media coverage of special construction solicitation, community outreach, and mailings.
- Encourage participation in PHA sponsored conferences and seminars designed specifically for the promotion of the PHA's Affirmative Action Contract Compliance Program pertaining to certified MBE/WBE/DBE participation.

**Year 6 Objectives and Tasks**

- Program implemented.
- Continue to generate, track and produce the HUD-2516 Contract and Subcontract Activity Report, including the 60002 Section 3 Employment and Training Opportunities Data Report and Management Organization in PeopleSoft version 8.8.
- Continue active outreach efforts with local partners and the City of Philadelphia.

*MOVING TO WORK PLAN*  
*APPENDIX C*

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
James Weldon Johnson House PA002001	535 Family	Renovations to existing units and heating distribution system planned. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Greater Grays Ferry Estates (Formerly known as Tasker Homes) PA002002 PA002008	429 LIHTC rental units; 125 replacement home ownership units.	Construction of approximately 354 new rental and homeownership dwelling units completed. Site will include a community center and recreational park, workforce development center (for joint use by PHA and non-PHA residents), center for enhanced senior supportive services multi-program services building, and a commercial/retail center on-site. Bond-financed LIHTC mixed-finance development. Phase I Construction started in April 2003. Phase II Construction started January 2004. 125 homeownership units completed.	Disposition application submitted and approved.	72 Elderly Units Proposed in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Up to half of the units may be available for homeownership. Section 32 of the USHA of 1937. Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Richard Allen Homes Phase II PA002003	150 Units	HOPE VI Site: Revised Plan approved by HUD.	Potential disposition to RDA and/or PHA wholly owned subsidiary and/or private owner. Disposition application approved for Phase III. Long-term lease to RDA and limited partnership RA, Phase III, L.P. for construction of 178 residential units and one multi-purpose building.		Possible conversion of units/parcels for commercial, economic development, and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Richard Allen Homes Phase III PA002133 PA002134	178 LIHC Rental Units	Development activities completed.			Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	356 Family.	Rehab completed on 308 existing townhouse units. Construction completed on 47 new infill units, along with management/community space renovations. Possible modification of up to 40 units to make them accessible for mobility impaired. Possible modification of community center for additional administrative services.			Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
Wilson Park PA002013	741 Family, Low-rise, Elderly, High-rise	Rehab of 153 low-rise units completed. Renovations and expansion of community center will be completed in 2006.		279 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014	157 Family High Rise, 68 Family Low-Rise.	LIHC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Harrison Plaza PA002015	300 Family High and Low Rise	Unit rehab possible, low-rise unit renovations and 504 accessibility accommodations.				Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Cambridge Plaza Phase I PA-002137	44 LIHTC Rental Units	Development completed.	Possible disposition of a parcel of land for community use.			
Cambridge Plaza Phase II PA-002129	40 LIHTC Rental Units	Development completed.				
Cambridge Plaza Phase III PA-002016 New # pending closing	40 LIHTC Rental Units	Development completed.				
Lucien E. Blackwell Homes Phase I PA002145	80 LIHTC Rental Units	Development completed.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase I	40 Replacement Homeownership Units	Development completed, all units sold.				All units sold.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Lucien E. Blackwell Homes Phase II	80 LIHTC Rental Units	New construction of 80 rental units.	Disposition Application and conveyance to RDA and/or PHA wholly owned subsidiary and/or private owner.			
Lucien E. Blackwell Homes Phase II	25 Homeownership Units.	New construction of 25 Homeownership units underway.	Demolition and disposition applications approved.			Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase III	50 LIHTC Rental Units	New designs completed for construction of 50 rental units.	Potential demolition and disposition applications may be submitted.			
Lucien E. Blackwell Homes Phase III	35 Homeownership Units	New designs completed for construction of 35 Homeownership units.	Potential demolition and disposition applications may be submitted.			Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase IV	50 Homeownership Units	Rehab of 50 Homeownership units.	Potential demolition and disposition applications may be submitted.		Possible conversion of 6 units to reduce number of bedrooms per unit.	Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Arch Homes PA002018	77 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Spring Garden Apartments PA002020	203 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Falls Ridge PA002130	135 LIHTC Rental Units; 28 Replacement Homeownership Units.	Development activities completed for rental units.	Potential disposition application for a portion of the site was submitted.	50 Elderly Units proposed in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership proposed for 135 Units, using essential elements of Nehemiah, Section 32 of USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Liddonfield Homes I PA002023	412 Family Low Rise	Potential site for revitalization, bond-financing and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition application will be submitted for site approval. Potential disposition may be submitted in connection with LIHTC process.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership components will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane I Apartments PA002024	120 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Hill Creek Apts I & II PA002029 PA002038	334 Family	34 unit-rehab completed. Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Abbottsford Homes PA002030	688 Family Units	Possible site of additional redevelopment including commercial space. Demolition of 402 units completed.	Demolition of up to 414 units in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and commercial development. Hope VI Demo Grant awarded.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Bartram Village PA002031	492 Family Units	Exterior improvements.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Oxford Village PA002032	200 Family Units	Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Whitehall Apartments I PA002034	188 Family	Renovation of dwelling units completed.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	150 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Martin Luther King Plaza PA002036	Phases I, II, III & IV; 136 LHHC Rental Units and 109 Replacement Homeownership Units.	Hope VI Site of 245 rental and homeownership (market rate units), commercial space; Revitalization Plan Approved; Tax Credit Application approved.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	109 Homeownership Units. HOPE VI Program using essential elements of Nehemiah, USHA of 1937.
Morton Homes PA002037	65 Units	Unit renovations and exterior improvements.		47 Elderly Units approved in 2003 Senior Housing Designation Plan.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Westpark Apartments PA002039	325 Family High-Rise Units	New management space, balcony enclosures, heat risers, site improvements, lobby improvements, security, landscaping plan and additional elevators. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris II Apartments PA002040	101 Family Units	LHFC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Champlott Homes PA002042	102 Family	Site improvements and community center renovation.				Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane Homes II PA002043	19 Family					Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Mantua Hall PA002045	152 Family High-Rise Units	Possible modernization or new development with bond-financing as alternative site, and/or mixed-financing with LIHTC.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Haverford Homes PA002046	24 Family	Interior and exterior renovation.			Possible conversion of units/parcels for residential unit reconfiguration.	
Morton Homes II PA002049	185 Family	Unit renovation and exterior improvements.			Two units converted for tenant council use. Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	Rehab 58 townhouses completed. Security system for high-rise buildings, and lobby renovation completed. New security booth.		94 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development, all units for sale.	117 Units Sold.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Turkey III released for occupancy 1980-1982. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Passyunk Homes PA002052	All units demolished.	Private entity to develop market rate housing and a new 40,000 square foot building for PHA.	Disposition of property to private developer completed.			
Courtyard Apartments at Riverview PA002053	470 LIHTC Rental Units			165 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Fairhill Apartments PA002055B	264 Family	Implementation of security system.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Liddonfield Homes II PA002058	51 Elderly	Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition/disposition for new developments.	51 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition / disposition may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization subject to Section 32 of the USHA of 1937 will include lease purchase conventional sale and Housing Choice Vouchers.
Cassie Holly (Point Breeze Court) PA002062	71 Elderly Units	Interior and exterior renovations.		71 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Katie B. Jackson PA002063	59 Elderly 9 Family		Possible disposition application may be submitted for a portion of the site.	59 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Whitehall Apartments II PA002064	60 Family	New construction of resident services center and swimming pool. Acquisition Plan may be submitted. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in potential modernization and revitalization.
Collegeview Homes PA002065	54 Elderly	Major systems and unit upgrades.		54 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Holmcrest Apartments PA002066	84 Elderly	Computer Lab		84 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Emlen Arms PA002076	156 Elderly High Rise	Installation of additional laundry facilities.		156 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Bentley Hall PA002077	100 Elderly Units			99 Elderly Units approved in 2003 Senior Housing Designation Plan.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Plymouth Hall PA002079	69 Elderly High Rise	Possible revitalization and expansion of existing building.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	69 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Germantown House PA002083	220 Elderly High Rise	Revitalization thru mixed-finance sources 133 units are being reconfigured from the existing 220 units - 117 one-bedroom units and 16 2-bedroom units. Revitalization activities will include enhanced center for senior services. Low Income Housing Tax Credit awarded. Construction underway.	Interior demolition of existing units and disposition in connection with mixed-finance development.	219 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
West Park Plaza PA002093	66 Units	Interior and exterior renovations.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Brown Street Village PA002096	Originally 87 Units; total development slated for homeownership.	Homeownership development.	87 Units Sold. Common area to be conveyed to Homeowner's Association.			Turnkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Herbert Arlene Homes PA002104	32 Family				Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible Home Ownership.
Gladys B. Jacobs PA002114	80 Elderly	Possible renovation for delivery of enhanced senior support services.	Possible disposition application to be submitted.	80 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Raymond Rosen Off-Site PA002126	152 Family	Building 152 new replacement units and community space completed.				

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Spring Garden Revitalization: Phase 1 PA002127	97 LIHTC Rental Units	97 Rental units completed.				
Spring Garden Revitalization: Phase 2 PA002127	TBD	Mixed-finance development.	Probable disposition by ground lease to developer.			Section 32 of USHA of 1937.
Scattered Sites PA002004	1,869 Family	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002012	988 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002025	41 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002060	173 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002067	412 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002069	958 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002078	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002080	604 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002081	514 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002085	446 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002087	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002088	379 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002091	248 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081	33 Family	May integrate City's Neighborhood Transformation Initiative to demolish contiguous privately owned properties. May develop portion of Cambridge off-site replacement housing in Ludlow community. Design and construction documents for on-site and off-site homeownership and rental units have been completed. Relocation of occupants of PHA properties is ongoing. Relocation of occupants of non-PHA properties may be completed with the assistance of RDA and Section 8 certificates. HOPE VI award of \$17,059,932 to develop 50 public housing units, 50 replacement homeownership units, and 22 affordable homeownership units.	HOPE VI Demolition Application approved November 2001 for \$511,000 of all units and/or in concert with the City's NTI or L&I departments to do simultaneous demolition of contiguous properties underway. Additional disposition applications may be submitted to HUD and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owners.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
St Anthony's Senior Residence: PA002133	38 Elderly LIHTC Units			38 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Ingليس House	TBD	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.		Disabled Housing Designation being considered.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
City-Wide	To be determined	Provision of ACC subsidy, capital funds or HCV.	Dispo/Demo application to be submitted to HUD.	Possible Elderly or Disabled Housing Designation.		
Scattered Site Acquisition: City-Wide	To be determined	Acquisition Plan to be developed and implemented. Acquisition of properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development PA002123	117 Family Units	Development work completed.	Demo/Dispo applications completed.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
City Trust Scattered Site Homeowner-ship Initiative	Up to 15 Units	May submit site-based waiting list; and a request for ACC assignment.	Possible disposition.			Up to 15 Homeownership units: Revised 5(h)/Section 32 of USHA of 1937.
Neumann North PA002148	67 LIHTC Rental Units	ACCs /Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Conditional elderly housing designation.		
St Ignatius (Angela Court) PA002146	67 Elderly Units	In connection with Mill Creek HOPE VI, St. Ignatius will develop 180 assisted living units. 67 units completed. ACC/Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Elderly Units approved under 2003 Senior Housing Designation Plan.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Suffolk Manor PA002132	137 LIHTC Rental Units	Acquisition and renovation work completed in 2003.		77 Elderly Units approved under 2003 Senior Housing Designated Plan.		
Mt. Olivet PA002138	161 LIHTC Rental Units	Acquisition and renovation work completed.				
Poplar to Oxford: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern Germantown Infill	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Spring Garden Area Unit Conversion	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Empowerment Zone 2100 Block of American	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Grays Ferry Community	TBD	Town Hall designs underway.	Disposition in connection with mixed-finance development may be required.			
Kingsessing Avenue Area	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
West Philadelphia North of Market Street	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Brewerytown	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Francisville	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Croydon	Proposed 176 LIHTC Rental Units	Acquisition, new development for 176 housing units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Warnock	TBD	Acquisition, new development for 80 units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Mill Creek Extension	100 Rental Units	Possible scattered site acquisition.	Possible demolition in connection with modernization and revitalization.			Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Shepard Village	50 Units Proposed.	Acquisition, new development for 80 units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
		* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.				

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
<b>PHA Developments</b>			
Lucien E. Blackwell/Mill Creek	637	N.	44th Street
Lucien E. Blackwell/Mill Creek	819	N.	45th Street
Lucien E. Blackwell/Mill Creek	899	N.	45th Street
Lucien E. Blackwell/Mill Creek	855	N.	46th Street
Lucien E. Blackwell/Mill Creek	879	N.	47th Street
Lucien E. Blackwell/Mill Creek	881	N.	47th Street
Lucien E. Blackwell/Mill Creek	889	N.	47th Street
Lucien E. Blackwell/Mill Creek	4512		Hoopes Street
Lucien E. Blackwell/Mill Creek	805		June Street
Lucien E. Blackwell/Mill Creek	807		June Street
Lucien E. Blackwell/Mill Creek	809		June Street
Lucien E. Blackwell/Mill Creek	811		June Street
Lucien E. Blackwell/Mill Creek	813		June Street
Lucien E. Blackwell/Mill Creek	815		June Street
Lucien E. Blackwell/Mill Creek	817		June Street
Lucien E. Blackwell/Mill Creek	819		June Street
Lucien E. Blackwell/Mill Creek	821		June Street
Lucien E. Blackwell/Mill Creek	823		June Street
Lucien E. Blackwell/Mill Creek	825		June Street
Lucien E. Blackwell/Mill Creek	827		June Street
Lucien E. Blackwell/Mill Creek	829		June Street
Lucien E. Blackwell/Mill Creek	831		June Street
Lucien E. Blackwell/Mill Creek	833		June Street
Lucien E. Blackwell/Mill Creek	835		June Street
Lucien E. Blackwell/Mill Creek	839		June Street
Lucien E. Blackwell/Mill Creek	804		June Street
Lucien E. Blackwell/Mill Creek	806		June Street
Lucien E. Blackwell/Mill Creek	808		June Street
Lucien E. Blackwell/Mill Creek	810		June Street
Lucien E. Blackwell/Mill Creek	812		June Street
Lucien E. Blackwell/Mill Creek	814		June Street
Lucien E. Blackwell/Mill Creek	816		June Street
Lucien E. Blackwell/Mill Creek	818		June Street
Lucien E. Blackwell/Mill Creek	820		June Street
Lucien E. Blackwell/Mill Creek	822		June Street
Lucien E. Blackwell/Mill Creek	824		June Street
Lucien E. Blackwell/Mill Creek	826		June Street
Lucien E. Blackwell/Mill Creek	828		June Street
Lucien E. Blackwell/Mill Creek	830		June Street
Lucien E. Blackwell/Mill Creek	832		June Street
Lucien E. Blackwell/Mill Creek	834		June Street
Lucien E. Blackwell/Mill Creek	836		June Street
Lucien E. Blackwell/Mill Creek	838		June Street
Lucien E. Blackwell/Mill Creek	4509		Laird Street
Lucien E. Blackwell/Mill Creek	4511		Laird Street
Lucien E. Blackwell/Mill Creek	801	N.	Markoe Street

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
Lucien E. Blackwell/Mill Creek	805	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	819	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	825	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	804	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	808	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	812	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	814	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	816	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	818	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	824	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	826	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	828	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	838	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	842	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	858	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	881	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	866	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	872	N.	Markoe Street
Lucien E. Blackwell/Mill Creek	806	N.	May Street
Lucien E. Blackwell/Mill Creek	810	N.	May Street
Lucien E. Blackwell/Mill Creek	812	N.	May Street
Lucien E. Blackwell/Mill Creek	881	N.	Moss Street
Lucien E. Blackwell/Mill Creek	4508		Ogden Street
Lucien E. Blackwell/Mill Creek	4516		Ogden Street
Lucien E. Blackwell/Mill Creek	4520		Ogden Street
Lucien E. Blackwell/Mill Creek	4513		Ogden Street
Lucien E. Blackwell/Mill Creek	4434		Parrish Street
Mill Creek Extension / Marshall Shepard Village	644	N.	42nd Street
Mill Creek Extension / Marshall Shepard Village	738	N.	Brooklyn Street
Mill Creek Extension / Marshall Shepard Village	740	N.	Brooklyn Street
Mill Creek Extension / Marshall Shepard Village	620		Budd Street
Mill Creek Extension / Marshall Shepard Village	622		Budd Street
Mill Creek Extension / Marshall Shepard Village	624		Budd Street
Mill Creek Extension / Marshall Shepard Village	4075		Wallace Ave.
Mill Creek Extension / Marshall Shepard Village	4077		Wallace Ave.
Brewerytown	1243	N.	29th Street
Brewerytown	1259	N.	29th Street
Brewerytown	1315	N.	29th Street
Brewerytown	1437	N.	29th Street
Brewerytown	1216	N.	30th Street
Brewerytown	1235	N.	30th Street
Brewerytown	1239	N.	30th Street
Brewerytown	1428	N.	30th Street
Brewerytown	1434	N.	30th Street
Brewerytown	1456	N.	30th Street
Brewerytown	1517	N.	30th Street
Brewerytown	3015		Cabot Street
Brewerytown	3017		Cabot Street
Brewerytown	1408	N.	Corlies Street

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
Brewerytown	1409	N.	Corlies Street
Brewerytown	1410	N.	Corlies Street
Brewerytown	1420	N.	Corlies Street
Brewerytown	1428	N.	Corlies Street
Brewerytown	1430	N.	Corlies Street
Brewerytown	1432	N.	Corlies Street
Brewerytown	1435	N.	Corlies Street
Brewerytown	1442	N.	Corlies Street
Brewerytown	1444	N.	Corlies Street
Brewerytown	1445	N.	Corlies Street
Brewerytown	1450	N.	Corlies Street
Brewerytown	1453	N.	Corlies Street
Brewerytown	2908	W.	Flora Street
Brewerytown	2909	W.	Flora Street
Brewerytown	2940	W.	Flora Street
Brewerytown	2945	W.	Flora Street
Brewerytown	1225	N.	Hollywood Street
Brewerytown	1234	N.	Hollywood Street
Brewerytown	1239	N.	Hollywood Street
Brewerytown	1249	N.	Hollywood Street
Brewerytown	1252	N.	Hollywood Street
Brewerytown	1312	N.	Hollywood Street
Brewerytown	1314	N.	Hollywood Street
Brewerytown	1315	N.	Hollywood Street
Brewerytown	1327	N.	Hollywood Street
Brewerytown	1335	N.	Hollywood Street
Brewerytown	1343	N.	Hollywood Street
Brewerytown	1345	N.	Hollywood Street
Brewerytown	1409	N.	Hollywood Street
Brewerytown	1411	N.	Hollywood Street
Brewerytown	1416	N.	Hollywood Street
Brewerytown	1420	N.	Hollywood Street
Brewerytown	1423	N.	Hollywood Street
Brewerytown	1424	N.	Hollywood Street
Brewerytown	1426	N.	Hollywood Street
Brewerytown	1427	N.	Hollywood Street
Brewerytown	1428	N.	Hollywood Street
Brewerytown	1430	N.	Hollywood Street
Brewerytown	1433	N.	Hollywood Street
Brewerytown	1436	N.	Hollywood Street
Brewerytown	1440	N.	Hollywood Street
Brewerytown	1444	N.	Hollywood Street
Brewerytown	1446	N.	Hollywood Street
Brewerytown	1449	N.	Hollywood Street
Brewerytown	1451	N.	Hollywood Street
Brewerytown	1454	N.	Hollywood Street
Brewerytown	1455	N.	Hollywood Street
Brewerytown	1461	N.	Hollywood Street
Brewerytown	1507	N.	Hollywood Street
Brewerytown	1512	N.	Hollywood Street
Brewerytown	1525	N.	Hollywood Street

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
Brewerytown	2922	W.	Master Street
Brewerytown	2927	W.	Master Street
Brewerytown	2928	W.	Master Street
Brewerytown	2933	W.	Master Street
Brewerytown	2936	W.	Master Street
Brewerytown	1223	N.	Myrtlewood Street
Brewerytown	1258	N.	Myrtlewood Street
Brewerytown	1326	N.	Myrtlewood Street
Brewerytown	1328	N.	Myrtlewood Street
Brewerytown	1334	N.	Myrtlewood Street
Brewerytown	1336	N.	Myrtlewood Street
Brewerytown	1338	N.	Myrtlewood Street
Brewerytown	1419	N.	Myrtlewood Street
Brewerytown	1426	N.	Myrtlewood Street
Brewerytown	1430	N.	Myrtlewood Street
Brewerytown	1462	N.	Myrtlewood Street
Brewerytown	3010	W.	Stiles Street
Brewerytown	3016	W.	Stiles Street
Brewerytown	3024	W.	Stiles Street
Brewerytown	3033	W.	Stiles Street
Brewerytown	3041	W.	Stiles Street
Brewerytown	2907	W.	Thompson Street
Brewerytown	2913	W.	Thompson Street
Brewerytown	2916	W.	Thompson Street
Brewerytown	2917	W.	Thompson Street
Brewerytown	2918	W.	Thompson Street
Ludlow	1612	N.	6th Street
Ludlow	1614	N.	6th Street
Ludlow	1704	N.	6th Street
Ludlow	1706	N.	6th Street
Ludlow	1708	N.	6th Street
Ludlow	1710	N.	6th Street
Ludlow	1712	N.	6th Street
Ludlow	1714	N.	6th Street
Ludlow	1716	N.	6th Street
Ludlow	1718	N.	6th Street
Ludlow	1720	N.	6th Street
Ludlow	1722	N.	6th Street
Ludlow	1724	N.	6th Street
Ludlow	1341	N.	7th Street
Ludlow	1427	N.	7th Street
Ludlow	1428	N.	7th Street
Ludlow	1432	N.	7th Street
Ludlow	1435	N.	7th Street
Ludlow	1437	N.	7th Street
Ludlow	1542	N.	7th Street
Ludlow	1615	N.	7th Street
Ludlow	1617	N.	7th Street
Ludlow	1623	N.	7th Street
Ludlow	1647	N.	7th Street

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
Ludlow	1653	N.	7th Street
Ludlow	1512	N.	8th Street
Ludlow	1514	N.	8th Street
Ludlow	1530	N.	8th Street
Ludlow	1532	N.	8th Street
Ludlow	1536	N.	8th Street
Ludlow	1330	N.	Franklin Street
Ludlow	1334	N.	Franklin Street
Ludlow	1336	N.	Franklin Street
Ludlow	1431	N.	Franklin Street
Ludlow	1505	N.	Franklin Street
Ludlow	1507	N.	Franklin Street
Ludlow	701	W.	Jefferson Street
Ludlow	1303	N.	Marshall Street
Ludlow	1319	N.	Marshall Street
Ludlow	1323	N.	Marshall Street
Ludlow	1325	N.	Marshall Street
Ludlow	1524	N.	Marshall Street
Ludlow	1526	N.	Marshall Street
Ludlow	1620	N.	Marshall Street
Ludlow	1624	N.	Marshall Street
Ludlow	1626	N.	Marshall Street
Ludlow	1637	N.	Marshall Street
Ludlow	732	W.	Master Street
Ludlow	734	W.	Master Street
North Warnock Street Development Project	2817	N.	Warnock Street
Germantown House	5457		Wayne Avenue
Plymouth Hall	2207		Venango Street
Mantua Hall	3500		Fairmount Avenue
Liddonfield	8800		Jackson Street
Passyunk	54.66 acres		
<b>Scattered Sites</b>			
School District of Philadelphia	LEB(2.705 acres)		
Universal Community Homes	1005	S.	17th Street
Universal Community Homes	1008	S.	17th Street
Universal Community Homes	1016	S.	17th Street
Universal Community Homes	1017	S.	17th Street
Vernon Lucas	526	N.	31st Street

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition Under Section 32 or 24 Homeownership Plans

Site	Street Number	Dir.	Street Address
Clifford Smith	2160	N.	Marston Avenue
PHDC	2041	S.	Cecil Street
PHDC	2107	S.	Cecil Street
New Urban Ventures, LLC or SVL III, LLC	613	N.	10th Street
Union Hills	731	N.	40th Street
Union Hills	755	N.	40th Street
Union Hills	3958		Aspen Street
Union Hills	3948		Aspen Street
Union Hills	2960		Aspen Street
Union Hills	3960		Aspen Street
Union Hills	3947		Fairmount Avenue
Union Hills	724	N.	Union Street
Union Hills	728	N.	Union Street
Union Hills	730	N.	Union Street
Union Hills	732	N.	Union Street
Union Hills	734	N.	Union Street
Union Hills	762	N.	Union Street
Union Hills	770	N.	Union Street
Union Hills	716	N.	Union Street
Union Hills	718	N.	Union Street
Union Hills	720	N.	Union Street
RDA for PresbyHomes & Services	2144	S.	Cecil Street
PresbyHomes & Services	3412		Mt. Vernon Street

*MOVING TO WORK PLAN*  
*APPENDIX D*

Annual Statement/Program Evaluation Report  
**Capital Fund Program (CFP) Part I: Summary**

PHA Name: PHILADELPHIA HOUSING AUTHORITY  
 Grant Type and Number: Capital Fund Program Grant No: PA26P00250106  
 Federal FY of Grant: 2006

Original Annual Statement  Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Program Year Ending:  Revised Annual Statement (Revision No: )  
 Summary by Development Account  Final Performance and Evaluation Report

Line No.	Total Estimated Cost	Total Estimated Cost	
		Original	Revised
1			
2		3,000,000	
3		9,028,926	
4		5,800,000	
5		0	
6		0	
7		4,775,000	
8		100,000	
9		2,884,679	
10		17,480,300	
11		0	
12		600,000	
13		1,960,000	
14		300,000	
15			
16			
17		200,000	
18		0	
19		12,025,302	
20		0	
21		58,154,207	
22			
23			
24			
25			
26			

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name:		Grant Type and Number		General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
Development Number / Name	HA- Line Item #	Capital Fund Program Grant No:	2006 Budget				
Philadelphia Housing Authority		PA26P00250106					
000 PHA-Wide	701100	Operating Subsidy			1406		3,000,000
		<b>Total Operating Subsidy Cost</b>					<b>3,000,000</b>
		<u>Management Improvements</u>					
000 PHA-Wide	700787	Lobby Monitors: Program to enhance site security.			1408		1,253,643
000 PHA-Wide	700169	Police Officers Salaries and Benefits			1408		5,565,283
000 PHA-Wide	700368	Apprenticeship Program Field Training			1408		1,000,000
000 PHA-Wide	700176	Computer Software Acquisition, Customization, Installation and Program Implementation Training			1408		1,000,000
000 PHA-Wide	700168	PHA Development Staff Manager			1408		110,000
000 PHA-Wide	700796	Staff Development: Provide training opportunities for PHA staff.			1408		100,000
		<b>Total Management Improvement Cost</b>					<b>9,028,926</b>
		<u>Administrative Costs</u>					
000 PHA-Wide	700183	Administrative Salaries and Benefits			1410		5,800,000
		<b>Total Administrative Cost</b>			1410		<b>5,800,000</b>
		<u>Fees and Costs</u>					
000 PHA-Wide	700187	Master Planning			1430		1,000,000

**Capital Fund Program (CFP)  
Part II: Supporting Pages**

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250106		General Description of Major Work Categories	Develop Acct.No.	Quantity	Total Estimated Cost	
Development Number / Name	HA- Line Item #	2006 Budget						
000 PHA-Wide	700185	A&E, Legal and Consultant Services			1430		2,000,000	
		Physical Needs Assessment - Conventional Sites			1430		475,000	
000 PHA-Wide	700855	Environmental Issues: LBP Testing and Asbestos Monitoring			1430		300,000	
000 PHA-Wide	700184	PHA Technical Salaries			1430		1,000,000	
		<b>Total Professional Services Costs and Fees</b>					<b>4,775,000</b>	
		<b>Site Acquisition</b>						
000 PHA-Wide	700165	Acquire properties below TDC			1440		100,000	
		<b>Total Site Acquisition Costs</b>					<b>100,000</b>	
		<b>PHA - Wide Site Improvements</b>						
000 PHA-Wide	700876	Install Back Flow Preventors			1450	Varies	50,000	
000 PHA-Wide	701423	Repair / Replace Exterior Plumbing Lines			1450	22,125 lf	92,500	
000 PHA-Wide	700877	Fire Code Compliance (Water Mains and Hydrant)			1450	Varies	48,500	
000 PHA-Wide	700992	Landscaping including Tree Trimming/Tree Removal			1450	Varies	125,000	
000 PHA-Wide	701099	Concrete and Pavement			1450	200,000 cy	600,000	
000 PHA-Wide	701478	Fencing			1450	Varies	115,000	
000 PHA-Wide	700174	504 Exterior Improvements, Ramps, Exterior Glides			1450	20 Units	175,000	
000 PHA-Wide	700856	Underground Storage Tank Removal & Inspections			1450	Varies	40,000	

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name:		Grant Type and Number		Development Number / Name	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost	
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250106							2006 Budget	
000	PHA-Wide	700857				PCB Removal & Disposal	1450	Varies	25,000	
000	PHA-Wide	900630				Sparkle-Signage/Awnings	1450	Varies	200,000	
000	PHA-Wide	900635				Sparkle-Lighting/Bollards	1450	Varies	175,000	
000	PHA-Wide	900640				Sparkle-Tree Planting/ Grounds Improvements	1450	Varies	160,000	
000	PHA-Wide	900660				Sparkle-Iron Fencing	1450	Varies	100,000	
000	PHA-Wide	900XXX				Sparkle-Siding	1450	Varies	100,000	
						<b>Total PHA-Wide Site Improvements</b>			<b>2,006,000</b>	
						<b>Scattered Sites Site Improvements</b>				
004	Scattered Sites	700881				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	9	189,810	
005	Scattered Sites	701400				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000	
012	Scattered Sites	701401				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	2	41,589	
025	Scattered Sites	701494				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	1	7,573	
060	Scattered Sites	701409				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,955	
067	Scattered Sites	701410				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000	
069	Scattered Sites	701411				Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	9	172,983	

**Capital Fund Program (CFP)  
Part II: Supporting Pages**

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26F00250106			
Development Number / Name	HA- Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost 2006 Budget
078 Scattered Sites	701413	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000
080 Scattered Sites	701414	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	6	118,628
081 Scattered Sites	701415	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	6	119,718
085 Scattered Sites	701417	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	3	63,454
087 Scattered Sites	701418	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000
088 Scattered Sites	701419	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	4	86,102
091 Scattered Sites	701420	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	2	29,867
092 Scattered Sites	701421	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000
		<b>Total Scattered Site Improvements</b>		<b>49</b>	<b>878,679</b>
<b>PHA Wide Dwelling Structures</b>					
000 PHA-Wide	700179	Environmental Hazard Abatement	1460	Varies	300,000
000 PHA-Wide	700181	Mold Remediation	1460	Varies	100,000
000 PHA-Wide	701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	12,500 sf	250,000
000 PHA-Wide	700978	Window Replacement	1460	Various Sites	300,000

**Capital Fund Program (CFP)  
Part II: Supporting Pages**

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250106			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost 2006 Budget
000 PHA-Wide	701434	Roof Repair/Replacement	1460	250 Units	300,000
000 PHA-Wide	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	60 Units	350,000
000 PHA-Wide	701098	504 Unit Modification/Fair Housing	1460	13 Units	100,000
000 PHA-Wide	701081	Flooring	1460	20,000 sf	125,000
000 PHA-Wide	700878	Plumbing Upgrades	1460	35 Units	125,000
000 PHA-Wide	700875	Electrical Upgrades/Distribution	1460	250 Units	250,000
000 PHA-Wide	700874	Combustion Upgrades	1460	100 Units	350,000
000 PHA-Wide	701095	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	33 Units	350,000
000 PHA-Wide	701165	Elevator Upgrades	1460	1-2 Elevators	95,000
000 PHA-Wide	701089	Repair/Replace Metal Handrails and Railings	1460	213 Units	90,000
000 PHA-Wide	701090	Fire Safety Code Compliance	1460	Varies	175,000
000 PHA-Wide	701206	Security to Support Modernization Sites/Unit Turnover	1460	Varies	100,000
<b>Total PHA-Wide Dwelling Unit Improvements</b>					<b>3,360,000</b>
<b>Conventional Sites Dwelling Unit Improvements</b>					
<b>Scattered Sites Dwelling Unit Renovation</b>					
004 Scattered Sites	700453	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	49	6,065,102

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name:		Grant Type and Number		Development Number / Name	HA- Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost	
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250106							2006 Budget	
005	Scattered Sites	700454	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	170,494				
012	Scattered Sites	700455	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	7	828,580				
025	Scattered Sites	700456	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2	247,164				
060	Scattered Sites	700457	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	99,980				
067	Scattered Sites	700458	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
069	Scattered Sites	700459	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	13	1,565,584				
078	Scattered Sites	700462	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
080	Scattered Sites	700460	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2	304,870				
081	Scattered Sites	700461	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2	236,649				
085	Scattered Sites	700463	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2	237,844				
087	Scattered Sites	700464	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
088	Scattered Sites	700465	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3	354,330				
091	Scattered Sites	700466	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	109,050				

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name:		Grant Type and Number		Development Number / Name Wide Activities	HA - Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost	
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250106							2006 Budget	
092	Scattered Sites	700467				Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	126,653	
						Scattered Site Unit Renovation Total		86	10,571,300	
						Conventional Site Dwelling Unit Renovation				
015	Harrison					Emergency Back-up Generator	1460		100,000	
014	Norris Homes					Emergency Back-up Generator	1460		100,000	
045	Mantua					Emergency Back-up Generator	1460		85,000	
039	Westpark					Emergency Back-up Generator	1460		305,000	
010	Rosen					Roof Drainage	1460		35,000	
100	C.B. Moore					Replace Retaining Wall	1460		75,000	
050	Blumberg					Trash Chute/Compactor Upgrades - (3)	1460		66,500	
015	Harrison					Trash Chute/Compactor Upgrades	1460		65,000	
024	Queen Lane					Trash Chute/Compactor Upgrades	1460		48,000	
055	Fairhill					Trash Chute/Compactor Upgrades - (2)	1460		61,500	
001	Johnson Homes					Brick Pointing	1460		28,000	
	9 sites					ADA Requirements for Management Offices	1460		830,000	

**Capital Fund Program (CFP)  
Part II: Supporting Pages**

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250106		General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost	
Development Number / Name	HA- Line Item #	2006 Budget						
050	Blumberg			Repair concrete beams in high rise lobbies	1460		750,000	
031	Bartram			Masonry restoration - 23 buildings	1460		1,000,000	
				<b>Total Site Specific Dwelling Unit Work Items</b>			<b>3,549,000</b>	
				<b>Non-Dwelling Structures</b>				
000	PHA-Wide	701486		Modernization of Non-Dwelling Space	1470		600,000	
				<b>Total Non-Dwelling Structures</b>			<b>600,000</b>	
				<b>Non-Dwelling Equipment</b>				
000	PHA-Wide	700035		Equipment for Security Upgrades	1475	5 Bldgs	200,000	
013	Wilson Park			Wilson Park Security, low-rise buildings	1475	400 Units	280,000	
050	Blumberg			Blumberg Security	1475	3 Bldgs	280,000	
000	PHA-Wide	700614		Telephone Infrastructure Upgrades	1475	10 Sites	500,000	
000	PHA-Wide	700180		Computer Infrastructure Upgrades, Computer Lab Support, PHA Office and ISM Support Services	1475	Varies	500,000	
000	PHA-Wide	700798		Community Space Furniture and Equipment	1475	Varies	25,000	
000	PHA-Wide	701204		Maintenance Equipment	1475	Varies	100,000	
000	PHA-Wide	701204		Administrative and Field Office Furniture and Equipment	1475	Varies	75,000	

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name:		Grant Type and Number		Development Number / Name	HA- Line Item #	General Description of Major Work Categories	Develop Acct. No.	Quantity	Total Estimated Cost	
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250106							2006 Budget	
						Total Non-Dwelling Equipment			1,960,000	
000	PHA-Wide	700882				Demolition Costs to Remove Hazardous and/or Collapsed Buildings in Response to City Inspectors	1485	8-11 Units	300,000	
						Total Demolition			300,000	
000	PHA-Wide	700854				Relocation	1495	Varies	200,000	
						Total Relocation			200,000	
000	PHA-Wide	701498				Bond Debt Service	1501		12,025,302	
						Total Debt Service			12,025,302	
						<b>GRAND TOTAL</b>				\$58,154,207

DEVELOPMENT DESCRIPTION

Sources	117 Scattered Site Infill units	R. ALLEN - 178 RENTAL UNITS	ML OLIVET - 161 UNITS	MILLCREEK - ONSITE 80 UNITS	MILLCREEK - ST IGNATIUS 67 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TASKER I - 245 UNITS	NEUMANN NORTH 67 UNITS	MILLCREEK - OFFSITE 80 UNITS	MILLCREEK OFFSITE - 50 UNITS	MLK PHASE IV - 43 Rental	TASKER I - 245 UNITS
<b>FIRST INCREMENT</b>												
Replacement Housing Fund - FY1998	\$440,993											
Replacement Housing Fund - FY1999	\$536,989											
Replacement Housing Fund - FY2000	\$2,816,153											
Replacement Housing Fund - FY2001	\$6,371,123											
Replacement Housing Fund - FY2002		\$8,858,169	\$825,607	\$4,832,500								
Replacement Housing Fund - FY2003				\$1,271,153	\$362,000	\$3,185,000	\$1,472,652					
Replacement Housing Fund - FY 2004									\$0	\$2,649,040		\$0
Replacement Housing Fund - FY 2005												
Replacement Housing Fund - FY 2006												
Replacement Housing Fund - FY 2007												
<b>Total RHF FUNDS FIRST INCREMENT</b>	<b>\$10,165,268</b>	<b>\$8,858,169</b>	<b>\$825,607</b>	<b>\$6,103,653</b>	<b>\$362,000</b>	<b>\$3,185,000</b>	<b>\$1,472,652</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,649,040</b>	<b>\$0</b>	<b>\$0</b>
<b>SECOND INCREMENT</b>												
Replacement Housing Fund - FY1998												
Replacement Housing Fund - FY1999												
Replacement Housing Fund - FY2000												
Replacement Housing Fund - FY2001												
Replacement Housing Fund - FY2002												
Replacement Housing Fund - FY2003								\$2,000,000		\$550,960	\$1,565,085	\$4,263,303
Replacement Housing Fund - FY 2004									\$4,201,075			\$4,391,259
Replacement Housing Fund - FY 2005												
Replacement Housing Fund - FY 2006												
Replacement Housing Fund - FY 2007												
<b>Total RHF FUNDS SECOND INCREMENT</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$4,201,075</b>	<b>\$550,960</b>	<b>\$1,565,085</b>	<b>\$8,674,561</b>

DEVELOPMENT DESCRIPTION

Source	TASKER II - 309 UNITS (1)	SCAT. SITES - MILLCREEK EXT 100 UNITS	SCAT. SITES - BREWERY TOWN 60 UNITS	SCAT. SITES - LUDLOW 75 UNITS	SCAT. SITES - WARNOCK 60 UNITS	SCAT. SITES - MODULAR 14 UNITS	ABBOTSFORD - 100 UNITS	Total
<b>FIRST INCREMENT</b>								
Replacement Housing Fund - FY1998								\$440,993
Replacement Housing Fund - FY1999								\$536,989
Replacement Housing Fund - FY2000								\$2,916,153
Replacement Housing Fund - FY2001								\$6,371,123
Replacement Housing Fund - FY2002								\$14,516,276
Replacement Housing Fund - FY2003								\$6,290,805
Replacement Housing Fund - FY 2004		\$2,831,303				\$2,500,000		\$7,980,343
Replacement Housing Fund - FY 2005		\$1,601,713		\$8,000,000	\$0			\$9,601,713
Replacement Housing Fund - FY 2006	\$0	\$1,901,713	\$6,010,099		\$0			\$7,911,812
Replacement Housing Fund - FY 2007	\$0						\$7,911,812	\$7,911,812
<b>Total RHF FUNDS FIRST INCREMENT</b>	<b>\$0</b>	<b>\$6,334,729</b>	<b>\$6,010,099</b>	<b>\$8,000,000</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$7,911,812</b>	<b>\$64,378,019</b>
<b>SECOND INCREMENT</b>								
Replacement Housing Fund - FY1998								\$0
Replacement Housing Fund - FY1999								\$0
Replacement Housing Fund - FY2000								\$0
Replacement Housing Fund - FY2001								\$0
Replacement Housing Fund - FY2002								\$0
Replacement Housing Fund - FY2003								\$0
Replacement Housing Fund - FY 2004		\$2,341,400						\$8,399,348
Replacement Housing Fund - FY 2005		\$1,496,574			\$6,308,885			\$10,933,733
Replacement Housing Fund - FY 2006	\$6,486,621		\$1,689,901		\$1,396,287			\$7,805,459
Replacement Housing Fund - FY 2007	\$5,486,621						\$4,088,188	\$9,574,809
<b>Total RHF FUNDS SECOND INCREMENT</b>	<b>\$11,973,242</b>	<b>\$3,837,974</b>	<b>\$1,689,901</b>	<b>\$0</b>	<b>\$7,707,172</b>	<b>\$0</b>	<b>\$4,088,188</b>	<b>\$46,288,158</b>

*MOVING TO WORK PLAN*  
*APPENDIX E*

## APPENDIX E

### HOPE VI, MIXED-FINANCE AND REPLACEMENT HOUSING

PHA has been aggressive and successful in using the HUD HOPE VI (five Revitalization Grants to date) and Mixed-Finance Program as a development and financing methodology, to redevelop (through primarily new construction and modernization) of PHA's aging and severely distressed housing units.

Using these programs, PHA has either completed or has under development ten conventional sites: (1) Greater Greys Ferry Estates (formerly known as Tasker Homes); (2) Blumberg final phase; (3) Wilson Park final phase; (4) Courtyard Apartments at Riverview (formerly known as Southwark); (5) Lucien E. Blackwell Homes (formerly known as Mill Creek); (6) Cambridge Plaza; (7) Eight Diamonds (formerly Raymond Rosen Off-Site); (8) Richard Allen Homes; (9) Falls Ridge (formerly known as Schuylkill Falls); and (10) Martin Luther King Plaza. Using the mixed-finance strategy, PHA rehabilitated an eleventh site, which is comprised of more than 97 scattered site units in the Spring Garden Neighborhood of Philadelphia. PHA also recently received (June 23, 2005) a HOPE VI grant in the amount of \$17,059,932 to assist in the construction of 50 rental and homeownership scattered site units in the Ludlow area of North Philadelphia. PHA plans to continue to use these financing methodologies in its next fiscal year for at least one additional conventional development and one Scattered Sites Area.

PHA applies for HOPE VI revitalization grants, 9% tax credits and/or Tax Exempt Volume Cap Bonds that are accompanied with 4% tax credits. The projects referenced above, represent over \$791,765,000 in development activities.

PHA will continue to need capital funds to aggressively leverage other sources of funding as described above. Although some of the units described above are considered to be replacement housing units, this development activity results in a net reduction of units, because the density of the new housing is much lower than that of the original conventional site. Therefore, PHA implemented a Replacement Housing Policy to replace the net loss of units at these sites and other units lost in previous years under Section 202.

#### Replacement Housing

PHA incurred a net reduction of over 4,000 public housing units since 1996 as a result of mandatory closure of units under Section 202 and HOPE VI demolition grants. As a result, PHA suffers from a significant shortage of public housing units and adopted a Replacement Housing Policy to facilitate and expedite the provision of additional units to meet this need. The Policy emphasizes the placement of the replacement units in non-impacted areas in order to offer real housing choice.

Four methods to provide replacement housing units are included under the plan:

1. Acquisition of existing units, including single-family (i.e., one to four family) scattered sites and multi-family buildings from both the general market and from FHA, FNMA, FHLMC, and other private and governmental institutional lenders. Examples of housing using this method are Suffolk Manor and Mt. Olivet.
2. Provision of public housing units in affordable housing projects developed and owned by third parties and managed by private AMEs by adding units through an amendment to PHA's Annual Contributions Contract. An example of housing using this method is the recently completed and occupied St. Anthony's Senior Residence.

3. Provision by PHA of capital funds and ACC subsidy to affordable housing projects developed and owned by third parties and managed by private AMEs. Examples of this method are St. Ignatius with 67 units within Mill Creek community, and Neumann North Senior Housing under construction.
4. Neighborhood redevelopment projects undertaken by PHA, utilizing scattered sites already owned by PHA and other acquired properties. An example of this method includes the 117 Scattered Site Unit Development, which has been completed. Development activities for Ludlow HOPE VI scattered site properties located in the Warnock and Brewerytown neighborhoods is underway.

PHA has under development eleven (11) replacement housing sites: St. Anthony's Senior Residence, Eight Diamonds, 117 Scattered Site units, Suffolk Manor, Mt. Olivet, Ludlow, Marshall Shepherd Village, Martin Luther King Plaza Phase IV, Neumann North, Lucien E. Blackwell (LEB) II, III and St. Ignatius. These sites have received significant investment of PHA capital or replacement housing funds, with the exception of St. Anthony's Senior Residence, which received an investment of ACC subsidy only. Currently under construction are LEB II and Neumann North.

PHA negotiated with HUD for the purchase of Mt. Olivet Village in FY 2002, a Section 202 elderly development that was foreclosed on by HUD. This project represented an addition of 161 replacement housing units. All of the above referenced replacement housing developments use the mixed-finance method with the exception of the 117 Scattered Site Unit Development. The 117 newly constructed scattered site units were completed at four locations in the city using only PHA's capital and development funds.

PHA is acquiring over 600 parcels through the Redevelopment Authority's condemnation process for the development of more than 280 scattered site replacement units in the Mill Creek Neighborhood. More than 120 parcels have been acquired to date. PHA also acquired city-owned property through a MOU to develop new replacement housing in the Ludlow Neighborhood.

Replacement Housing Factor Plan (RHF Plan). In response to HUD's Notice PIH 2003-10, PHA submitted a RHF Plan. While PHA is subject to the RHF leveraging requirements for years 6-10 (which it easily meets) and obligation and expenditure requirements, the RHF planning requirements are met by PHA's MTW Plan and Report. In that regard, PHA should be treated similarly to the Chicago Housing Authority, as confirmed by letter to its Executive Director of August 8, 2003. Accordingly, PHA will include future replacement housing proposals and associated development schedules in its MTW Annual Plans, rather than submitting separate RHF Plans. The most recent HUD-approved revision to PHA's Replacement Housing Plan follows in this Exhibit. PHA anticipates annual review and revision of this Plan. PHA also received a HOPE VI grant in the amount of \$17,059,932 for the Ludlow Scattered Sites Revitalization, which will be used to assist in the construction of 50 rental and homeownership units in the Ludlow area of North Philadelphia.

The chart below is a complete list of the present or proposed PHA HOPE VI and Mixed-Finance sites that PHA has been working on in FY 2005. The sites are in different stages of development: master planning, pre-development, under construction, or completed. More detailed information for each development in the chart can be found in the Asset Management Table, Appendix D.

Projects on the chart below list PHA's current mixed-finance and HOPE VI activities.

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
Eight Diamonds	\$27,034,000	Jun-2003
Spring Garden Scattered Sites	\$14,665,000	Jun-2003
Cambridge Plaza Phase I	\$10,090,000	Dec-2003
Richard Allen (Phase III)	\$47,000,000	Dec-2003
Suffolk Manor	\$24,345,000	Dec-2003
Blumberg <sup>1</sup>	\$9,000,000	Dec-2003
Wilson Park <sup>1</sup> (final phase)	\$26,000,000	Oct-2006
Cambridge Plaza Phase II	\$12,000,000	Oct-2004
Mt. Olivet	\$17,821,000	Dec-2004
Neumann North	9,505,000	Dec-2005
Cambridge Plaza Phase III	\$11,500,000	Dec-2005
Martin Luther King Plaza	\$74,000,000	Oct-2006
Falls Ridge (Schuylkill Falls)	\$50,000,000	Dec-2006
Lucien E. Blackwell Homes	\$146,000,000	Oct-2006
Greater Greys Ferry Estates <sup>1</sup>	\$169,000,000	Dec-2006
Germantown House	\$22,700,000	Dec-2006
Warnock	\$18,000,000	Dec-2008
Mill Creek Extension	\$45,000,000	Dec-2009
Ludlow HOPE VI Scattered Site	\$44,000,000	Dec-2010
<b>Subtotal</b>	<b>\$777,660,000</b>	

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
<b>HOPE VI DEMOLITION ONLY</b>		
Cambridge I, II, and III	\$2,598,000	Jul-02
Ludlow Scattered Sites	\$511,000	Dec-03
Passyunk	\$3,702,000	Dec-03
Abbottsford	\$5,000,000	Jul-06
<b>Subtotal</b>	<b>\$11,811,000</b>	
<b>Grand Total</b>	<b>\$789,471,000</b>	

<sup>1</sup> Greater Greys Ferry Estates (Tasker Homes), Wilson Park, and Blumberg will be completed with Capital Program Revenue Bonds, whose debt service will be paid from future capital funds. Greater Greys Ferry Estates, which is also included in Table 7-1, is included in this table because PHA received Tax Exempt Volume Cap Bonds with 4% tax credits for the first phase of construction and expects to receive the same for the remaining construction phases. Securing an allocation for Volume Cap Bonds and credits reduces the amount of Capital Program Revenue Bond proceeds needed for Tasker Homes Development and PHA has reallocated those bond proceeds to the redevelopment of other PHA projects.



U.S. Department of Housing and Urban Development

Philadelphia Office  
The Wanamaker Building  
100 Penn Square East  
Philadelphia, Pennsylvania 19107-3380

May 7, 2004

Mr. Carl R. Greene  
Executive Director  
Philadelphia Housing Authority  
12 S. 23<sup>rd</sup> Street  
Philadelphia, PA 19103-4497

Dear Mr. Greene:

We acknowledge receipt of your letter dated March 26, 2004, which transmitted revisions to the Authority's Replacement Housing Plans for the first and second increments of funding. The revisions consisted of moving some of the Authority's mixed-financed development activities between increments and the addition of new development activities.

We have reviewed the revised plans and development schedules, and have no objection to the revisions as submitted. We have updated the obligation start date in LOCCS for Year 6 of Replacement Housing Factor funding to reflect the inclusion of this grant in the Replacement Housing Plan for the first increment of funding, based on the development schedule provided in your submission. Please ensure that all obligation and expenditure deadlines as established in LOCCS are met to avoid any recapture of funding.

If you have any questions concerning this matter, please do not hesitate to contact Dennis G. Bellingtier, Division Director, by calling (215) 656-0581 extension 3339 or at [Dennis\\_Bellingtier@HUD.GOV](mailto:Dennis_Bellingtier@HUD.GOV) on the Internet. Our text telephone (TTY) number for the hearing impaired is (215) 656-3450.

Sincerely,

A handwritten signature in cursive script that reads "Dennis G. Bellingtier".

Malinda Roberts  
Director  
Office of Public Housing

cc:

Michael Leithhead, Senior Deputy Executive Director  
Jemine A. Bryon, Assistant Executive Director for Real Estate and Development

**PHILADELPHIA HOUSING AUTHORITY  
RHF PROPOSAL YEAR 6-10**

**DEVELOPMENT SOURCE OF FUNDS**

	NEUMANN NORTH 07 UNITS	MILLCREEK - OFFSITE 68 UNITS	MILLCREEK - OFFSITE 89 UNITS	MILK PHASE IV - 49 Family	TASKER I - 248 UNITS / (1)	TASKER II - 309 UNITS (1)	SCAT. SITES - WESTPHILA 66 UNITS	SCAT. SITES - BREWERY TOWN 90 UNITS	SCAT. SITES - LIMBLOH 75 UNITS	SCAT. SITES - ADAPT UNITS	Total
Sources	\$2,000,000	\$4,201,072	\$1,147,334	\$2,116,045	\$4,223,303	\$4,220,000	\$8,000,000	\$8,500,000	\$9,260,000	\$4,847,546	\$44,852,000
Replacement Housing Fund - Year 6 - FY 2003											\$14,590,000
Replacement Housing Fund - Year 7 - FY 2004											\$14,590,000
Replacement Housing Fund - Year 8 - FY 2005											\$14,590,000
Replacement Housing Fund - Year 9 - FY 2006											\$14,590,000
Replacement Housing Fund - Year 10 - FY 2007											\$14,590,000
Total Replacement Housing Fund	\$2,000,000	\$4,201,072	\$1,147,334	\$2,116,045	\$4,223,303	\$4,220,000	\$8,000,000	\$8,500,000	\$9,260,000	\$4,847,546	\$66,701,346
HOPE VI Demo. Grant											\$5,053,529
HOPE VI Revitalization Grant											\$1
Public Housing Funds - CGPMTWIDEV											\$2,000,000
Public Housing Funds - Program Income											\$2,053,329
Total Public Housing Funds	\$0	\$1,877,645	\$2,000,000	\$3,376,844	\$0	\$0	\$0	\$0	\$0	\$0	\$7,053,329
Government Bonds						\$40,000,000					\$39,800,000
Private Bonds						\$28,000,000					\$28,000,000
City of Philadelphia - CHCD						\$17,000,000					\$17,000,000
City of Philadelphia - CDBG						\$33,000,000					\$33,000,000
Closing Cost to Buyer						\$250,000					\$250,000
Closing Cost Assistance (RDA Land)						\$6,348,000					\$6,348,000
Homeowner End Loan / Program Income						\$5,000,000					\$5,000,000
City of Philadelphia - Blight Elimination Funds						\$9,000,000					\$9,000,000
Peru Homes Funds						\$9,000,000					\$9,000,000
Peru Homes Low Income Tax Credit Equity						\$9,000,000					\$9,000,000
Reinvested Developer Fee						\$623,000					\$623,000
Federal Home Loan Bank Loan						\$5,300,000					\$5,300,000
Grant Funds - Private						\$5,300,000					\$5,300,000
Grant Funds - State Agency PHFA						\$5,300,000					\$5,300,000
Other						\$5,300,000					\$5,300,000
CSS In-Mind						\$5,300,000					\$5,300,000
Total Non Public Housing Funds	\$0	\$17,840,001	\$2,030,001	\$9,346,000	\$0	\$0	\$11,270,000	\$8,000,000	\$12,075,000	\$0	\$53,561,002
Total Sources	\$2,000,000	\$4,201,072	\$1,147,334	\$2,116,045	\$4,223,303	\$4,220,000	\$8,000,000	\$8,500,000	\$9,260,000	\$4,847,546	\$102,487,379
										Average %	100%

PHILADELPHIA HOUSING AUTHORITY  
RHF PROPOSAL YEAR 6-10

Revised Date: 03/25/04

DEVELOPMENT SOURCE OF FUNDS

DESCRIPTION	NEUMANN NORTH 97 UNITS	MILLCREEK OFFSITE 80 UNITS	MILLCREEK OFFSITE 60 UNITS	MILK PHASE IV - 43 Rental	TASKER I - 248 UNITS	TASKER II - 309 UNITS	SCAT. SITES - WESTPHILA 80 UNITS	SCAT. SITES - BREWERY TOWN 68 UNITS	SCAT. SITES - LUDLOW 78 UNITS	SCAT. SITES - ADAPT UNITS
TOTAL UNITS	97	80	60	43	248	309	80	68	78	57
DEVELOPMENT METHOD	Acquisition/Rehab - Mixed Finance	New construction / Acquisition - Mixed Finance	New construction / Acquisition - Mixed Finance	New construction / Acquisition/Rehab - Possible Mixed Finance	New construction / Acquisition/Rehab - Possible Mixed Finance	New construction / Acquisition/Rehab - Possible Mixed Finance	Acquisition and/or New construction			
STRUCTURE TYPE	Elevator	Row and Walk-up	Row and Walk-up	Row and Walk-up	Semi-detach, Row, Elevator	Semi-detach, Row and Walk-up	Semi-detach, Row and Walk-up	Semi-detach, Row and Walk-up	Semi-detach, Row and Walk-up	Semi-detach and Walk-up

ACTIVITIES	NEUMANN NORTH 67 UNITS	MILLCREEK OFFSITE 80 UNITS	MILLCREEK OFFSITE 60 UNITS	MLK PHASE IV - 43 Rental	TASKER I - 248 UNITS	TASKER II - 309 UNITS	CARRIDGE III SCAT. SITES - WESTPHILA 80 UNITS	BREWERY TOWN 68 UNITS	SCAT. SITES - LUDLOW 78 UNITS	SCAT. SITES - MODULAR 6 UNITS
Procure Architect	Jan-03	Mar-03	Mar-03	Apr-03	Jul-02	Jul-02	Jan-03	Jan-03	Aug-03	Jan-04
Schematic design	Mar-03	Mar-03	Mar-03	Apr-03	Aug-02	Aug-02	Mar-03	Mar-03	Oct-03	Mar-04
Submit MFP or Dev. Proposal	Mar-04	Jun-04	Mar-04	Dec-24	Jul-02	Aug-03	Mar-04	Apr-03	Apr-03	Apr-05
Mixed Finance Closing	Jun-04	Jan-05	Jun-05	May-04	Dec-02	Dec-03	Jul-05	Jul-05	Jul-05	Jul-05
Construction Start	Jul-04	Feb-05	Jul-05	Jun-04	Jan-03	Jan-04	Jul-04	Aug-05	Aug-05	Aug-05
Lease up start	May-05	Jan-06	Jul-06	Dec-04	Jul-04	Jul-05	May-06	Jan-07	Jan-07	Jan-07
DOCA	Sep-05	Jan-06	Sep-06	Mar-05	Oct-04	Oct-05	Sep-06	Apr-07	Apr-07	Apr-07

**PHILADELPHIA HOUSING AUTHORITY**  
RHF PLAN YEAR 1-5

DEVELOPMENT DESCRIPTION

Source	117 Secluded 816 Infill Units	K. ALLEN - 178 RENTAL UNITS	MT OLIVET - 181 UNITS	WILLCREEK - ONHYTE 80 UNITS	WILLCREEK - ST IGNATIUS 87 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TABKER I - 248 UNITS	Total	MT Olivet
Replacement Housing Fund - Year 1 - FY1998	\$440,983							\$440,983	
Replacement Housing Fund - Year 2 - FY1999	\$535,986							\$839,889	
Replacement Housing Fund - Year 3 - FY2000	\$2,016,153							\$2,016,153	
Replacement Housing Fund - Year 4 - FY2001	\$6,371,123							\$6,371,123	
Replacement Housing Fund - Year 5 - FY2002		\$6,859,168	\$925,607	\$4,832,500	\$362,008	\$9,165,000	\$1,472,652	\$15,280,808	
Replacement Housing Fund - Year 1-5-FY2003	\$10,162,286	\$6,868,168	\$925,607	\$5,101,383	\$362,008	\$9,165,000	\$1,472,652	\$30,977,339	
Total Replacement Housing Fund									
HOPE VI Demo. Grant		\$3,484,000		\$636,288		\$650,328		\$6,000,784	
HOPE VI Rehabilitation Grant		\$11,345,511		\$9,043,088	\$889,808	\$1,000,000		\$20,285,507	
Public Housing Funds - CGP/MTWIDEV		\$5,834,200	\$9,844,531					\$24,240,721	
Public Housing Funds - Program Income								\$0	
Total Public Housing Funds		\$20,733,711	\$9,844,531	\$9,872,388	\$889,808	\$1,650,328	\$0	\$49,470,222	\$13,799,486
City of Philadelphia - OMCD		\$4,800,000						\$4,800,000	
City of Philadelphia - CD8G					\$350,000			\$350,000	
Government Bonds							\$17,788,000	\$17,788,000	
Private Bonds							\$33,000,000	\$33,000,000	
Closing Cost to Buyer								\$0	
Closing Cost Assistance /RDA Lend								\$0	
Homeowner End Loan / Program Income								\$0	
City of Philadelphia - Blight Elimination Funds								\$0	
Penn Homes Funds					\$1,000,000			\$1,000,000	
Pennsylvania Low Income Tax Credit Equity		\$8,448,002	\$6,712,673	\$12,746,380	\$6,415,000	\$6,185,000	\$16,544,000	\$68,078,938	
Reinvested Developer Fee					\$3,858			\$3,858	
Federal Home Loan Bank Loan					\$315,000			\$315,000	
Grant Funds - Private					\$560,755			\$560,755	
Grant Funds - State Agency PHFA								\$0	
Other	\$300,000							\$300,000	
CSS In-kind								\$0	
Total Non Public Housing Funds	\$300,000	\$12,846,002	\$6,712,673	\$12,746,380	\$6,864,713	\$6,185,000	\$68,032,000	\$113,835,548	\$7,885,116
Total Sources	\$17,827,246	\$42,637,622	\$17,392,711	\$27,749,388	\$9,818,621	\$17,860,328	\$87,662,052	\$184,279,009	\$21,784,604
								367.64%	

Leverage %

NOTES:

1. RHF fund of \$625,000 was used for Mt Olivet in year 1-5 plan to replace Modular housing project. The excess fund from Mt Olivet will be used for Suffolk which had a negative balance of \$730,000 since the Financial Closing. Both Mt Olivet and Suffolk is using HTW year 1 fund for capital improvement.

**PHILADELPHIA HOUSING AUTHORITY**

**RHF PLAN YEAR 1-5**

**DEVELOPMENT DESCRIPTION**

DESCRIPTION	Mt OLIVET - 161 UNITS	MILLCREEK - ONSITE 80 UNITS	MILLCREEK - ST IGNATIUS 67 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TASKER I - 245 UNITS
TOTAL UNITS	161	80	67	40	245
DEVELOPMENT METHOD	Acquisition with rehab	New construction - Mixed Finance	New construction - Mixed Finance	New construction - Mixed Finance	New construction -
STRUCTURE TYPE	Walk-up	Row and Walk-up	Elevator	Row and Walk-up	Semi-Detach, Row, Elevator

Activities	Mt OLIVET - 161 UNITS	MILLCREEK - ONSITE 80 UNITS	MILLCREEK - ST IGNATIUS 67 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TASKER I - 245 UNITS
Procure Architect	Jun-03	Aug-02	Aug-02	Jan-03	Jul-02
Schematic design	Sep-03	Oct-02	Oct-02	Mar-03	Aug-02
Submit MFP or Dev Proposal	Jan-03	Jun-03	Dec-03	Mar-04	Jul-02
Mixed Finance Closing	Nov-03	Feb-04	Apr-04	Jun-04	Dec-02
Construction Start	Apr-04	Jan-04	Jan-03	Jun-04	Jan-03
Lease up start	Jan-04	Jan-05	Jan-04	Jun-05	Feb-04
DOFA	Dec-04	Mar-05	Mar-05	Jun-05	Sep-04



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

Philadelphia Office  
The Wanamaker Building  
100 Penn Square East  
Philadelphia, Pennsylvania 19107-3380

December 27, 2004

Mr. Carl R. Greene  
Executive Director  
Philadelphia Housing Authority  
12 S. 23<sup>rd</sup> Street  
Philadelphia, PA 19103

Dear Mr. Greene:

**SUBJECT: Revised Second Increment Replacement Housing Plan**

We acknowledge receipt of your letter dated November 1, 2004, which transmitted a revised Replacement Housing Plan for the second increment of Replacement Housing Factor (RHF) funding.

Specifically, the revision reflects the increased amount of RHF funding received in FY 2004 over the amount anticipated and included in the original plan. The revised Replacement Housing Plan allocates the RHF funding that was received in FY 2004 (\$18,914,076) to five development projects as follows:

- Mill Creek Off-Site (80 Units) - \$4,201,075
- Mill Creek Off-Site (50 Units) - \$3,200,000
- Tasker I (245 Units) - \$4,566,045
- Scattered Sites (West Philadelphia - 60 Units) - \$2,000,000
- Scattered Sites (ADAPT Units) - \$4,946,956

We note that the development schedule as it relates to the anticipated dates for the submission of conventional development proposals or mixed-finance development proposals remains unchanged. As a result, the obligation start date for the FY 2004 RHF funding is not being amended as a result of this revision and increased amount of funding.

Based on our review of the revised Replacement Housing Plan, we have no objection to the changes and authorize the Authority to obligate and expend RHF funding on the approved development proposals.

[www.hud.gov](http://www.hud.gov) [espaol.hud.gov](http://espaol.hud.gov)

Homeownership - It's More Than a Dream...It's the American Way

MOVING TO WORK PLAN  
APPENDIX F

## Appendix F: Vacancy Rates

VACANCIES as of 09/30/05					3/31/2007
SITE NAME / NUMBER	Available Units	Vacant Units	Actual Rate %	Adjusted Rate %	*Projected Adjusted %
<b>North Central</b>					
001 Johnson Homes - vac. red.	532	13	2.44%	2.44%	0.00%
010 Raymond Rosen Manor - mod	307	5	1.63%	1.63%	0.00%
117 Raymond Rosen Manor - mod	46	1	2.17%	2.17%	0.00%
119 Raymond Rosen Manor - New	198	4	2.02%	2.02%	0.00%
042 Champlost - mod	102	2	1.96%	1.96%	0.00%
049 Morton Homes	248	6	2.42%	2.42%	0.00%
050 Norman Blumberg Apts - comp mod	501	16	3.19%	2.79%	0.00%
077 Bentley	99	15	15.15%	15.15%	0.00%
<b>Total</b>	<b>2,033</b>	<b>62</b>	<b>3.05%</b>	<b>2.95%</b>	<b>0.00%</b>
<b>North Area</b>					
003 Richard Allen Homes - reconfig.	150	1	0.67%	0.67%	0.00%
014 Norris Homes	324	12	3.70%	3.09%	0.00%
015 Harrison Plaza - comp mod	299	6	2.01%	2.01%	0.00%
020 Spring Garden - vac. red.	202	3	1.49%	0.99%	0.00%
055B Fairhill Apts	264	8	3.03%	3.03%	0.00%
114 Gladys B. Jacobs	80	3	3.75%	3.75%	0.00%
<b>Total</b>	<b>1,319</b>	<b>33</b>	<b>2.50%</b>	<b>2.27%</b>	<b>0.00%</b>
<b>Northeast Area</b>					
023 Liddonfield - vac. red.	461	128	27.77%	27.77%	27.77%
029 Hill Creek - comp mod	334	5	1.50%	1.20%	0.00%
032 Oxford Village - vac. red.	200	3	1.50%	1.50%	0.00%
034 Whitehall Apts - comp mod	249	2	0.80%	0.80%	0.00%
066 Holmecrest	84	2	2.38%	2.38%	0.00%
079 Plymouth Hall	71	71	100.00%	N/A	0.00%
<b>Total</b>	<b>1,399</b>	<b>211</b>	<b>13.08%</b>	<b>9.94%</b>	<b>9.15%</b>
<b>South Area</b>					
002 Tasker Homes	0	0	-	-	N/A
013 Wilson Park - Elderly	279	11	3.94%	3.94%	0.00%
113 Wilson Park - Multi-family (Mod.)	448	5	1.12%	1.12%	0.00%
031 Bartram Village	493	12	2.43%	2.43%	0.00%
061 Paschall Apts - vac. red.	221	17	7.69%	7.24%	0.00%
062 Point Breeze Court	71	5	7.04%	7.04%	0.00%
<b>Total</b>	<b>1,512</b>	<b>50</b>	<b>3.31%</b>	<b>3.24%</b>	<b>0.00%</b>
<b>West Area</b>					
018 Arch Homes	73	0	0.00%	0.00%	0.00%
024 Queen Lane	138	3	2.17%	2.17%	0.00%
035 Haddington Homes	148	2	1.35%	1.35%	0.00%
039 Westpark Apts	327	13	3.98%	3.67%	0.00%
045 Mantua Hall - vac. red.	152	2	1.32%	1.32%	0.00%
046 Haverford	24	0	0.00%	0.00%	0.00%
063 Katie B. Jackson(9 Units to S.S.)	59	4	6.78%	5.08%	0.00%
076 Emlen Arms	156	2	1.28%	1.28%	0.00%
093 Westpark Plaza	65	0	0.00%	0.00%	0.00%
<b>Total</b>	<b>1,142</b>	<b>26</b>	<b>2.28%</b>	<b>2.10%</b>	<b>0.00%</b>
<b>TOTAL CONVENTIONAL</b>	<b>7,405</b>	<b>382</b>	<b>5.16%</b>	<b>4.08%</b>	<b>2.69%</b>

**Appendix F: Vacancy Rates**

<b>VACANCIES as of 09/30/05</b>					<b>3/31/2007</b>
<b>SITE NAME / NUMBER</b>	<b>Available Units</b>	<b>Vacant Units</b>	<b>Actual Rate %</b>	<b>Adjusted Rate %</b>	<b>*Projected Adjusted %</b>
<b>Scattered Sites</b>					
901 Haddington/Overbrook	469	37	7.89%	4.26%	4.26%
063 Katie B. Jackson(9 Units from Conv.)	9	1	11.11%	11.11%	0.00%
902 Mantua	494	137	27.73%	12.75%	12.75%
903 Kingsessing	583	46	7.89%	3.26%	3.26%
904 Germantown/Hunting Park	465	73	15.70%	7.53%	7.53%
905 Fairhill Square	549	96	17.49%	6.38%	6.38%
030 Abbottsford Homes - mod	246	20	8.13%	8.13%	4.07%
<b>Total</b>	<b>2,815</b>	<b>410</b>	<b>14.56%</b>	<b>6.86%</b>	<b>5.46%</b>
<b>Scattered Sites</b>					
906 Francisville	599	166	27.71%	13.02%	13.02%
907 Ludlow	547	135	24.68%	5.67%	5.67%
908 Susquehanna	614	186	30.29%	16.45%	16.45%
909 Strawberry Mansion	697	276	39.60%	17.07%	17.07%
910 Oxford/Jefferson	567	224	39.51%	13.23%	13.23%
055A Parkview Apartments	20	2	10.00%	10.00%	0.00%
065 Collegeview	54	2	3.70%	3.70%	0.00%
100 C.B. Moore Homes	30	1	3.33%	3.33%	0.00%
104 Arlene Homes	32	1	3.13%	3.13%	0.00%
<b>Total</b>	<b>3,160</b>	<b>993</b>	<b>31.42%</b>	<b>12.97%</b>	<b>7.27%</b>
<b>TOTAL SCATTERED SITES</b>	<b>5,975</b>	<b>1,403</b>	<b>23.48%</b>	<b>10.09%</b>	<b>6.37%</b>
<b>TOTAL PHA</b>	<b>13,380</b>	<b>1,785</b>	<b>13.34%</b>	<b>6.76%</b>	<b>4.53%</b>
<b>Alternative Management Entities - PHA</b>					
083 Germantown	220	220	100.00%	0.00%	N/A
129 Cambridge Plaza II	40	0	0.00%	0.00%	0.00%
132 Suffolk Manor	137	1	0.73%	0.73%	0.00%
133 Richard Allen Homes - Phase III	71	0	0.00%	0.00%	0.00%
134 Richard Allen Homes - Phase III	107	0	0.00%	0.00%	0.00%
137 Cambridge Plaza	44	0	0.00%	0.00%	0.00%
138 Mt. Olivet	161	6	3.73%	3.73%	0.00%
139 Greater Grays Ferry Estates I-A	245	1	0.41%	0.41%	0.00%
143 Greater Grays Ferry Estates II-A	81	4	4.94%	4.94%	0.00%
144 Greater Grays Ferry Estates II-B	30	19	63.33%	63.33%	0.00%
145 Lucien E. Blackwell	80	1	1.25%	1.25%	0.00%
147 Cambridge III	40	0	0.00%	0.00%	0.00%
<b>Total</b>	<b>1,256</b>	<b>252</b>	<b>20.06%</b>	<b>2.55%</b>	<b>0.00%</b>
<b>Alternative Management Entities</b>					
121 Courtyard Apts. @ Riverview	470	57	12.13%	11.91%	0.00%
126 8 Diamonds	123	0	0.00%	0.00%	0.00%
141 8 Diamonds	29	0	0.00%	0.00%	0.00%
127 Spring Garden Scattered Sites	86	2	2.33%	2.33%	0.00%
128 Martin Luther King-Phase I	49	0	0.00%	0.00%	0.00%
130 Falls Ridge	135	1	0.74%	0.74%	0.00%
131 St. Anthony's Senior Residence	38	1	2.63%	2.63%	0.00%
136 Martin Luther King - Phase III	45	0	0.00%	0.00%	0.00%
146 St. Ignatius (Angela Ct.)	67	0	0.00%	0.00%	0.00%
<b>Total</b>	<b>1,042</b>	<b>61</b>	<b>5.85%</b>	<b>5.76%</b>	<b>0.00%</b>
<b>Combined AME Total</b>	<b>2,298</b>	<b>313</b>	<b>13.62%</b>	<b>4.00%</b>	<b>0.00%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>15,678</b>	<b>2,098</b>	<b>13.38%</b>	<b>6.36%</b>	<b>4.53%</b>

\* Projections for changes in the vacancy rates are based on adjusted rates using HUD exclusions to adjust the vacancy rate.

*MOVING TO WORK PLAN*  
*APPENDIX G*

## Appendix G: Uncollected Rent

SITE NAME / NUMBER	Rents as of 11/30/05		
	Rents Billed	Rents Uncollected	% Uncollected
<b>North Central -</b>			
001 Johnson Homes - vac. red.	115,239.00	5,094.98	4.42%
010 Raymond Rosen Manor - mod	137,761.00	27,617.67	20.05%
117 Raymond Rosen Manor - mod	10,474.00	2,252.23	21.50%
119 Raymond Rosen Manor - New	<i>included in Project 010</i>		
042 Champlost - mod	31,087.00	3,090.93	9.94%
049 Morton Homes	61,193.00	6,344.05	10.37%
050 Norman Blumberg Apts - comp mod	97,229.00	16,053.34	16.51%
077 Bentley	15,583.00	2,674.13	17.16%
<b>Total</b>	<b>468,566.00</b>	<b>63,127.33</b>	<b>13.47%</b>
<b>North Area</b>			
003 Richard Allen Homes - reconfig.	48,861.00	4,996.00	10.22%
014 Norris Homes	67,409.00	6,165.23	9.15%
015 Harrison Plaza - comp mod	74,056.00	6,832.61	9.23%
020 Spring Garden - vac. red.	43,318.00	657.06	1.52%
055B Fairhill Apts	49,225.00	6,856.13	13.93%
114 Gladys B. Jacobs	16,984.00	-138.00	-0.81%
<b>Total</b>	<b>299,853.00</b>	<b>25,369.03</b>	<b>8.46%</b>
<b>Northeast Area</b>			
023 Liddonfield - vac. red.	73,576.00	35,433.71	48.16%
029 Hill Creek - comp mod	69,343.00	8,195.36	11.82%
032 Oxford Village - vac. red.	48,108.00	3,339.61	6.94%
034 Whitehall Apts - comp mod	52,181.00	7,734.80	14.82%
066 Holmecrest	17,900.00	5,215.00	29.13%
079 Plymouth Hall	0.00	0.00	0.00%
<b>Total</b>	<b>261,108.00</b>	<b>59,918.48</b>	<b>22.95%</b>
<b>South Area</b>			
002 Tasker Homes	0.00	0.00	0.00%
013 Wilson Park - Elderly	53,243.00	2,328.74	4.37%
113 Wilson Park - Multi-family (Mod.)	99,636.00	5,649.81	5.67%
031 Bartram Village	88,568.00	7,436.99	8.40%
061 Paschall Apts - vac. red.	41,339.00	3,377.82	8.17%
062 Point Breeze Court	13,161.00	567.00	4.31%
<b>Total</b>	<b>295,947.00</b>	<b>19,360.36</b>	<b>6.54%</b>
<b>West Area</b>			
018 Arch Homes	129,224.00	40,408.83	31.27%
024 Queen Lane	214,371.03	24,826.25	11.58%
035 Haddington Homes	263,455.00	67,710.54	25.70%
039 Westpark Apts	451,955.70	49,332.99	10.92%
045 Mantua Hall - vac. red.	212,937.40	32,654.63	15.34%
046 Haverford	40,084.00	7,841.72	19.56%
063 Katie B. Jackson(9 Units to S.S.)	88,138.67	9,537.91	10.82%
076 Emlen Arms	273,380.00	26,787.76	9.80%
093 Westpark Plaza	105,358.00	14,197.68	13.48%
<b>Total</b>	<b>1,778,903.80</b>	<b>273,298.31</b>	<b>15.36%</b>
<b>TOTAL CONVENTIONAL</b>	<b>3,104,377.80</b>	<b>441,073.51</b>	<b>14.21%</b>

## Appendix G: Uncollected Rent

SITE NAME / NUMBER	Rents as of 11/30/05		
	Rents Billed	Rents Uncollected	% Uncollected
<b>Scattered Sites</b>			
030 Abbottsford Homes - mod	59,142.00	6,637.40	11.22%
901 Haddington/Overbrook	62,919.00	4,035.33	6.41%
902 Mantua	40,906.00	-7,051.40	-17.24%
903 Kingsessing	66,768.00	4,626.49	6.93%
904 Germantown/Hunting Park	53,813.00	1,631.85	3.03%
905 Fairhill Square	43,804.96	1,142.49	2.61%
063 Katie B. Jackson(9 Units from Conv.)	-	-	-
<b>Total</b>	<b>327,352.96</b>	<b>11,022.16</b>	<b>3.37%</b>
<b>Scattered Sites</b>			
054 Parkview Apartments	3,424.00	166.00	4.85%
065 Collegeview	10,321.00	443.00	4.29%
100 C.B. Moore Homes	7,069.00	-85.00	-1.20%
104 Arlene Homes	8,070.00	114.00	1.41%
906 Francisville	41,882.00	1,882.40	4.49%
907 Ludlow	43,722.00	3,094.60	7.08%
908 Susquehanna	47,592.00	1,292.26	2.72%
909 Strawberry Mansion	39,817.00	-1,536.74	-3.86%
910 Oxford/Jefferson	39,249.00	1,909.22	4.86%
<b>Total</b>	<b>241,146.00</b>	<b>7,279.74</b>	<b>3.02%</b>
<b>TOTAL SCATTERED SITES</b>	<b>568,498.96</b>	<b>18,301.90</b>	<b>3.22%</b>
<b>TOTAL PHA</b>	<b>3,672,876.76</b>	<b>459,375.41</b>	<b>12.51%</b>
<b>Alternative Management Entities - PHA</b>			
083 Germantown	N/A	N/A	-
129 Cambridge Plaza II	11,701.00	939.00	8.02%
132 Suffolk Manor	35,377.00	1,431.09	4.05%
133 Richard Allen Homes - Phase III	16,461.00	3,552.28	21.58%
134 Richard Allen Homes - Phase III	27,781.00	5,559.18	20.01%
137 Cambridge Plaza	9,487.00	1,450.00	15.28%
138 Mt. Olivet	39,089.00	-2,673.00	-6.84%
139 Greater Grays Ferry Estates	53,448.00	14,795.48	27.68%
143 Tasker Phase II	18,236.00	2,113.91	11.59%
145 LEB (MCLPI)	25,200.00	890.00	3.53%
147 Cambridge Plaza Phase III	10,433.00	563.00	5.40%
<b>Total</b>	<b>247,213.00</b>	<b>28,620.94</b>	<b>11.58%</b>
<b>Alternative Management Entities</b>			
053 Courtyard Apts. @ Riverview	58,582.00	10,702.00	18.27%
126 8 Diamonds	26,883.00	585.00	2.18%
141 8 Diamonds	<i>included in PA 126 - 8 Diamonds</i>		
127 Spring Garden Scattered Sites	14,976.00	1,310.00	8.75%
128 Martin Luther King-Phase I	7,944.00	557.00	7.01%
130 Falls Ridge	33,231.00	461.00	1.39%
131 St. Anthony's Senior Residence	4,642.00	320.00	6.89%
136 Martin Luther King-Phase II	9,587.00	454.00	4.74%
146 St. Ignatius (Angela Ct.)	22,960.00	550.00	2.40%
<b>Total</b>	<b>178,805.00</b>	<b>14,939.00</b>	<b>8.35%</b>
<b>Combined AME Total</b>	<b>426,018.00</b>	<b>43,559.94</b>	<b>10.22%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>4,098,894.76</b>	<b>502,935.35</b>	<b>12.27%</b>

*MOVING TO WORK PLAN*  
*APPENDIX H*

## Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/05	
	Emergency % Completed Under 24 Hours	Routine Average Days to Complete
<b>North Central -</b>		
001 Johnson Homes - vac. red.	100%	11
010 Raymond Rosen Manor - mod	100%	46
117 Raymond Rosen Manor - mod	100%	77
119 Raymond Rosen Manor - New	100%	<i>Included in 010</i>
042 Champlost - mod	100%	3
049 Morton Homes	100%	6
050 Norman Blumberg Apts - comp mod	100%	21
077 Bentley	100%	15
<b>Total</b>	<b>100%</b>	<b>23</b>
<b>North Area</b>		
003 Richard Allen Homes - reconfig.	100%	10
014 Norris Homes	100%	30
015 Harrison Plaza - comp mod	100%	49
020 Spring Garden - vac. red.	100%	22
055B Fairhill Apts	100%	20
114 Gladys B. Jacobs	100%	7
<b>Total</b>	<b>100%</b>	<b>23</b>
<b>Northeast Area</b>		
023 Liddonfield - vac. red.	100%	5
029 Hill Creek - comp mod	100%	13
032 Oxford Village - vac. red.	100%	1
034 Whitehall Apts - comp mod	100%	11
066 Holmecrest	100%	5
079 Plymouth Hall	<i>SITE IS VACANT</i>	<i>DUE TO FIRE</i>
<b>Total</b>	<b>100%</b>	<b>7</b>
<b>South Area</b>		
002 Tasker Homes	-	-
013 Wilson Park - Elderly	100%	18
113 Wilson Park - Multi-family (Mod.)	100%	24
031 Bartram Village	100%	15
061 Paschall Apts - vac. red.	100%	16
062 Point Breeze Court	100%	13
<b>Total</b>	<b>99%</b>	<b>13</b>
<b>West Area</b>		
018 Arch Homes	100%	20
024 Queen Lane	100%	13
035 Haddington Homes	100%	14
039 Westpark Apts	100%	16
045 Mantua Hall - vac. red.	100%	22
046 Haverford	100%	24
063 Katie B. Jackson(9 Units to S.S.)	100%	5
076 Emlen Arms	100%	3
093 Westpark Plaza	100%	12
<b>Total</b>	<b>100%</b>	<b>16</b>
<b>TOTAL CONVENTIONAL</b>	<b>100%</b>	<b>18</b>

## Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/05	
	Emergency % Completed Under 24 Hours	Routine Average Days to Complete
<b>Scattered Sites</b>		
901 Haddington/Overbrook	100%	16
063 Katie B. Jackson(9 Units from Conv.)	100%	5
902 Mantua	100%	26
903 Kingsessing	100%	17
904 Germantown/Hunting Park	100%	30
905 Fairhill Square	100%	27
030 Abbottsford Homes - mod	98%	13
<b>Total</b>	<b>100%</b>	<b>21</b>
<b>Scattered Sites</b>		
906 Francisville	100%	23
907 Ludlow	100%	22
908 Susquehanna	100%	23
909 Strawberry Mansion	100%	30
910 Oxford/Jefferson	100%	32
055A Parkview Apartments	100%	22
065 Collegeview	100%	16
100 C.B. Moore Homes	100%	13
104 Arlene Homes	100%	26
<b>Total</b>	<b>100%</b>	<b>24</b>
<b>TOTAL SCATTERED SITES</b>	<b>99%</b>	<b>24</b>
<b>TOTAL PHA</b>	<b>99%</b>	<b>21</b>
<b>Alternative Management Entities - PHA</b>		
083 Germantown	-	-
129 Cambridge Plaza II	100%	17
132 Suffolk Manor	100%	9
133 Richard Allen Homes - Phase III	100%	13
134 Richard Allen Homes - Phase III	100%	16
137 Cambridge Plaza	100%	24
138 Mt. Olivet	100%	17
139 Greater Grays Ferry Estates I-A	100%	16
143 Greater Grays Ferry Estates II-A	100%	31
144 Greater Grays Ferry Estates II-B	100%	-
145 Lucien E. Blackwell	100%	6
147 Cambridge III	100%	-
<b>Total</b>	<b>100%</b>	<b>17</b>
<b>Alternative Management Entities</b>		
053 Courtyard Apts. @ Riverview	100%	1
126 8 Diamonds	100%	1
141 8 Diamonds	100%	1
127 Spring Garden Scattered Sites	100%	1
128 Martin Luther King-Phase I	100%	5
130 Falls Ridge	100%	2
131 St. Anthony's Senior Residence	100%	1
136 Martin Luther King - Phase III	100%	5
146 St. Ignatius (Angela Ct.)	100%	1
<b>Total</b>	<b>100%</b>	<b>2</b>
<b>Combined AME Total</b>	<b>100%</b>	<b>19</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>100%</b>	<b>20</b>

*MOVING TO WORK PLAN*  
*APPENDIX I*

## Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/05	
	UPCS	UPCS
	Goal = 60%	Completed
<b>North Central -</b>		
001 Johnson Homes - vac. red.	100%	100%
010 Raymond Rosen Manor - mod	100%	100%
117 Raymond Rosen Manor - mod	100%	100%
119 Raymond Rosen Manor - New	100%	100%
042 Champlost - mod	100%	100%
049 Morton Homes	100%	100%
050 Norman Blumberg Apts - comp mod	100%	100%
077 Bentley	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>North Area</b>		
003 Richard Allen Homes - reconfig.	100%	100%
014 Norris Homes	100%	100%
015 Harrison Plaza - comp mod	100%	100%
020 Spring Garden - vac. red.	100%	100%
055B Fairhill Apts	100%	100%
114 Gladys B. Jacobs	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>Northeast Area</b>		
023 Liddonfield - vac. red.	100%	100%
029 Hill Creek - comp mod	100%	100%
032 Oxford Village - vac. red.	100%	100%
034 Whitehall Apts - comp mod	100%	100%
066 Holmecrest	100%	100%
079 Plymouth Hall	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>South Area</b>		
002 Tasker Homes	-	-
013 Wilson Park - Elderly	100%	100%
113 Wilson Park - Multi-family (Mod.)	100%	100%
031 Bartram Village	100%	100%
061 Paschall Apts - vac. red.	100%	100%
062 Point Breeze Court	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>West Area</b>		
018 Arch Homes	100%	100%
024 Queen Lane	100%	100%
035 Haddington Homes	100%	100%
039 Westpark Apts	100%	100%
045 Mantua Hall - vac. red.	100%	100%
046 Haverford	100%	100%
063 Katie B. Jackson(9 Units to S.S.)	100%	100%
076 Emlen Arms	100%	100%
093 Westpark Plaza	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>TOTAL CONVENTIONAL</b>	<b>100%</b>	<b>100%</b>

## Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/05	
	UPCS Goal = 60%	UPCS Completed
<b>Scattered Sites</b>		
901 Haddington/Overbrook	100%	100%
063 Katie B. Jackson(9 Units from Conv.)	100%	100%
902 Mantua	100%	100%
903 Kingsessing	100%	100%
904 Germantown/Hunting Park	100%	100%
905 Fairhill Square	100%	100%
030 Abbottsford Homes - mod	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>Scattered Sites</b>		
906 Francisville	100%	100%
907 Ludlow	100%	100%
908 Susquehanna	100%	100%
909 Strawberry Mansion	100%	100%
910 Oxford/Jefferson	100%	100%
055A Parkview Apartments	100%	100%
065 Collegeview	100%	100%
100 C.B. Moore Homes	100%	100%
104 Arlene Homes	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>TOTAL SCATTERED SITES</b>	<b>100%</b>	<b>100%</b>
<b>TOTAL PHA</b>	<b>100%</b>	<b>100%</b>
<b>Alternative Management Entities - PHA</b>		
083 Germantown	<i>SITE</i>	<i>CLOSED</i>
129 Cambridge Plaza II	100%	50%
132 Suffolk Manor	100%	100%
133 Richard Allen Homes - Phase III	100%	100%
134 Richard Allen Homes - Phase III	100%	51%
137 Cambridge Plaza	100%	100%
138 Mt. Olivet	100%	100%
139 Greater Grays Ferry Estates I-A	100%	100%
143 Greater Grays Ferry Estates II-A	100%	100%
144 Greater Grays Ferry Estates II-B	100%	93%
145 Lucien E. Blackwell	100%	100%
147 Cambridge III	100%	100%
<b>Total</b>	<b>100%</b>	<b>93%</b>
<b>Alternative Management Entities</b>		
053 Courtyard Apts. @ Riverview	100%	100%
126 8 Diamonds	100%	0%
141 8 Diamonds	100%	29%
127 Spring Garden Scattered Sites	100%	29%
128 Martin Luther King-Phase I	100%	100%
130 Falls Ridge	100%	96%
131 St. Anthony's Senior Residence	100%	100%
136 Martin Luther King - Phase III	100%	100%
146 St. Ignatius (Angela Ct.)	100%	0%
<b>Total</b>	<b>100%</b>	<b>73%</b>
	<b>100%</b>	<b>83%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>100.0%</b>	<b>98%</b>

*MOVING TO WORK PLAN*  
*APPENDIX J*

*THE RESIDENT SURVEY HAS BEEN PREVIOUSLY SUBMITTED AND  
APPROVED BY HUD.*

## Appendix J

### Resident Satisfaction Survey

During MTW Year Six, PHA intends to implement an annual public housing resident satisfaction survey. A copy of the draft survey follows. PHA assesses the survey results to determine resident satisfaction with PHA maintenance, management and other services. Survey results will be incorporated into the MTW Annual Report completed by PHA at the end of MTW Year Six. As in prior years, the survey administration will use trained door-to-door resident surveyors who will administer the survey to a statistically valid sample of PHA residents.

Resident ID: \_\_\_\_\_

Resident Address: \_\_\_\_\_

Interviewer Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Philadelphia Housing Authority Customer Service and Satisfaction Survey

Hello, my name is \_\_\_\_\_. I work with Tenant Support Services, Inc., a non-profit partner of the Philadelphia Housing Authority. The Housing Authority is conducting a survey to find out how satisfied you are with your living conditions and to help improve the quality of life in your development. Your participation in this survey is very important. Your answers to these questions will give PHA a good idea of how well the management of your development is meeting its commitments to you. The survey will only take about 15 minutes to complete. The answers you give will remain private. Your name will not be on the survey and will not be identified in any of the answers you give. A head of household should complete the survey. Please think of the past year when you answer each question. I want to thank you in advance for participating in the survey.

*(Interviewer: Fill in the box in the upper right corner. Do not write the resident's name on the survey. Verify that the respondent is the head of household. Indicate one response for each question by checking the resident's answer using a red pen or marker.)*

### Overall Satisfaction

#### 1. How satisfied are you with the following:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
Your unit/home?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Your development/building?	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input type="checkbox"/> 10
Your neighborhood?	<input type="checkbox"/> 11	<input type="checkbox"/> 12	<input type="checkbox"/> 13	<input type="checkbox"/> 14	<input type="checkbox"/> 15

### Maintenance and Repair

#### 2. Over the last year, how many times have you called for maintenance or repairs?

Have Never Called	1 to 3 Times	4 to 6 Times	More Than 6 Times	Does Not Apply
<input type="checkbox"/> 16	<input type="checkbox"/> 17	<input type="checkbox"/> 18	<input type="checkbox"/> 19	<input type="checkbox"/> 20

#### 3. If you called for NON-EMERGENCY maintenance or repairs (for example, leaky faucet, broken light, etc.), the work was usually completed in:

Have Never Called	Less Than 1 Week	1 to 4 Weeks	More Than 4 Weeks	Problem Never Corrected
<input type="checkbox"/> 21	<input type="checkbox"/> 22	<input type="checkbox"/> 23	<input type="checkbox"/> 24	<input type="checkbox"/> 25

4. If you called for **EMERGENCY** maintenance or repairs (for example, toilet plugged up, gas leak, etc.), the work was usually completed in:

Have Never Called	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 26	<input type="checkbox"/> 27	<input type="checkbox"/> 28	<input type="checkbox"/> 29	<input type="checkbox"/> 30

5. Based on your experience, how satisfied are you with:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
How <u>easy</u> it was to request repairs?	<input type="checkbox"/> 31	<input type="checkbox"/> 32	<input type="checkbox"/> 33	<input type="checkbox"/> 34	<input type="checkbox"/> 35
How <u>well</u> the repairs were done?	<input type="checkbox"/> 36	<input type="checkbox"/> 37	<input type="checkbox"/> 38	<input type="checkbox"/> 39	<input type="checkbox"/> 40
How well you were <u>treated by the person you contacted for repairs?</u>	<input type="checkbox"/> 41	<input type="checkbox"/> 42	<input type="checkbox"/> 43	<input type="checkbox"/> 44	<input type="checkbox"/> 45
How well you were <u>treated by the person doing the repairs?</u>	<input type="checkbox"/> 46	<input type="checkbox"/> 47	<input type="checkbox"/> 48	<input type="checkbox"/> 49	<input type="checkbox"/> 50

### Communication

6. Do you think management provides you information about:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Maintenance and repair (for example, water shut-off, boiler shut-down, modernization activities?)	<input type="checkbox"/> 51	<input type="checkbox"/> 52	<input type="checkbox"/> 53	<input type="checkbox"/> 54	<input type="checkbox"/> 55
The rules of your lease?	<input type="checkbox"/> 56	<input type="checkbox"/> 57	<input type="checkbox"/> 58	<input type="checkbox"/> 59	<input type="checkbox"/> 60
Meetings and events?	<input type="checkbox"/> 61	<input type="checkbox"/> 62	<input type="checkbox"/> 63	<input type="checkbox"/> 64	<input type="checkbox"/> 65

7. Do you think management is:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Responsive to your questions and concerns?	<input type="checkbox"/> 66	<input type="checkbox"/> 67	<input type="checkbox"/> 68	<input type="checkbox"/> 69	<input type="checkbox"/> 70
Courteous and professional with you?	<input type="checkbox"/> 71	<input type="checkbox"/> 72	<input type="checkbox"/> 73	<input type="checkbox"/> 74	<input type="checkbox"/> 75
Supportive of your resident/tenant organization?	<input type="checkbox"/> 76	<input type="checkbox"/> 77	<input type="checkbox"/> 78	<input type="checkbox"/> 79	<input type="checkbox"/> 80

8. Are you involved in a resident/tenant organization in your housing development?

Yes	<input type="checkbox"/> 81	No	<input type="checkbox"/> 82
-----	-----------------------------	----	-----------------------------

**Safety**

9. How safe do you feel:

	Very Safe	Safe	Unsafe	Very Unsafe	Does Not Apply
In your unit/home?	<input type="checkbox"/> 83	<input type="checkbox"/> 84	<input type="checkbox"/> 85	<input type="checkbox"/> 86	<input type="checkbox"/> 87
In your building?	<input type="checkbox"/> 88	<input type="checkbox"/> 89	<input type="checkbox"/> 90	<input type="checkbox"/> 91	<input type="checkbox"/> 92
In your parking area?	<input type="checkbox"/> 93	<input type="checkbox"/> 94	<input type="checkbox"/> 95	<input type="checkbox"/> 96	<input type="checkbox"/> 97

10. Do you think any of the following contribute to crime in your development? (Mark all that apply.)

Bad lighting	<input type="checkbox"/> 98	Residents don't care	<input type="checkbox"/> 102
Broken locks	<input type="checkbox"/> 99	Resident screening	<input type="checkbox"/> 103
Location of housing development	<input type="checkbox"/> 100	Vacant units	<input type="checkbox"/> 104
Police do not respond	<input type="checkbox"/> 101	Open-air drug activities	<input type="checkbox"/> 105

11. If residents in your development break the rules in the lease, does management take action?

Yes	No	Don't Know
<input type="checkbox"/> 106	<input type="checkbox"/> 107	<input type="checkbox"/> 108

12. Are you aware of any crime prevention programs available to residents (for example, Neighborhood Watch, Block Watch, Community Policing, Tenant Patrol, or Street Patrol)?

Yes	No	Does Not Apply
<input type="checkbox"/> 109	<input type="checkbox"/> 110	<input type="checkbox"/> 111

**Services**

13. Over the last year, how many problems, if any, have you had with electricity or heat?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 112	<input type="checkbox"/> 113	<input type="checkbox"/> 114	<input type="checkbox"/> 115	<input type="checkbox"/> 116

13a. If you had a problem with electricity or heat, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 117	<input type="checkbox"/> 118	<input type="checkbox"/> 119	<input type="checkbox"/> 120	<input type="checkbox"/> 121

14. Over the last year, how many problems, if any, have you had with kitchen appliances (for example, stove, refrigerator, etc.)?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 122	<input type="checkbox"/> 123	<input type="checkbox"/> 124	<input type="checkbox"/> 125	<input type="checkbox"/> 126

14a. If you had a problem with kitchen appliances, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 127	<input type="checkbox"/> 128	<input type="checkbox"/> 129	<input type="checkbox"/> 130	<input type="checkbox"/> 131

15. Over the last year, how many problems, if any, have you had with water or plumbing (for example, toilets, hot water, etc.)?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 132	<input type="checkbox"/> 133	<input type="checkbox"/> 134	<input type="checkbox"/> 135	<input type="checkbox"/> 136

15a. If you had a problem with water or plumbing, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 137	<input type="checkbox"/> 138	<input type="checkbox"/> 139	<input type="checkbox"/> 140	<input type="checkbox"/> 141

16. Over the last year, how many problems, if any, have you had with smoke detectors?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 142	<input type="checkbox"/> 143	<input type="checkbox"/> 144	<input type="checkbox"/> 145	<input type="checkbox"/> 146

16a. If you had a problem with smoke detectors, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 147	<input type="checkbox"/> 148	<input type="checkbox"/> 149	<input type="checkbox"/> 150	<input type="checkbox"/> 151

### Housing Development Appearance

17. How satisfied are you with the upkeep of the following areas in your development:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
Common areas (for example, stairways, walkways, hallways, etc.)?	<input type="checkbox"/> 152	<input type="checkbox"/> 153	<input type="checkbox"/> 154	<input type="checkbox"/> 155	<input type="checkbox"/> 156
Exterior of buildings?	<input type="checkbox"/> 157	<input type="checkbox"/> 158	<input type="checkbox"/> 159	<input type="checkbox"/> 160	<input type="checkbox"/> 161
Parking areas?	<input type="checkbox"/> 162	<input type="checkbox"/> 163	<input type="checkbox"/> 164	<input type="checkbox"/> 165	<input type="checkbox"/> 166
Recreation areas (for example, playgrounds and other outside facilities)?	<input type="checkbox"/> 167	<input type="checkbox"/> 168	<input type="checkbox"/> 169	<input type="checkbox"/> 170	<input type="checkbox"/> 171

**18. How often, if at all, are any of the following a problem in your development:**

	Never	Sometimes	Often	Always	Does Not Apply
Abandoned cars?	<input type="checkbox"/> 172	<input type="checkbox"/> 173	<input type="checkbox"/> 174	<input type="checkbox"/> 175	<input type="checkbox"/> 176
Broken glass?	<input type="checkbox"/> 177	<input type="checkbox"/> 178	<input type="checkbox"/> 179	<input type="checkbox"/> 180	<input type="checkbox"/> 181
Graffiti?	<input type="checkbox"/> 182	<input type="checkbox"/> 183	<input type="checkbox"/> 184	<input type="checkbox"/> 185	<input type="checkbox"/> 186
Noise?	<input type="checkbox"/> 187	<input type="checkbox"/> 188	<input type="checkbox"/> 189	<input type="checkbox"/> 190	<input type="checkbox"/> 191
Rodents and insects (indoors)?	<input type="checkbox"/> 192	<input type="checkbox"/> 193	<input type="checkbox"/> 194	<input type="checkbox"/> 195	<input type="checkbox"/> 196
Trash/litter?	<input type="checkbox"/> 197	<input type="checkbox"/> 198	<input type="checkbox"/> 199	<input type="checkbox"/> 200	<input type="checkbox"/> 201
Vacant units?	<input type="checkbox"/> 202	<input type="checkbox"/> 203	<input type="checkbox"/> 204	<input type="checkbox"/> 205	<input type="checkbox"/> 206

**Conclusion**

**19. If there is a person with a permanent disability in your household who has difficulty moving around, did your management make necessary changes to your unit if you requested them (for example, grab bars, lowered light switches, wheelchair access)?**

Made No Such Request	Yes	No	Does Not Apply
<input type="checkbox"/> 207	<input type="checkbox"/> 208	<input type="checkbox"/> 209	<input type="checkbox"/> 210

**20. Since moving into your current residence, have you been told by a doctor, nurse, or the local health department that any of your children (who live with you) have lead poisoning or a high level of lead in their blood?**

Yes	No
<input type="checkbox"/> 211	<input type="checkbox"/> 212

**21. Would you recommend your housing development to a friend or family member seeking public housing?**

Yes	No	Don't Know
<input type="checkbox"/> 213	<input type="checkbox"/> 214	<input type="checkbox"/> 215

**General Information**

**22. What is your gender?**

Male	Female
<input type="checkbox"/> 216	<input type="checkbox"/> 217

**23. How old are you?**

18-24	25-34	35-44	45-54	55-61	62+
<input type="checkbox"/> 218	<input type="checkbox"/> 219	<input type="checkbox"/> 220	<input type="checkbox"/> 221	<input type="checkbox"/> 222	<input type="checkbox"/> 223

**24. What is your race/ethnicity (mark all that apply)?**

Caucasian/ White	African-American/ Black	Asian/ Pacific Islander	Native American/ Indian	Hispanic	Other
<input type="checkbox"/> 224	<input type="checkbox"/> 225	<input type="checkbox"/> 226	<input type="checkbox"/> 227	<input type="checkbox"/> 228	<input type="checkbox"/> 229

**25. How long have you lived in your housing development?**

Less Than 6 Months	6 Months to 2 Years	2 to 5 Years	Over 5 Years
<input type="checkbox"/> 230	<input type="checkbox"/> 231	<input type="checkbox"/> 232	<input type="checkbox"/> 233

**26. How much do you pay in rent each month (including utilities)?**

Less Than \$100 Per Month	\$100 to \$199 Per Month	\$200 to \$299 Per Month	\$300 to \$399 Per Month	\$400 to \$499 Per Month	\$500 or More Per Month
<input type="checkbox"/> 234	<input type="checkbox"/> 235	<input type="checkbox"/> 236	<input type="checkbox"/> 237	<input type="checkbox"/> 238	<input type="checkbox"/> 239

**Thank you for completing the Customer Service and Satisfaction Survey!**

*MOVING TO WORK PLAN*  
*APPENDIX K*

**REQUEST FOR EXTENSION OF THE  
MOVING TO WORK AGREEMENT FOR THE  
PHILADELPHIA HOUSING AUTHORITY.**

**JULY 21, 2004 (LETTER TO HUD).  
SEPTEMBER 7, 2004 (LETTER TO HUD).  
AUGUST 16, 2004 (LETTER FROM HUD).  
JUNE 7, 2005 (LETTER TO HUD).**



**PATTON BOGGS** LLP  
ATTORNEYS AT LAW

2550 M Street NW  
Washington DC 20037  
(202) 457-6000

Facsimile (202) 457-6315

July 21, 2004

Florence W. Prioleau  
(202) 457-5686  
fprioleau@pattonboggs.com

VIA FACSIMILE : (202) 708-2476

The Honorable Alphonso Jackson  
Secretary  
U.S. Department of Housing and Urban Development  
451 7th Street, S.W.  
Washington, DC 20410

Re: Request for Extension of the Moving to Work Program in the City of Philadelphia

Dear Secretary Jackson:

This firm represents the Philadelphia Housing Authority (PHA). I have been asked to provide some additional information to you regarding the extension of PHA's Moving to Work (MTW) program as requested by Mayor John Street and PHA Executive Director Carl Greene in their June 23<sup>rd</sup> meeting with you.

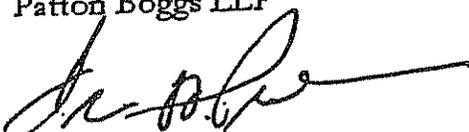
The MTW program is critically important to the City of Philadelphia. PHA has been able to use the flexibility granted by the MTW program to leverage federal funds to generate millions of dollars in private investment, which has facilitated the development of hundreds of quality new and renovated housing units and has transformed blighted neighborhoods into highly desirable places to live. Those accomplishments satisfied two of the three Congressionally-mandated goals of MTW – to increase housing choices for low-income families and to achieve greater cost-effectiveness of federal expenditures. The third goal requires that PHA provide incentives for families to become economically self-sufficient. PHA has embraced that goal with such initiatives as the Pre-Apprenticeship Training Program and a Family Self-Sufficiency Center which involve residents in establishing goals and opportunities for self-sufficiency and building their employment skills.

The achievements outlined in this letter are described in detail in the enclosed memorandum. This memorandum spells out why HUD should approve the request to extend PHA's participation in the MTW program for five additional years beyond the current March 31, 2008 expiration date. The MTW program has been the catalyst for major improvements in affordable housing and deserves HUD's strong support.

The Honorable Alphonso Jackson  
July 21, 2004  
Page 2

On behalf of the Philadelphia Housing Authority, thank you, Mr. Secretary, for considering this request. We look forward to hearing from you.

Sincerely,  
Patton Boggs LLP



Florence W. Prioleau

Enclosure

cc: The Honorable John F. Street, Esq.  
Carl R. Greene



2550 M Street NW  
Washington DC 20037  
(202) 457-6000

Facsimile (202) 457-6315

## Memorandum

---

Date: July 14, 2004  
Subject: Request to HUD to Extend the Philadelphia Housing Authority  
Moving to Work Program

---

The purpose of this memorandum is to request that the Department of Housing and Urban Development ("HUD") extend the duration of the Moving To Work Demonstration Program (the "MTW Program") for the Philadelphia Housing Authority (the "Authority"). According to the agreement between HUD and the Authority dated February 28, 2002 (the "MTW Agreement"), the MTW Program is scheduled to terminate on March 31, 2008. The Authority proposes to extend the program for another five years beyond that date.

As discussed in more detail in this memorandum, the Authority has successfully used the MTW Program to leverage millions of dollars of private and other non-federal funds that have transformed the housing market by making available more housing choices at affordable prices for low and moderate income families in Philadelphia. Such success clearly justifies the extension. A review of the legislative history of MTW reveals no express or implied legislative, statutory or regulatory proscription that would prevent HUD from granting this request. Moreover, precedent has been established by HUD's extending the MTW Programs for other housing authorities.

### HUD's Authority to Implement and Extend MTW Programs

The MTW program was established by Section 204 of the Omnibus Consolidated Rescissions and Appropriations Act of 1996 (Pub. L. 104-134)(the "1996 Appropriations Act" or the "Act"). In the Act, Congress stated the objectives of the MTW program:

The purpose of this demonstration is to give public housing agencies and the Secretary of Housing and Urban Development the flexibility to design and test various approaches for providing and administering housing assistance that: reduce

cost and achieve greater cost effectiveness in Federal expenditures; give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and increase housing choices for low-income families.<sup>1</sup>

The Act neither expressly nor impliedly limits the authority of HUD to extend MTW programs. Indeed, the Act emphasizes flexibility on the part of both HUD and the Authority. Legislation enacted subsequent to the Act, and regulations promulgated thereunder, do not terminate or diminish HUD's authority to implement or to extend these programs.

Congress clearly supports flexibility in public housing programs. In the Conference Report accompanying the 1996 Appropriations Act, Congress, in discussing the expansion of eligible uses of housing modernization funds, states what can be regarded as its vision for public housing:

The conferees agree that it is critical to *deregulate* the public and assisted housing portfolios by providing them with *the greatest degree of flexibility possible*, and therefore agree to expand the eligible uses of modernization funds to capital purposes.<sup>2</sup> [*Emphasis added.*]

In complying with the spirit of the Act, and consistent with the Administration's policy objectives in other housing initiatives, HUD's Notice of Funding Availability emphasized flexibility in articulating the expectations for those housing authorities applying to participate in the MTW Program.

The MTW demonstration presents an opportunity to design and implement innovative housing and self-sufficiency strategies by giving [housing authorities] and HUD expansive new authority to use HUD assistance flexibly and to design demonstration programs outside the restrictions of the United States Housing Act of 1937.

\*\*\*

HUD expects [housing authorities] to take the lead in meeting the opportunities and responsibilities presented by MTW to plan and implement innovative programs that effectively address locally identified needs.<sup>3</sup>

HUD selected the Authority, among others, to participate in the program. HUD and the Authority memorialized the terms governing the Authority's participation in the MTW Agreement. There is nothing in the MTW Agreement that precludes an extension of the Authority's MTW Program. In fact, the MTW Agreement states that HUD will cooperate to extend successful MTW

---

<sup>1</sup> See Section 204 (a) of the 1996 Appropriations Act.

<sup>2</sup> Conference Report to Accompany H.R. 3019, Making Appropriations for Fiscal Year 1996 to Make a Further Downpayment Toward a Balanced Budget, and for Other Purposes, Rep. 104-537 (Apr. 25, 1996).

<sup>3</sup> Federal Register, Vol. 61, No.244, December 18, 1996, p. 66857.

Program activities even after the scheduled termination.<sup>4</sup> HUD must have believed it had the authority to grant such an extension when it executed the Agreement with that provision in it.

### Precedent for Extending the MTW Program

There is established precedent for the extension by HUD of MTW Program agreements. For example, the housing authorities of Portland, Oregon, Seattle, Washington, and Cambridge, Massachusetts each have extended their MTW programs through HUD.

The more recent MTW agreements HUD signed with King County, Washington, Oakland, California, Washington, DC and Atlanta, Georgia will keep HUD in the business of overseeing MTW at least until 2010 or 2011. Thus, extending the Authority's MTW Program, as requested, would not pose a burden to HUD.

As the material below indicates, in the relatively short time since the MTW Program began in Philadelphia in April, 2001, the successes achieved by the Authority have been numerous and far-reaching, justifying HUD's extension of that program.

### The Authority's Successful Track Record and Accomplishment of Statutory Objectives Justify the Extension of Philadelphia's MTW Program

The Authority is in its fourth successful year of the MTW Program. Recognized as a nationwide leader in providing public housing, the Authority is the nation's fourth largest public housing authority. The Authority houses well over 79,000 residents<sup>5</sup> in 12,696 occupied units in 43 conventional public housing developments, 15 scattered site developments and 5 alternatively managed developments.<sup>6</sup>

Today, due in large part to the Authority's participation in the MTW Program, the Authority is a leader in the design and construction of affordable housing, as it continues to build and modernize homes throughout Philadelphia. In doing so, the Authority continues to accomplish the three main statutory goals<sup>7</sup> of the MTW Program:

1. Achieving greater cost effectiveness in Federal expenditures. Under MTW, the Authority has leveraged MTW funds to generate millions of dollars in private investment. The MTW Program enables the Authority to operate more efficiently, which in turn attracts private investment and willing local and state government partners. For example, the Authority has

---

<sup>4</sup> See Article II of the MTW Agreement.

<sup>5</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 2.

<sup>6</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

<sup>7</sup> See *supra*, footnote 1 and accompanying text of Section 204 (a) of the 1996 Appropriations Act.

secured over \$55 million in funding to enhance resident-oriented programs.<sup>8</sup> The MTW Program enables the Authority to enter into partnerships with state and local government. For example, the Authority continues to receive support from the Pennsylvania Housing Finance Agency through its Low-Income Housing Tax Credit program, which generated \$106 million in equity funds to support Authority projects, of which \$22 million was raised during 2003.<sup>9</sup> The Authority is recognized as a leader in management and public housing program effectiveness. The Authority continues to receive Standard and Poors' highest credit rating.<sup>10</sup> Separately, S&P gave the Authority a "strong" rating for overall performance, the highest rating awarded to any public housing authority in the United States.<sup>11</sup> S&P also noted that the Authority's "highly sophisticated technological capabilities" exceed those of any other housing authority that S&P evaluated.<sup>12</sup> Strong management by the Authority enables it to improve public housing and initiate innovative and effective public housing programs. For example, the Authority began a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). The Authority is also commencing implementation of a recently-approved rent simplification system.<sup>13</sup> With respect to other initiatives, the approval of the Tasker Homes bond financing indicates a high level of confidence in the Authority's implementation of the MTW Program and other housing initiatives.<sup>14</sup>

2. Providing incentives for families to become economically self-sufficient. Due in large part to the MTW Program, the Authority has successfully implemented numerous programs designed to help families become economically self-sufficient and less dependent on public housing. The Authority utilized the flexibility of the MTW Program to make changes to its Housing Choice Voucher ("HCV") program. The Authority implemented a new HCV measure, Family Economic Development Action Plans, in which the Authority established a seven-year time limit on HCV program participation with limited exceptions, which is

---

<sup>8</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16 ("Key partnerships were implemented or continued with local banks, Temple University, Penn State University, the Philadelphia Health Institute, Department of Human Services, PCOA, PWDC and others.").

<sup>9</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 25.

<sup>10</sup> Philadelphia Housing Authority internal records.

<sup>11</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

<sup>12</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 23.

<sup>13</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 19.

<sup>14</sup> See Philadelphia Housing Authority 2003-2004 Accomplishments Report at 5 ("PHA's government and agency partners exhibited extensive, direct support for PHA's Strategic Operating Plan objectives. These partnerships are in evidence in every aspect of PHA operations from redevelopment activity, to public safety, to supportive services. MTW Designation, receipt of Low-Income Housing Tax Credit commitment and approval of the Tasker Homes innovative bond financing approach in recent years all indicate a high level of confidence in PHA by its agency partners."). The original Tasker Homes included more than 1,000 units. The new Tasker units, when completed in 2006, will feature 554 homes and a large community center. The Authority's Tasker developments, as well as many others, demonstrate the effectiveness of the Agency in planning and bringing about major public-and private supported housing investments.

intended to encourage self-sufficiency. As noted in a very favorable editorial in the Philadelphia Daily News, "[n]o other housing authority in the country is trying this approach, which was based in part on discussions with neighborhood advisory groups."<sup>15</sup> The goal to encourage self-sufficiency comes with a commitment to help families make the transition. For example, the Authority established the MTW Family Services Department.<sup>16</sup> This past year, the Authority continued to operate and enhance its Family Self-Sufficiency Center ("FSS"), which included ten partners that work with the Authority to operate a computer center and testing and training facilities where career counseling, GED preparation, childcare referrals and other services are provided.<sup>17</sup> In the past two years of the Authority's MTW Program, 156 households have increased their income so that they no longer need HCV subsidies. Between August 2003 and March 31, 2004, 2,657 residents signed Authority Action Plans.<sup>18</sup> These Action Plans help establish self-sufficiency goals for families. In addition to the Action Plan, families are required to sign an MTW agreement, which describes participant responsibilities. The Authority reports that, to date, 8,549 households have signed MTW agreements since April 2003.<sup>19</sup> Moreover, in the Authority's continuing efforts to bring about economic mobility, the Authority has partnered with a range of organizations to commit over 700 vouchers under its new Unit-Based Subsidy RFP Program.<sup>20</sup> The Authority's Pre-Apprenticeship Training Program is another example of graduating individuals into the workforce.<sup>21</sup> The Authority made substantial progress toward fully implementing MTW family support services, including the development of new training partnerships, and hiring of Economic Self-Sufficiency Coordinators.<sup>22</sup>

3. Increasing housing choices for low-income families. The MTW flexibility has made it easier to address the City's overwhelming need for capital development which is estimated at beyond \$1 billion. Through vacancy reduction and revitalization efforts, a significant portion

---

<sup>15</sup> June 2, 2003, p. 17.

<sup>16</sup> Philadelphia Housing Authority 2002-2003 Accomplishments Report at 14.

<sup>17</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 6.

<sup>18</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16.

<sup>19</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16.

<sup>20</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 5.

<sup>21</sup> The Authority provides the successful Pre-Apprenticeship Training Program in partnership with building trade unions. Since the program's inception in 1999, 129 graduates have become full building trade union members. Another 18 are in the Laborers union. Aside from learning building trade skills, all students receive adult education and life skills training. The program is comprised of 21 weeks of academic and hands-on training, that requires a rigorous 40 hour per week commitment. It has two sessions per year graduating 60-65 students. 84% of the program graduates go on to full time jobs. Since the programs inception in 1999, 129 graduates have become full building trade union members. Another 18 are in the Laborers union. Aside from learning building trade skills, all students receive adult education and life skills training as well. About 30% of all graduates decide to use that training to move on to jobs in other fields. *See generally*, Philadelphia Housing Authority 2003-2004 Accomplishments Report at 6.

<sup>22</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16.

of which have been accomplished under the MTW Program, the Authority rehabilitated 296 previously-vacant scattered site public housing units and 833 conventional units. Through the Authority's model Home Selection Day initiative, approximately 1,100 families and individuals were able to select and move in to new affordable apartments. To help ensure successful tenancies, many of these families receive case management, employment training and other support services from partner agencies of the Authority.<sup>23</sup> In addition, the Authority accelerated the pace of its Housing Choice Voucher Homeownership program with 39 sales in 2003 and plans to sell another 100 homes in 2004.<sup>24</sup>

The foregoing achievements can be multiplied with extension of the MTW Program. Over the coming years, the Authority will continue its MTW Program initiatives, including rent simplification system changes, and the Unit Based and Community Partners programs, and will pursue the Dislocated Worker Voucher Program.<sup>25</sup> There is more to learn from the MTW program. In fact, the Authority is just beginning to see positive results from the seven-year time limit placed on Housing Choice Vouchers which support the Authority's overall self-sufficiency objectives, such as the 2657 residents who signed Authority Action Plans as noted above, and the 500 persons who have participated in the homeownership counseling workshop over the past year. Extending these programs will allow the Authority and HUD to determine if these and other efforts will result in cost savings. Most importantly, with reduced federal resources, the MTW Program extension is critical to enabling the Authority to raise funds from other sources to meet the need for quality affordable housing in Philadelphia.

Finally, the accomplishments of the MTW program have been touted in the local press. In a city where there is an insufficient supply of decent rental properties to support the Section 8 voucher program, the flexibility and leveraging aspects of MTW have created housing for under privileged families and "turned [the Philadelphia Housing Authority] into an economic engine of sorts in the region", because of the many positive effects for the local economy, according to the Philadelphia Business Journal.<sup>26</sup> The article goes on to discuss the impact of Tasker Homes, Mill Creek and Cambridge Plaza—three redevelopment projects that have transformed blighted neighborhoods into highly desirable housing choices, including new townhouses and duplexes. The Cambridge Plaza project was undertaken after the Authority failed to obtain a Hope VI grant. The project was accomplished with about \$10.6 million in MTW flexible funds (about 40% of the total project cost) which were leveraged to produce private funding for the project. Cambridge Plaza became the focus of an article in the Philadelphia Inquirer titled "PHA Introduces New-Style Complex".<sup>27</sup>

---

<sup>23</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

<sup>24</sup> Philadelphia Housing Authority 2003-2004 Accomplishments Report at 5.

<sup>25</sup> Philadelphia Housing Authority 2002-2003 Accomplishments Report at 9.

<sup>26</sup> Philadelphia Business Journal, Vol. 22, No. 36, October 24, 2003, p. 1.

<sup>27</sup> Philadelphia Inquirer, October 1, 2003, p.B-6.

**Conclusion**

The Moving to Work Demonstration Program embodies what should be the long-term goal of all assistance programs—to encourage the rewards of economic self-sufficiency for needy families. At the same time, the administrative flexibility necessary to implement creative financing alternatives is a feature of MTW. In light of the absence of any legislative or statutory proscription on HUD's authority or ability to extend the duration of the MTW Program, the Authority submits its request for an extension based upon a successful track record of accomplishment under this program. Because HUD in the past has extended successful MTW programs, the Authority's request does not establish new precedent, but seeks to take equal advantage of precedent that has already been established by HUD. The request should be granted.



**Philadelphia Housing Authority**  
Building Beyond Expectations

**Carl R. Greene**  
Executive Director

September 7, 2004

The Honorable Alphonso Jackson, Secretary  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street, S.W.  
Washington, D.C 20410

**RE: Request for Extension of the Moving to Work Agreement for the Philadelphia Housing Authority**

Dear Secretary Jackson:

I appreciate the Department's response to our request, by letter dated July 21, 2004, from Florence Prioleau, of Patton Boggs LLP, our outside counsel, for an extension of the Moving to Work Agreement (MTW) between the U.S. Department of Housing and Urban Development (HUD) and the Philadelphia Housing Authority (PHA) (the MTW Agreement). (Attached are copies of that request and the response letter dated August 16, 2004, from Milan Ozdinec, Deputy Assistant Secretary, Office of Public Housing Investments, to Florence Prioleau). As you know, the MTW program is essential to PHA's ability to continue its success in efficiently carrying out its overall strategic goals, including helping families achieve self-sufficiency, improving and increasing the stock of quality affordable housing, and revitalizing neighborhoods throughout the City of Philadelphia.

The purpose of this correspondence is to ensure that the Department fully appreciates why it is of critical importance to PHA that its MTW Agreement is immediately extended, rather than waiting until a time closer to our current expiration date of March 31, 2008. As stated in our earlier correspondence, a key element of our MTW program is our ability to leverage millions of dollars in private money to complete our \$1 billion capital investment program that is urgently needed to improve housing opportunities for low-income Philadelphians. Without the assurance that our MTW agreement will be in place for an additional five years, it will be increasingly difficult and expensive for us to attract the necessary private investment to continue this transformation.

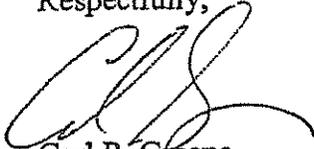
Another important aspect of our MTW demonstration is our innovative and cost-effective use of Section 8 funds to empower our residents to achieve self-sufficiency within seven (7) years, through the provision of intensive counseling, job training and other supportive services. Given that the term of our MTW Agreement is also seven (7) years, we will be unable to fully determine the effectiveness of this program, unless the term is extended, because our MTW authority will expire while many families are in the middle of the program. As a result, we will be unable to effectively help these families develop achievable self-sufficiency plans. Unless PHA receives an extension of our MTW

Agreement soon, we could not ensure our ability to fulfill our obligations to families that succeed in completing the requirements, and, therefore, may be forced to discontinue this important program that is already making a positive difference our community.

PHA has made significant up-front investments in developing and implementing its new way of doing business under MTW — we are already seeing positive results. However, the uncertainty of whether we will be able to extend this program will, as time goes on, impair our ability to realize all of the benefits MTW could yield. Our inability to plan for the coming years will make us less cost-effective and, as a result, less successful.

For these compelling reasons, and in the absence of a clear legal prohibition against granting an extension, I ask that you give immediate consideration to granting PHA's request. If you have any additional questions, please contact me at (215) 684-4174. I look forward to your response.

Respectfully,



Carl R. Greene  
Executive Director

Enclosure

cc: Mr. Michael Liu, Assistant Secretary, U.S. Department of Housing & Urban Development

Mr. Milan Ozdinec, Deputy Assistant Secretary, U.S. Department of Housing & Urban Development



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-5000

ASSISTANT SECRETARY FOR  
PUBLIC AND INDIAN HOUSING

AUG 16 2004

Ms. Florence W. Prioleau  
Patton Boggs LLP  
Attorneys At Law  
2550 M Street NW  
Washington, DC 20037

Dear Ms. Prioleau:

On behalf of Secretary Jackson, thank you for your letter of July 21, 2004, requesting an extension of the Philadelphia Housing Authority's (PHA) Moving to Work (MTW) demonstration program. The U.S. Department of Housing and Urban Development (HUD) has enjoyed working closely with PHA on its demonstration for the past four years, and supporting its efforts whenever possible.

As we move further away from the 1996 statute authorizing the MTW demonstration, HUD's General Counsel has cautioned that the ability to continue to waive statutes and approve amendments becomes much less clear. While I appreciate your arguments on behalf of PHA, the ability to extend Agreements indefinitely is not absolute. Due diligence requires that we consider potential impacts on existing policies and repercussions on limited resources. In fact, although the Congress proposed providing HUD with guidance regarding extensions for MTW participants, that language was deleted from the final appropriations bill.

As the Department seeks additional legislative guidance and works to develop an appropriate extension policy, HUD will take the request to extend the PHA's MTW Agreement under consideration, especially as HUD moves closer to the Agreement's March 31, 2008 termination date.

Thank you for your interest in the Department's programs. If I can be of further assistance, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "Milan Ozdinec", with a long horizontal flourish extending to the right.

Milan Ozdinec  
Deputy Assistant Secretary  
Office of Public Housing Investments

File  
CCB Sign  
June 2005



# Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene  
Executive Director

June 7, 2005

The Honorable Steven B. Nesmith, Assistant Secretary  
Congressional and Intergovernmental Relations  
U.S. Department of Housing & Urban Development  
451 Seventh Street, S.W.  
Room 10120  
Washington, D.C. 20410

**RE: PROPOSED STATE AND LOCAL HOUSING FLEXIBILITY ACT OF 2005**

Dear Assistant Secretary Nesmith:

Thank you again for joining us in Philadelphia for the HOPE VI check presentation. We were aware of your extremely tight schedule and very much appreciate your finding the time to work us in.

As we briefly discussed just before the news conference, there is no matter of greater importance to PHA at this moment than the extension of our Moving To Work (MTW) agreement. The HOPE VI award will give PHA and the Ludlow neighborhood another much needed jolt, but the MTW agreement has brought something even more significant to PHA: funding stability and predictability, which has enabled us to leverage millions in private investment.

We believe that HUD's proposed State and Local Housing Flexibility Act of 2005 (SLHFA), S. 1777, may be the right program for some housing authorities, but we have compared that program's features with our version of MTW and, for PHA, at least, our MTW agreement much better facilitates our future success. As a result, we ask that you assist us in making permanent our current MTW agreement. Our key areas of concern regarding SLHFA include the proposed funding formula, income targeting and the assessment system.

The funding formula under the "new" MTW Program proposed in Title III of SLHFA would harm our ability to revitalize distressed communities and would make leveraging private investment more difficult. PHA has worked very hard to earn its reputation as a first class developer and management organization. We have formed numerous partnerships with private financial institutions, received Standard and Poor's top credit rating for our bonds, earned the highest "raises" on our LIHTC issues and have raised more than \$150 in private equity, enabling PHA to rebuild Philadelphia's neighborhoods at a rate few thought possible. The funding formula we have established under MTW, which ensures us a more consistent funding stream, has made all this possible. In contrast, while SLHFA allows PHA to continue combining its funding streams, its funding formula is less predictable. For example, under HUD's proposed operating fund rule, PHA would suffer an annual

12% decrease – that's \$8.6 million – based on current appropriations. We would be subject to similar or greater decreases each year thereafter. Most importantly, the change would undermine confidence among investors and lenders, resulting in a decrease of private funding opportunities.

This proposal from HUD would perpetuate a disturbing and unfair trend of draining dollars from the Northeastern states and allocating those dollars to the South and Southwest. This kind of change would penalize the low-income citizens of Pennsylvania for the mere fact that they happen to live in an older region of the country.

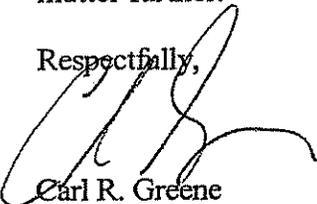
HUD's proposed income targeting included in SLHFA would have PHA seeking higher-income residents, a change we believe is unnecessary. Under MTW, PHA has implemented a plan that allows us to continue to serve the same number of low-income residents while still attracting more families of higher incomes. We have accomplished that feat through our ability to raise private investment and build more mixed-income communities, including several hundred affordable homeownership units.

HUD's proposed assessment system would require PHA to be measured against federally established standards instead of locally determined goals. The problem with this idea is that different markets call for differing approaches. For example, we have developed a locally-based Housing Choice Voucher Program that addressed concerns of housing advocates and community groups that even our former critics now concede works for Philadelphia's neighborhoods. We could not have made the dramatic reforms – such as requiring all voucher families to adhere to an economic self-sufficiency action plan – had we been tied to the "one size fits all" proposed assessment system.

With all this in mind, we propose that HUD allow housing authorities already designated as MTW to be given the option to make permanent their current MTW agreements or convert to the new SLHFA program. That would give agencies like PHA the opportunity to build on their successes, while providing other authorities, which may not be as successful, with new opportunities.

Thank you again for your support of PHA's latest HOPE VI project. We intend to quickly put that money to work. And, we appreciate your support of this request to help make our MTW agreement permanent. Please contact me at 215.684.4174 if you have any questions or wish to discuss this matter further.

Respectfully,

  
Carl R. Greene  
Executive Director

**REQUEST TO USE PROGRAM INCOME FOR  
ENTREPRENEURIAL ACTIVITIES IN ACCORDANCE WITH  
MOVING TO WORK PLAN AND AGREEMENT.**

**AUGUST 3, 2004 (LETTER TO HUD).**

**OCTOBER 20, 2004 (LETTER TO HUD).**

**JANUARY 7, 2005 (LETTER FROM HUD).**

**SEPTEMBER 14, 2005 (LETTER TO HUD).**



# Philadelphia Housing Authority

Building Beyond Expectations

**Carl R. Greene**  
Executive Director

August 3, 2004

Mr. Milan Ozdinec  
Deputy Assistant Secretary  
Office of Public Housing and Urban Development  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street S.W.  
Room 4142  
Washington, DC 20410

Re: Request for Waivers Pursuant to Moving to Work Authority

Dear Mr. Ozdinec:

It was a pleasure to host you and your staff last week. We were happy that you had an opportunity to tour our new developments and witness first hand the fruit of our collective labor. I was also pleased that we had the time to discuss some of the issues that we have encountered in connection with the development and management of our tax credit and homeownership developments. We found our discussions with you and your staff regarding expanding our entrepreneurial ventures very thought provoking. In fact, the Philadelphia Housing Authority ("PHA") would like to seize the moment to utilize its MTW authority to apply the expertise it has developed in connection with the development, construction and management of our various development projects, to become more entrepreneurial and undertake additional income-generating activities on a demonstration basis. The ultimate objective of such a demonstration program would be to make PHA less reliant on Federal funding and create a new model for the generation of income for housing authorities. However, as set forth more fully herein, in order to effectuate this program, PHA will need to obtain waivers from certain regulations and guidelines.

As you are aware, the PHA has always been cognizant of the need to function in an entrepreneurial manner, and, as a result, began self-developing its tax credit developments several years ago. PHA has been a pioneer in this regard, particularly in the manner in which we have been able to leverage millions of dollars in private funds and self-develop large-scale tax credit and homeownership projects. However, being a pioneer has some disadvantages. In many instances, the PHA structures development projects in a manner that are cost effective and expedient, such as the Tasker Homeownership project, which utilized low interest bond proceeds in order to reduce borrowing costs, but are not necessarily contemplated by the Federal regulations or

require some level of interpretation to bring about the desired result - namely the cost effective development of replacement housing units for low-income individuals. As a result, in order to achieve our common objectives in certain situations, we find that we need to use our authority under our Moving To Work designation that allows us some statutory and regulatory flexibility.

As we discussed last week, there are several areas that we feel hamper our ability to develop and manage our tax credit developments and our ability to function in a more entrepreneurial fashion, and, as a result, pursue other income generating activities. Of particular issue are the program income restrictions found at 24 CFR Part 85.25, which limit our ability to utilize program income derived from developer fees and home sales, and HUD's Safe Harbor Standards that limit PHA's ability to receive a management fee in connection with its management of privately owned tax credit site. The restrictions on the use of these funds creates an uneven playing field that prevents the PHA from competing in the marketplace with private developers and property managers.

Over the next few years, PHA will be generating a significant amount of program income from its development activities, including developer fees received by PHA's developer affiliate, the Philadelphia Housing Authority Development Corporation ("PHADC"), repayment of bridge loans funded from public housing funds and proceeds from homeownership unit sales. PHA formed PHADC to develop, among other things, its tax credit developments; this was done for many reasons, but primarily to enable PHA to capture and use these development fees to strategically support its mission. PHA's developer fees for its tax credit transactions have routinely been significantly below the Safe Harbor Standards, and hence what would be paid to a private entity for providing the same services.

Unlike fees paid to private developers, PHA's fees are used to support its activities. For example, PHA will be reinvesting its developer fees on MLK Phase II in order to close funding gaps. Additionally, however, PHA was also motivated to self-develop in order to earn program income to offset continuing reductions in its annual capital allocation and to provide capital for other income generating ventures. For example, to the extent that PHA is able to utilize program income to develop the market rate component of its mixed-income developments, such as the Schuylkill Falls and Martin Luther King Revitalization Projects, the need for PHA to bifurcate these transactions and bring in for-profit developers for the market rate component of these projects would be alleviated.

Current restrictions in the program income regulations that require program income first be reinvested in the particular project from which it was derived, and then to the extent of available funds, reinvested in other affordable housing projects, make it impossible to raise sufficient capital to participate in other profit-making ventures, including the market-rate component of mixed development projects. Further, given that there is no such corresponding limitation on private developers, the PHA is actually being placed at a competitive disadvantage and thereby making such entrepreneurial ventures impracticable, if not impossible, despite the fact that PHA has a proven track record of

developing projects on-time and within budget. Accordingly, PHA seeks to waive the requirements of 24 CFR Part 85.25, as it relates to developer fees and home sale proceeds received by PHA, pursuant to the provisions of the MTW Agreement with HUD dated February 28, 2002. As a result, PHA would have the ability to invest program income earned from developer fees and home sale proceeds in its other affordable housing programs or use such income for other purposes permitted by PHA's charter.

Even without MTW Authority, we believe that HUD already has sufficient latitude within the provisions of 24 CFR Part 85.25 to permit an exception with respect to the use of program income derived from developer fees and home sale proceeds. Specifically, Section (g) of 24 CFR Part 85.25, Use of Program Income, provides that "Program income shall be deducted from outlays which may be both Federal and non-federal as described below, unless the Federal agency regulations or the grant agreement specify another alternative. In specifying alternatives, the Federal agency may distinguish between income earned by the grantee and income earned by subgrantees and between the sources, kinds, or amounts of income." Pursuant to the above language, HUD could permit the use of program income by PHA as described herein so long as specified in either the Federal agency regulations or permitted by the applicable grant agreement.

As mentioned above, PHA is also requesting a waiver from the Safe Harbor Standards as they apply to the payment of management fees in connection with the management of tax credit sites by PHA or an affiliate. As you know, PHA currently manages several of its properties developed with equity generated from low-income housing tax credits. Due to the additional reporting requirements imposed upon PHA by the limited partner investors in these transactions, the additional compliance requirements under the provisions of the Internal Revenue Code, as amended, and the policies of the Pennsylvania Housing Finance Agency, the management of these tax credit sites tends to involve an additional level of complexity. Consequently, PHA has had to develop significant expertise in the area and become very entrepreneurial in its approach to the management of these sites. Notwithstanding these additional compliance requirements, the additional expertise which PHA has had to develop in the tax credit area, and the fact that any management fee paid to PHA with respect to these developments would be paid out of the revenue of the partnership owner entity, which is 99.99% privately owned, the HUD Safe Harbor Standards prohibit both PHA and any nonprofit affiliate of PHA from receiving any fee. Moreover, the HUD Safe Harbor Standards do not preclude private managers from receiving fees for the management of these sites.

Once again, these Standards create a disincentive for PHA to undertake the management of these sites despite the fact that PHA has evidenced its ability to manage these sites more cost effectively than many of the private managers because of the economies of scale that exist given the number of these units under PHA's management and its extensive experience managing public housing. Accordingly, PHA requests that, pursuant to the authority provided to it under the MTW Agreement, HUD waive the Safe Harbor Standards that preclude PHA from receiving a management fee as it relates to PHA's management of low-income tax credit sites. We believe such a waiver will result

in a net benefit to both PHA and HUD. PHA further requests that any such monies realized from these activities be treated as program income with the same limited restrictions as program income derived from developer fees and home sale proceeds.

We appreciated your helpful input with respect to these matters at our meeting and we look forward to discussing any issues and answering any questions that you may have with respect to these requests. As always, we thank you in advance for your efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. R. Greene', written in a cursive style.

Carl R. Greene  
Executive Director



## Philadelphia Housing Authority

Building Beyond Expectations

**Carl R. Greene**  
Executive Director

October 20, 2004

Mr. Michael Liu  
Assistant Secretary for Public and Indian Housing  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street SW  
Room 4100  
Washington, DC 20410

**RE: Request to Use Program Income for Entrepreneurial Activities in  
Accordance with Moving to Work Plan and Agreement**

Dear Mr. Liu:

This past summer, the Philadelphia Housing Authority (PHA) was pleased to receive a visit from members of your staff, including Milan Ozdinec, Donna Keck, and Dominique Blom from Washington DC, and Malinda Roberts from our field office. Following a tour of a number of our redevelopment sites, we had a discussion regarding ways in which housing authorities could become more entrepreneurial by increasing their ability to generate and retain income which could be used to support their mission. In PHA's case, we have a number of plans to generate income to support our affordable housing development, and eventually, perhaps other forms of development, that have been included in our annual Moving to Work (MTW) Plan, which is prepared in consultation with our residents and approved by HUD. (A copy of my letter to Milan Ozdinec, dated August 3, 2004, seeking waivers under our Moving to Work authority to effectuate these changes and describing the good cause justifications for the same is enclosed).

As the enclosed letter describes, PHA is seeking authority to (1) receive a fee for the management of low-income tax credit sites and other mixed finance properties; and (2) use program income derived from management fees, developer fees, home sales, loan repayments and related activities to support other affordable housing programs and other purposes permitted by PHA's charter, regardless of the restriction in some of our Program Income Certifications to first use the income for the specific project from which it is derived or for other affordable housing purposes. In addition, PHA would like to be able to deviate from the HUD Safe Harbor guidelines, which currently preclude a housing authority from earning management fees for managing tax credit developments, as we believe these guidelines create disincentives for PHA to undertake this role that has proven to be cost effective.

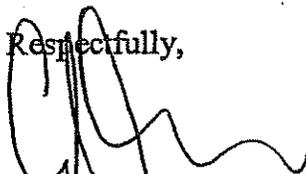
We have been advised by the HUD staff that, rather than seeking waiver under MTW, it is more appropriate to seek this flexibility under the Secretary's waiver authority included in 24 CFR Section 5.110. The Secretary's waiver authority provides "[u]pon determination for good cause, the Secretary may, subject to statutory limitations, waive any provisions" of Title 24 of the Code of Federal Regulations. As such, HUD has the authority to waive regulations for good cause, so long as the waiver does not create an inconsistency with the law. While 24 CFR 85.25 governs the restrictions on the use of program income, some of the specific flexibility PHA seeks is not specifically prohibited by the regulations, but rather in HUD's interpretations through restrictions included in Program Income Certifications related to various programs. Hence, as identified below, PHA seeks waivers of the following:

- A. 24 CFR 85.22, the HUD Safe Harbor Guideline, and any other relevant guidance that prevents PHAs from earning reasonable management fees;
- B. 24 CFR 85.25(g)(2) to allow PHA's program income to be used for projects other than those from which the income is derived, and other provisions in 24 CFR 85.25 and various Program Income Certifications to enable PHA to use it for any eligible purposes under its charter.

For the good cause justification included herein and in the attached letter, I ask that HUD exercise its power under 24 CFR 5.110 to waive the specified regulatory provisions, as well as waive enforcement of restrictions included in various Program Income Certifications executed by the PHA to enable PHA to use its funds as described above.

Thank you for your consideration of this request. Please feel free to contact me at (215) 684-4174 should you have any additional questions or require more information regarding the same.

Respectfully,



Carl R. Greene  
Executive Director

Enclosure (1)

cc: Mr. Milan Ozdinec, Deputy Assistant Secretary, U.S. Department of Housing & Urban Development

Ms. Jennifer Powers, Office of Policy, Program & Legislative Initiatives, U.S. Department of Housing & Urban Development



U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D. C. 20410-5000

JAN -7 2005

ASSISTANT SECRETARY FOR  
PUBLIC AND INDIAN HOUSING

Mr. Carl R. Greene  
Executive Director  
Philadelphia Housing Authority  
12 South 23<sup>rd</sup> Street  
Philadelphia, PA 19103

**RE: Request to Use Program Income for Entrepreneurial Activities in  
Accordance with Moving to Work Plan and Agreement**

Dear Mr. Greene:

HUD has reviewed your letters of October 20, August 3, and December 3, 2004 seeking a waiver under 24 CFR 5.110 regarding the generation of management fees and the use of program income for various entrepreneurial activities undertaken by the Philadelphia Housing Authority (PHA) in accordance with its annual Moving to Work (MTW) Plan. HUD wishes to take this opportunity to acknowledge PHA's progress in the revitalization of distressed public housing. Regarding PHA's waiver request, HUD offers the following comments and recommendations.

**Fee for Management of Low Income Tax Credit Sites and Other Mixed Finance Properties**

HUD recognizes the effort and resources required to raise the private funding, complete construction and manage the completed developments. In the area of property management, PHA has requested authority to deviate from HUD Safe Harbor guidelines, which currently preclude a housing authority from earning management fees for managing low-income housing tax credit (LIHTC) developments that are also public housing developments. Upon consideration of this request, the Department maintains the applicability of its current Cost Control and Safe Harbor Standards and operating fund regulations which prohibit the payment of management fees to housing authorities and their affiliates for the management of low-rent public housing units. Our reasoning is that a public housing authority's administrative expenses are covered under federally funded operating budgets and, therefore, a property management fee is not warranted.

To date, PHA's mixed finance development portfolio has included only LIHTC units which are also 100 percent ACC-assisted. If PHA's portfolio included projects with some non-public housing or LIHTC-only units, PHA or its non-profit management affiliate would be able to generate cash flow and earn management fees for those units.

**Development Fees**

PHA has also requested that the Department waive the requirements of 24 CFR Part 85.25 as it relates to developer fees to enable the PHA to use such income for other purposes permitted by PHA's charter. The Department has considered this request, but maintains the applicability of its Cost Control and Safe Harbor Standards and program income restrictions

under 24 CFR 85.25 regarding developer fees earned by PHA or its affiliate when it acts as developer of public housing tax credit projects. Specifically, PHA or its affiliate can receive development fees only if the fees are first returned to the project to pay for costs of the current phase or subsequent phases of a revitalization effort. To the extent that any funds remain at completion of the entire project, these funds continue to be classified as program income and must be used for affordable housing purposes.

Similarly, the Department upholds the applicability of its Cost Control and Safe Harbor Standards for Homeownership Development effective April 1, 2004 for developer fees earned by PHA or its affiliate when acting as the developer of homeownership projects. PHA or its affiliate can receive development fees only if the fees are first returned to the current phase of the project, subsequent phases of the project, or to the extent that funds are remaining at the completion of the project, subsequently used as program income for affordable housing purposes.

#### **Program Income from Repayment of Bridge Loans and Proceeds from Homeownership Unit Sales**

In its various letters, PHA has additionally requested relief from restrictions on program income earned from the repayment of bridge loans and proceeds from the sale of homeownership units in order to participate in profit-making ventures, including the market-rate component of mixed income development projects.

In accordance with 24 CFR 85.25, the Department has determined that PHA must use program income from the repayment of bridge loans only for eligible program costs as outlined in an approved Program Income Certification. The funds from repayment of bridge loans must be used for the eligible activities under the grant program from which the bridge loan was made. For instance, if PHA provided a HOPE VI loan to bridge later tax credit equity payments, the funds used to repay the HOPE VI bridge loan would have to be used for eligible HOPE VI purposes.

Restrictions regarding the use of home sales proceeds vary by program. Section 32, Middle-Income, and Section 24/9 programs permit the use of proceeds for purposes relating to low-income or affordable housing that are in accordance with a housing authority's homeownership plan. Given the design of PHA's various homeownership programs, the Department maintains the applicability of existing restrictions to the proceeds from the sale of homeownership units. Home sale proceeds generated under the Middle-Income and Section 24/9 programs, to the extent not needed for the current project or subsequent phases of the project, may be used for affordable housing purposes. On a case-by-case basis, the Department may entertain requests from PHA to use home sale proceeds for affordable housing purposes prior to completing the entire redevelopment effort. In addition, the Department may entertain the idea ~~of using profits generated by home sales that are in excess of the public housing subsidy provided~~ to the project for activities permitted under PHA's charter. To seek HUD approval of such requests, PHA should incorporate them in upcoming homeownership plans or amend its existing plans.

**Recommendation**

In its letters to the Department, PHA has cited its plans to generate income to support affordable housing development, as well as other forms of development to make PHA less reliant on federal funding and to create a new model for the generation of income for housing authorities. The Department suggests that PHA consider taking advantage of appreciating market conditions in some of Philadelphia's neighborhoods where PHA has owned conventional public housing, such as the former Schuylkill Falls and Martin Luther King Revitalization HOPE VI sites, and, either in partnership with other developer entities or exclusively through its own affiliate, develop projects that can generate cash flow and fees not subject to the restrictions outlined in the Cost Control and Safe Harbor Standards and 24 CFR 85.25. In addition, PHA should explore other opportunities to secure non-federal resources as a way to fund non-public housing activities that are permitted under PHA's charter.

HUD congratulates PHA on its aggressive mixed finance public housing development program, but encourages PHA to reexamine the opportunities for mixed income development as the appropriate avenue for entrepreneurial activities and independent income.

Sincerely,



Michael Liu  
Assistant Secretary

100  
8/1/04  
7

400  
PHD  
Outgoing  
Opt or



## Philadelphia Housing Authority

Building Beyond Expectations

**Carl R. Greene**  
Executive Director

September 14, 2005

Ms. Dominique Blom  
Acting Deputy Assistant Secretary  
Office of Public Housing Investments  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street SW  
Washington, DC 20410

**RE: PHA MLK REVITALIZATION PLAN**

Dear Ms. Blom:

Pursuant to our discussions during your visit to the Philadelphia Housing Authority ("PHA") last summer, PHA continues to seek opportunities to act in a more entrepreneurial way. This is increasingly important as Federal subsidies for the public housing program continue to decline significantly. PHA has already been moving in this direction for several years by acting as its own developer, which has saved millions of dollars in fees that have been reinvested in housing development. Through these ventures, PHA has proven that it is one of the most successful affordable housing developers in the region, both for homeownership and rental developments.

As we discussed in our recent telephone calls, PHA will be submitting a revised revitalization plan for the above-referenced project to include the development of an additional 40 market rate homeownership units and a 12-unit condominium building. These units would all be developed on PHA-owned land that is now the site of an obsolete community center that has already been replaced by a new city recreation facility. The addition of this development will provide an even better income mix in this neighborhood, thus better ensuring the long-term success of this revitalization effort.

While we are still evaluating various development options, it seems that one of the most advantageous would be for PHA to develop and sell these units and finance the construction with program income it has earned from developer fees and home sale proceeds. Our preliminary analysis indicates PHA could earn conservatively \$5.4 million dollars from this project, which PHA would then use to provide additional affordable housing and related services. Moreover, this approach would best ensure that the homes are built on time and at standards that will protect the Federal investment in this community.

This revised revitalization plan is yet another way that PHA can build on its success and capitalize on the increasing real estate values in the area around MLK that the HOPE VI

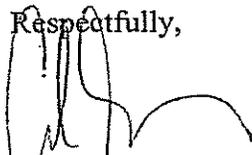
Ms. Dominique Blom  
U.S. Department of Housing & Urban Development  
September 14, 2005  
Page 2 of 2

investment created to the benefit of low- and moderate-income households. Otherwise, PHA will be forced to leave those profits exclusively for private developers to enjoy.

We believe that HUD already has sufficient latitude within the provisions of 24 C.F.R. § 85.25 to permit PHA to use the specified sources of program income for this development. The regulations suggest that program income should be used for affordable housing purposes, however, we believe the proposed homeownership and condominium units meet that criteria as (1) it is part of an overall affordable housing development plan and will help ensure its success and (2) the temporary use of the program income will generate profits that will be spent directly on affordable housing development. HUD has discretion under its regulations to make determinations on program income and its uses. Moreover, our Moving to Work ("MTW") Agreement could be a vehicle for providing additional regulatory relief if the U.S. Department of Housing and Urban Development deems it necessary in order to approve this revised revitalization plan.

We would appreciate your consideration and would appreciate your feedback on this aspect of our proposal so that we can complete our revised revitalization plan and submit it for your consideration. Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Respectfully,



Carl R. Greene  
Executive Director

**CHANGES TO PROCUREMENT REQUIREMENTS.**

**JANUARY 16, 2004 (LETTER TO HUD).**

**FEBRUARY 28, 2005 (LETTER FROM HUD).**



**Philadelphia Housing Authority**  
Building Beyond Expectations

**Carl R. Greene**  
Executive Director

January 16, 2004

Mr. Milan M. Ozdinec  
Deputy Assistant Secretary  
Office of Public and Indian Housing  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street, SW, Room 4130  
Washington, D.C. 20410-5000

**RE: Changes to Procurement Requirements**

Dear Mr. Ozdinec:

As contemplated by the PHA's Moving to Work Agreement, I am requesting that PHA be authorized to adopt alternatives to several aspects of the HUD requirements regarding procurement. This request is for the relief indicated in Appendix A, Paragraph X of PHA's Agreement: specifically, that PHA have authority to (1) utilize qualifications-based procurement, as described in 24 C.F.R. 85.36(d)(3)(v), for construction contracts and other procurement of services where PHA deems that system the most suitable (Paragraph 1 in the MTW Agreement); (2) utilize an alternative system of procurement where PHA certifies in relationship to each transaction that the contract price is reasonable for the goods, services or property which is the subject of the contract; the selected contractor is qualified to perform the terms of the contract; no individual member, officer, or employee of the PHA shall derive personal financial benefit from nor hold an interest in the contract; and reasonable efforts to obtain competitive prices and quality services were made (Paragraph 2 of the Agreement); and (3) procure subsidiaries through sole source procurement (Paragraph 3 of the Agreement). With respect to the contracting with subsidiaries, also as contemplated by paragraph (3) of the Agreement, PHA requests authority to contract with its subsidiaries for terms with renewals of up to five years, but not exceeding the term of the Agreement; and that a subsidiary be able to use the same alternative system of procurement requested for PHA. A justification for undertaking these steps is included as Attachment A.

This approval would be similar in scope to the approval recently granted the Atlanta Housing Authority by Article IX of Appendix A of its MTW Agreement. The ability of PHA to use qualifications-based procurement is a sub-category under the regulations of competitive proposal procurements (24 C.F.R. 85.36(d)(3)), and thus, PHA's request includes the ability to use competitive proposal procurements, as it deems appropriate. HUD's granting of the request also would supercede the requirement that procurements listed in Chapter 11, I.A.1., Items (a) through (h), of the Procurement Handbook for Public Housing Agencies, 7460.8 REV1, have to receive HUD's prior approval. Such relief was

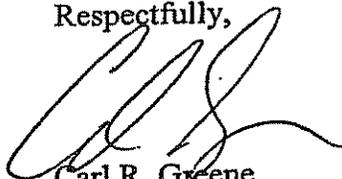
Mr. Milan M. Ozdinec  
Changes to Procurement Process  
January 16, 2004  
Page 2 of 2

granted to the King County Housing Authority in the Appendix, Part IX, of its MTW Agreement. The approval would also encompass the ability to enter into development and service contracts that exceed two years, to the extent PHA does not already have that ability.

I appreciate your consideration of this request. The proposal will improve the efficiency of both HUD and PHA operations and allow PHA to offer better quality low-income housing, without compromising requirements for reasonable competition to assure cost-effective procurement of goods and services.

Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Respectfully,



Carl R. Greene  
Executive Director

Attachment

cc: Ms. Jennifer Powers, Office of Policy, Program and Legislative Initiatives, U.S.  
Department of Housing & Urban Development

## Attachment A: Justification for Alternate System of Procurement

### 1. Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal Procurement Methods

PHA will use competitive proposal procurement methods, including qualifications-based procurement, to procure construction services and other services where PHA deems this system the most suitable. PHA expects the discretionary use of this procurement method primarily to affect its procurement of general contractors for various construction-related projects, including among others, demolition projects, and also may use this method for detailed design projects or services that demand a substantial skill level. Consistent with the goals of the MTW program, PHA believes that this procurement method will result in substantial cost savings, without limiting competition.

As stated in 24 C.F.R. 85.36(d)(2), the "preferred method" for procuring constructing services is through the use of the sealed bids method of procurement. However, the regulation does not prohibit the use of the competitive proposal method for procuring construction services. Although the regulation limits qualifications-based procurement to architectural and engineering contracts, 24 C.F.R. 85.36(d)(3)(v), PHA's MTW Agreement acknowledges that it could be a beneficial use of the MTW demonstration to allow this method for procuring construction or other services. The use of these methods will allow PHA more flexibility to examine a contractor or other offeror's relevant qualifications and experience than the sealed bid method allows, and to negotiate a contract that is most advantageous to PHA, taking into account likely quality of the work as well as price.

This procurement method is more consistent with private sector business practices than the sealed bid method, and thus should attract a broader selection of contractors including some very high-quality contractors. PHA will continue to publicize its procurement to the public in an effort to attract a very broad range of potential offerors. The monetary savings obtained by broadening the pool of potential contractors could be substantial.

PHA has encountered substantial problems historically in its efforts to do business with contractors selected on the basis of lowest responsive and responsible bid. The technical responsibility check practiced under the sealed bid process has proved insufficient for evaluation of matters such as quality of staff, quality of work, and relevant experience. Such qualifications would be evaluated and made a basis for selection in the competitive proposal process, potentially including qualifications-based procurement. In too many instances, notwithstanding PHA's check for responsibility and responsiveness under the sealed bid method, contractors have not performed sufficiently, and have caused PHA to use additional management staff resources to overcome poor performance, incur legal expenses, suffer delays in completion of acceptable work, respond to unjustified claims for additional monies, terminate poorly performing contractors and re-procure replacement contractors.

By using the competitive proposals method, and possibly the qualifications-based procurement process, PHA should be able to achieve substantial cost savings and serve its residents better with the dollars available. Among other possible benefits, the use of high performing construction contractors obtained through the competitive proposals process will significantly reduce costs by alleviating the burdens of administering poor performing contractors through completion of their contracts. An additional critical component of the competitive proposals procurement method is the negotiation of the best price with the selected

contractor. This practice is very effective in the private sector and can result in substantial cost savings to AHA.

## 2. Justification for Paragraph 2, Alternative Procurement System Subject to Certifications.

Among other innovations, PHA could utilize an electronic procurement system. This would be particularly helpful with respect to procurement of supplies. Such a system may include, but would not necessarily be limited to the following:

1. On-line registration for vendors;
2. Website-based summarizing of PHA solicitations;
3. Electronic notifications to vendors of PHA solicitations;
4. On-line receipt of bids, quotes and proposals;
5. Procurement of products by browsing multiple on-line vendor catalogs made available to the general public and making product purchases based on the lowest listed price, or soliciting vendors using such catalogs for percentage discounts on representative supplies; and
6. Procurement of products or services by open "reverse auctions," whereby bidders may submit multiple bids on PHA's website by viewing bids from other bidders and the lowest responsible bid is selected at the published deadlines.

The adoption of such a system of procurement would encompass PHA's ability to review matters that otherwise would have required specific HUD approval under the Procurement Handbook for Public Housing Agencies 7460.8 REV1, Chapter 11, 1.A.1, Items (a) through (h). This will prevent delays that sometimes have occurred regarding such matters, while assuring that PHA certifies to the appropriate review steps.

This system also would cover the ability to procure contracts in length longer than two years. PHA already has this ability under its annual contributions contract with respect to personal services contracts, and under this proposal would be able to enter into such contracts for other purposes where this would be cost-effective. PHA would do this only after full notice to potential contractors, to assure appropriate competition.

PHA expects such steps to result in substantial administrative efficiencies and thus reduction in costs. This is particularly true of the use of the Internet to place solicitations, register vendors, and receive goods and proposals. Savings could be realized through the generation of competitive pricing (lower cost to submit a bid or quote), consolidation of key suppliers into a centralized marketplace, a reduction in the acquisitions cycle and administrative review, a reduction or elimination of requisitions, a reduction in the development of contract folders (which would be self-contained in secure backed-up files with the electronic system) and a reduction in administration overhead.

## 3. Justification for Relief Regarding Contracting with Subsidiaries

PHA has created various subsidiaries to assist with its work. There is no point in PHA undertaking other than a sole source procurement, where the subsidiary will make available unique and tangible resources and other benefits that otherwise would not be available on the open market at competitive prices. PHA will keep appropriate documentation in its files that the subsidiaries will provide unique and tangible resources or other benefits. There is also no reason to limit such contracts to terms shorter than five years or the length of the MTW Agreement, whichever is shorter.

PHA proposes that these subsidiaries, including limited partnerships where PHA has a controlling interest in the general partner, be able to use the competitive negotiations method of procurement and the alternative system for procurement that is requested for PHA. If PHA is to receive the full benefit of the use of such subsidiaries, subsidiaries must have no less procurement flexibility than PHA. The same expectations of resulting cost savings and improved quality of services from providing the procurement flexibility to PHA would be true in some instances for the subsidiaries. This step is contemplated by PHA's MTW agreement and similar to relief contemplated for subsidiary or identity-of-interest joint venture parties under 24 CFR 943.150(b).



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D.C. 20410-5000

OFFICE OF THE ASSISTANT SECRETARY  
FOR PUBLIC AND INDIAN HOUSING

FEB 28 2005

Mr. Carl R. Greene  
Executive Director  
Philadelphia Housing Authority  
12 South 23<sup>rd</sup> Street  
Philadelphia, PA 19103

Subject: Moving to Work – Alternate System of Procurement

Dear Mr. Greene:

I am pleased to inform you that under the Philadelphia Housing Authority's (PHA) Moving to Work Agreement (MTW), the Department has approved the justification for PHA's Alternate System of Procurement. The Alternate System of Procurement along with its justification will now become part of PHA's MTW Agreement and is attached for your reference.

If I can be of further assistance, do not hesitate to contact me.

Sincerely

A handwritten signature in black ink, appearing to read "Milan Ozdinec", with a long horizontal flourish extending to the right.

Milan Ozdinec  
Deputy Assistant Secretary

cc: Althea Forrester, HUD OGC  
Melinda Roberts, Director, PIH Philadelphia  
Rosemary Hocking, HOPE VI Grant Manager

Enclosure

## Attachment A: Justification for Alternate System of Procurement

### 1. Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal Procurement Methods.

PHA will use the competitive proposal procurement methods, for qualifications-based procurement, to procure construction services where PHA deems this system most suitable. PHA expects the discretionary use of this procurement method primarily to effect its procurement of general contractors for various construction-related projects, including among others, demolition projects, and also may use this method for detailed design projects or services that demand a substantial skill level. Consistent with the goals of the MTW program, PHA believes that this procurement method will result in substantial cost savings without limiting competition.

As stated in 24 C.F.R. §85.36(d)(2), the "preferred method for procuring construction services is through the use of the sealed bids methods of procurement. However, the regulation does not prohibit the use of the competitive proposal method for procuring construction services. Although the regulation limits qualifications-based procurement to architectural and engineering contracts, 24 C.F.R. §85.26(d)(3)(v), PHA's MTW Agreement acknowledges that it could be a beneficial use of the MTW demonstration to allow this method for procuring construction or other services. The use of these methods will allow PHA more flexibility to examine a contractor or other offeror's relevant qualifications and experience than the sealed bid method allows, and to negotiate a contract that is most advantageous to PHA, taking into account likely quality of work as well as price.

This procurement method is more consistent with private sector business practices than the sealed bid method, and thus should attract a broader selection of contractors, including some very high-quality contractors. PHA will continue to publicize its procurement to the public in an effort to attract a very broad range of potential offerors. The monetary savings obtained by broadening the pool of potential contractors could be substantial.

PHA has encountered substantial problems historically in its efforts to do business with contractors selected on the basis of lowest responsive and responsible bid. The technical responsibility check practiced under the sealed bid process has proved insufficient for evaluation of matters such as quality of staff, quality of work, and relevant experience. Such qualifications would be evaluated and made a basis for selection in the competitive proposal process. In too many instances, notwithstanding PHA's check for responsibility and responsiveness under the sealed bid method, contractors have not performed sufficiently and have caused PHA to use additional management staff resources to overcome poor performance, incur legal expenses, suffer delays in completion of acceptable work, respond to unjustified claims for additional monies, terminate poorly performing contractors and re-procure replacement contractors.

By using the competitive proposals method, PHA should be able to achieve substantial cost savings and service its residents better with the dollars available. Among other possibilities, the use of high performing construction contractors, obtained through the competitive proposals process, will significantly reduce costs by alleviating the burdens

of administering poor performing contractors through completion of their contracts. An additional critical component of the competitive proposals procurement method is the negotiation of the best price with the selected contractor. This practice is very effective in the private sector and can result in substantial cost savings to PHA.

2. Justification for Paragraph 2, Alternative procurement System Subject to Certifications.

PHA will utilize an electronic procurement system. This would be particularly helpful with respect to procurement of supplies. Such a system may include, but would not be limited to the following:

- a. On-line registration for vendors;
- b. Website-based summarizing of PHA solicitations;
- c. Electronic notifications to vendors of PHA solicitations;
- d. On-line receipt of bids, quotes, and proposals;
- e. Procurement of products by browsing multiple on-line vendor catalogs made available to the general public and making product purchased based on the lowest listed price, or soliciting vendors using such catalogs for percentage discounts on representative supplies; and
- f. Procurement of products or services by open "reverse auctions", whereby bidders may submit multiple bids on PHA's website by viewing bids from other bidders and the lowest responsible bid is selected at the published deadlines.

The adoption of such a system of procurement would encompass PHA's ability to review matters that otherwise would have required specific HUD approval under the Procurement Handbook for Public Housing Agencies 7460.8REV1, Chapter 11, 1.A.1, Items (a) through (h). This will prevent delays that sometimes have occurred regarding such matters, while assuring that PHA certifies to the appropriate review steps.

This system also would cover the ability to procure contracts in length longer than two years. PHA already has this ability under its annual contributions contract with response to personal services contracts, and under this proposal would be able to enter into such contracts for other purposes where this would be cost effective. PHA would do this only after full notice to potential contractors, to assure appropriate competition.

PHA expects such steps to result in substantial administrative efficiencies and thus reduction in costs. This is particularly true of the use of the Internet to place solicitations, register vendors, and receive goods and proposal. Savings could be realized through the generation of competitive pricing (lower cost to submit a bid or quote), consolidation of key suppliers into a centralized marketplace, a reduction in the acquisitions cycle and administrative review, a reduction or elimination of requisitions, a reduction in the

development of contract folders (which would be self-contained in secure backed-up files with the electronic system) and a reduction in administration of overhead.

### 3. Justification for Relief Regarding Contracting with Subsidiaries

PHA has created various subsidiaries to assist with its work. There is no point in PHA undertaking other than sole source procurement, where the subsidiary will make available unique and tangible resources and economic benefits that otherwise would not be available on the open market at competitive prices. PHA will keep appropriate documentation in its files to support this position. In cases where the PHA chooses to select its nonprofit affiliate, the PHA must justify the selection. The PHA must retain for their records evidence that the PHA evaluated the selection and justified that the procurement of an entity other than an affiliate is infeasible based on a set of factors including but not limited to the fact that no company will provide the goods and services devoid of profit or overhead costs. The PHA will evaluate the potential for improved financial instruments as well as labor – the abilities, talents, training and skills – the human capital of people that contribute to the production of goods and services. The unique and tangible resources offered by the subsidiaries and/or affiliates may include, but are not limited to, greater access to housing financing mechanisms, as well as enhanced human capital.

Therefore, the PHA will use sole source procurement of affiliates or subsidiaries where the sole source activities encourage or facilitate:

1. The building of capacity of PHA/Affiliate staff to develop and or manage both public housing and non-public housing units.
2. Cost savings that would accrue directly to the PHA. Said savings could be associated with efficiencies afforded by the affiliate because of the lack of overhead and profit motivation.
3. The PHAs ability to access Low income housing tax credits whose benefits would accrue directly to the benefit of public housing.
4. Efficiencies associated with contracting with a related entity whose interests are aligned with the PHA. The PHA will further document that in each instance, the selection of its affiliate will provide that PHA with resources and benefits including the following:

a. Economic benefits of contracting with an existing subsidiary that has no profit motive, thereby eliminating costs associated with profit markups and additional overhead expenses, and which has unique knowledge of PHA systems, personnel, and operating structure and procedures.

b. Subsidiaries which have a direct relationship with the customers being serviced reduce the time and cost associated with contract start-up. An example would be PHA's subsidiary TSSI (Tenant Support Services Inc.), which is operated under the direction of a resident leader, who is fully cognizant of all relevant resident issues and policies, thereby making it easier for TSSI to effectively engage residents from the outset on all related contract work. TSSI has the knowledge and interactions with residents to make it

uniquely qualified to offer services in connection with efforts such as resident services and tenant self-sufficiency initiatives.

Additional examples are evident in TSSI's other interactions with PHA, such as administering and managing all resident-initiated grants on behalf of PHA's residents (e.g. Supportive Housing Grant – providing supportive services to 450 formerly homeless Section 8 families, including life skills training and case management, Job Retention Program – providing case management and supportive services for employed TANF or economically eligible residents to ensure they retain jobs, advance in current jobs, or are rapidly re-employed if they lose their jobs). TSSI also conducts an annual resident quality of life survey, the results of which PHA uses to improve resident services. Additionally, TSSI hosts an annual Resident Empowerment Conference that offers programming not only for PHA residents, but for public housing residents from across the country. This nationwide exposure permits TSSI to bring the newest ideas and concepts to bear on its work for PHA. TSSI is uniquely qualified to perform all of these tasks given the experience of its staff – including its resident leader – and its daily interaction and involvement with PHA residents. No other contractor could possibly perform this work as efficiently and cost effectively as TSSI, ultimately resulting in a cost savings to PHA.

c. In response to an Inspector General report, PHA established a separate subsidiary entity, to ensure the clear separation and tracking of all costs associated with the management of for-profit entities. Additionally, tax law requires PHA to separate the entities' activities, which are taxable events, from PHA's own activities, which are not taxable. PHA has established these subsidiary entities at those tax credit sites that we manage. Such entities, by virtue of their relationship with PHA and particular sites, are uniquely situated to provide programmatic, management, and operational services at these sites.

By way of further example, the subsidiary entity manages both public housing and low income housing in tax credit developments, and also manages commercial space in those developments. The management function includes both security and maintenance. The entity also monitors third party management entities as required by various Regulatory & Operating Agreements to ensure compliance with all public housing regulations. Those monitoring activities include oversight of lease-ups, vacancy management, and the earned income disregard. Only such a subsidiary entity has available the vast tangible resources and a track record of experience to be in a position to provide cost savings to PHA that are not available on the open market at competitive prices.

This justification is not inconsistent with the process for contracting with subsidiary or identity of interest joint venture parties under 24 CFR 943.150(b).

**PHA STREAMLINED MIXED-FINANCE APPROVAL PROCESS.**

**OCTOBER 15, 2004 (LETTER TO HUD).**

**NOVEMBER 18, 2004 (LETTER TO HUD).**



# Philadelphia Housing Authority

Building Beyond Expectations

**Carl R. Greene**  
Executive Director

October 15, 2004

Mr. Milan Ozdinec  
Deputy Assistant Secretary  
Office of Public and Indian Housing  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street SW, Room 4130  
Washington, DC 20410-5000

**RE: Streamlined Mixed Finance Development Review Process**

Dear Mr. Ozdinec:

In connection with the Philadelphia Housing Authority (PHA) goal of expediting the Mixed Finance closing process, PHA has requested that PHA and HUD agree to a set of evidentiary submission and review procedures that will enable both sides to resolve questions and issues in a quicker, more coordinated and expedited manner. At HUD's request, we write this letter to detail the elements of our proposal, which we believe will simplify and expedite the HUD review process to the benefit of all parties.

1. Weekly Calls

Weekly calls are already part of our process, and are meeting the goals of:

- a. Keeping all key participants from PHA and HUD updated on the status of various developments;
- b. Providing a forum for questions, so that issues from either party may be raised (and, if an immediate answer is not available, to permit the parties to agree upon a path to resolution); and
- c. Enabling discussion about timelines and priorities, so that actions of both parties may be prioritized or staggered in the interest of keeping the submission and review process flowing. Coordination of the parties' timelines will help deadlines from competing with each other and enable submissions and reviews to take place efficiently.

2. Team Review

We are pleased to have a dedicated HUD review team for all of PHA's transactions, which we understand consists of Donna Keck as team leader; Rosemary Hocking for primary program review; and Celia Smoot, Ivy Prout, Anne Harrison, and Cheryl Johnson for legal review. We have found that having Ms. Hocking serve as our primary point of contact on the program side has helped us reach a level of consistency in comments and responses, as she has had the opportunity to become

very familiar with PHA processes and documents. We believe this process has worked well for PHA and HUD and see no reason to change the process at this time. We suggest that perhaps designating a similar single point of contact for legal issues, or another process for coordinating our communications on the legal side, may also be helpful.

3. Simultaneous Submission of Rental Term Sheet and Evidentiaries

PHA requests the ability to submit the Rental Term Sheet at the same time that it submits a complete evidentiary package as described below.

4. Completeness of Submissions

To the greatest extent possible, PHA will endeavor to submit to HUD evidentiaries in execution-ready form. Documents will be fully negotiated, subject only to HUD approval. Submissions will thus contain:

- a. All evidentiaries (i.e., no incomplete submissions),
- b. Business terms that are fully negotiated with all parties,
- c. Any exhibits to documents that are critical to HUD review, such as legal descriptions, budgets, etc. (although certain non-substantive exhibits or blanks to be filled in at closing may remain).

Hard copies of all submissions will be sent as follows: one (1) copy to Rosemary Hocking, and one (1) copy to the designated legal review contact. The cover letter for submissions will be copied to Donna Keck and Dominique Blom, or others as designated by HUD. Any originals that HUD requires, such as certifications, will be submitted in the binder sent to the designated legal review contact.

5. Use of Models

To the extent possible, documents will be generated using previously approved model documents, such as those approved for Cambridge Phase III. The first submission will include blacklines of the documents against the previously approved models. HUD review of the underlying forms can thus be minimized, and attention focused on the deal-specific terms and compliance with regulatory requirements.

As requested by HUD, PHA will forward, under separate cover, a copy of the model documents.

6. Comments and Responses

We propose that both HUD and PHA commit to the following processes to enable efficient review and responses:

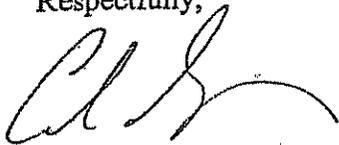
- a. The HUD review team, both program and legal, will coordinate their comments internally, and will transmit to PHA all comments from all reviewers at one time, in writing.

- b. HUD comments will be sent to the designated PHA attorney, as identified by PHA to HUD with respect to the specific transaction, who will coordinate with all involved parties to turn around a response as soon as possible.
- c. To the greatest extent possible, the HUD review team will return comments on Rental Term Sheets and evidentiaries in no more than 30 days from receipt.
- d. While there may be interim and informal communications on some issues, PHA will return one set of formal and final responses from PHA and its development partners (and their respective counsel) to HUD, at one time and in writing.
- e. Follow-up submissions of documents in response to comments may be transmitted initially by email for efficiency, but will also promptly be followed by hard copies to the people designated above to receive submission materials.
- f. Communications of all kinds should flow only between HUD and the designated PHA counsel and PHA staff and consultants, rather than between HUD and the private developers or developer's counsel. Any inquiries made to/from development partners or their counsel will be re-directed by HUD to PHA, as PHA serves as the primary link between those partners and HUD.

We very much appreciate your commitment and that of the HUD review team in assisting PHA in closing its many and varied transactions. We are pleased with the efficiencies and procedures that we have already been put into practice, and look forward to further simplifying the HUD review and approval process as described above, to the benefit of our residents and all others involved. We welcome other suggestions and possibilities for further streamlining this process.

Thank you for your attention to this proposal. Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Respectfully,



Carl R. Greene  
Executive Director

cc: Ms. Dominique Blom, Director of Public Housing Investment, U.S. Department of Housing and Urban Development



## Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene  
Executive Director

November 18, 2004

Mr. Milan Ozdinec  
Deputy Assistant Secretary  
Office of Public and Indian Housing  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street SW, Room 4130  
Washington, DC 20410-5000

Re: **PHA Streamlined Mixed Finance Approval Process**

Dear Milan:

We appreciate HUD's agreement to streamline PHA's mixed finance approval process in a manner similar to the proposal forwarded to you by letter of October 15, 2004. Per our discussion with your staff on October 27, 2004, HUD and PHA agreed to the following elements of our proposal:

- (1) **Weekly Calls**: Weekly calls have been helpful and will continue.
- (2) **Team Review**: Your staff noted that, given the departure of Celia Smoot, a Field Office attorney assigned to PHA matters, Jonathan Anderson at Headquarters will be the point person for legal review of PHA deals.
- (3) **Simultaneous Submission of the Rental Term Sheet and Evidentiaries**: HUD stated that it has no objection to receiving the Rental Term Sheet and evidentiaries together no less than 45 days prior to anticipated closing, but noted that receiving the term sheet first allows for issues to be raised and addressed before the evidentiaries are complete. While we appreciate HUD's concern, as we explained, the 90-day lead time forced PHA on occasion to submit documents before they were ready, which created confusion. Rosemary Hocking noted that she would try to provide an immediate turnaround, but that this would be difficult if there were multiple submissions at one time. As you know, PHA receives excellent support from Rosemary Hocking, and understands that she has in the past, and will continue in the future, to process our documents as quickly as possible.
- (4) **Completeness of Submissions**: HUD made no objection to the PHA proposal as written.

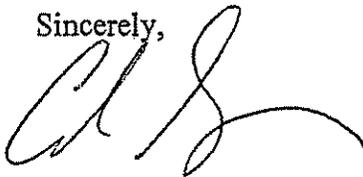
(5) Use of Models: PHA noted that, as we are now using model form documents that can be blacklined to show changes, review of PHA submissions should not be onerous.

(6) Comments and Responses:

- (a) Rosemary Hocking agreed to lead the coordination of HUD comments to be transmitted to PHA and noted that she had used this method for Neumann North;
- (b) HUD agreed to use a designated PHA attorney as the sole point of contact for comments and responses – Monique DeLapenha;
- (c) HUD noted that they would establish a goal of returning comments on Rental Term Sheets and evidentiaries within 2 weeks of receipt, and that the outside date would be 30 days;
- (d) PHA agreed that it would set a goal of formally responding to HUD comments within a 2 week time period;
- (e) HUD agreed that follow-up submissions may be done by e-mail followed by hard copies;
- (f) HUD indicated that it did not fully agree with PHA's proposal limiting its ability to discuss issues with PHA's developers and developer's counsel without the PHA present. Given that there have been mishaps in the past when there is communication between HUD and developers, we prefer that PHA at least have a representative present during any such discussion. Dominique Blom suggested that HUD inform PHA of any such communication, but such a policy could undermine PHA's ability to hold its developer partners accountable under our various contracts and agreements. Hopefully we can develop a policy for HUD communications with PHA's developers and developer's counsel that is mutually satisfactory.

You and your staff have been essential partners in helping PHA create more quality housing for low income Philadelphians. We appreciate the opportunity to become even more effective by having a more streamlined HUD review process. Thank you for your efforts and we look forward to continuing to refine and improve our working relationship.

Sincerely,



Carl R. Greene  
Executive Director

**STREAMLINED DEMOLITION/DISPOSITION PROCESS**

**JUNE 21, 2005 (LETTER TO HUD).**



# Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene  
Executive Director

January 16, 2004

Mr. Milan Ozdinec  
Deputy Assistant Secretary  
Office of Public Housing Investments  
Office of Public and Indian Housing  
U.S. Department of Housing and Urban Development  
Washington, D.C. 20410-5000

RE: Streamlined Review Process for Demolition and Disposition Applications

Dear Mr. Ozdinec:

I am writing to request that HUD approve a streamlined review process for the Philadelphia Housing Authority's demolition and disposition applications. This request is authorized by the PHA's Moving to Work Agreement, Appendix A, Paragraph VIII. E.

A streamlined approach is particularly important to efficiently address the needs of PHA's enormous and dispersed scattered-site inventory. To improve efficiency and reduce the burden for HUD and PHA, PHA needs to have a flexible process that allows it to take advantage of development opportunities, as they become available.

The streamlined process would be as follows:

1. With respect to demolitions or dispositions of the scattered site properties, a general description of planned activity in the PHA Plan would continue to be allowed. (No further HUD approval is necessary.)
2. The appraisal requirements for dispositions could be satisfied, where the transfer would be for nominal consideration, by the estimate of property value for local tax purposes by the Philadelphia Board of Revision. (HUD accepts such estimates now in this situation; no further HUD approval is necessary.)
3. With respect to dispositions, the Section 412 requirement for offer of sale to resident organization(s) at the development would be inapplicable. Section 18(c)(1) of the United States Housing Act of 1937 gives HUD the authority to determine the "appropriate circumstances" to which this requirement will apply. As an MTW agency undertaking substantial revitalization and redevelopment efforts, PHA should have the flexibility to interact with resident groups as it deems appropriate regarding proposed dispositions. This is particularly the situation with

regard to scattered-site properties, where PHA may be disposing of a number of properties and expeditious dispositions are needed to take advantage of development opportunities. Over three hundred scattered-site dispositions have been completed without resident organizations once attempting to exercise the right to purchase. Another example is disposition of public housing to a limited partnership, where the development will remain PHA-controlled public housing, and the Section 412 requirement arises only due to the technicality of the disposition.

HUD should determine that PHA's dispositions are not an appropriate circumstance in which to apply the requirement. The resident and local government consultation provisions of the law still would apply.

4. With respect to the submission of an application and approval by the Special Applications Center, first, HUD will designate a staff liaison to PHA to serve as a single point of contact for review and to provide requested technical assistance and approve any demolition or disposition request. The SAC will provide a deficiency list to PHA within two weeks of receipt of submissions, and respond to all subsequent submissions within ten days, provided that 1) the application is complete (including the certifications in the attachment to this letter); 2) the application is part of an approved MTW plan (as described above); and 3) an environmental review has been signed off by the HUD field office, or by the City of Philadelphia if the City has assumed that responsibility. As permitted now, applications for disposition of scattered site properties may be processed as a group. Second, PHA will provide certifications instead of some of the detailed information otherwise required by the application. The attachments indicate aspects of the demolition/disposition application form (HUD-52860) that this process would make inapplicable or otherwise alter, and provide a draft form of PHA certification.

Thank you for your consideration. Approval of this request will help HUD and PHA more expeditiously and efficiently meet low-income housing needs.

Should you have any questions, or require any additional information, please contact me at (215) 684-4174.

Respectfully,



Carl Greene  
Executive Director

**Streamlined PHA Demolition/Disposition Application:  
Proposed Applicability of HUD Form 52860**

Section 1: General information. PHA will complete this section.

Section 2: Long-term impact of proposed action. PHA will not complete this section. PHA understands the financial ramifications of demolition and disposition.

Section 3: Board resolution and environmental review and local government consultation. PHA will complete this section. With respect to the scattered site properties, both the Board resolution and the letter of acknowledgement of the local government official can be a general authorization to demolish or dispose of scattered site units that meets the standards of the demolition/disposition statute.

Section 3: Table 1 proposed demolition/disposition. PHA will complete this table.

Section 4: Description of Existing Property. PHA will complete this information.

Section 5: Description of Proposed Action by Project. PHA will complete the information, with the following exceptions:

PHA will not provide an estimate of project debt (#6), and requests a waiver for the requirement to repay any project debt (#12) for all dispositions of property. PHA will use any proceeds for affordable housing purposes and as indicated in its MTW Annual Plans.

If the demolition or disposition is a partial demolition or disposition of the development (#7), PHA will certify that the partial demolition or disposition meets the statute's standards for such action, rather than providing a specific justification. If PHA is disposing of scattered site property for nominal consideration (#9), PHA will provide a Philadelphia Board of Revision estimate for property tax purposes rather than an appraisal, as PHA does now.

If property is to be disposed of by negotiated sale or for less than fair market value (#10), PHA will certify that the approach is in the best interest of PHA. PHA will calculate net proceeds (#11) if they will exceed \$5,000 per unit. PHA will not provide estimated costs or a timetable (#13 and #14), but will undertake demolition and any necessary relocation using responsible management practices.

Section 6: Justification of demolition or disposition. For #1, the PHA will circle the appropriate reason for the demolition or disposition. Rather than provide specific backup, PHA will certify that the demolition or disposition meets the standards contained in the statute. Thus, PHA will not complete #2 or #3. PHA will complete #4 and #5.

Section 7: Relocation. PHA will complete only item #1 of this section. PHA will undertake relocation as needed in a responsible manner.

Section 8: Resident consultation. Instead of completing this section, PHA will certify that it has met the requirements of the statute with respect to resident consultation.

Section 9: Section 412 Offer of Sale. PHA is requesting that HUD determine that Section 412 not be applicable to its dispositions. Assuming that determination is granted, PHA would not fill out Section 9.

**Certification of the Philadelphia Housing Authority  
regarding Demolition or Disposition**

With respect to the (demolition) (disposition) of \_\_\_\_\_ (property address), the Philadelphia Housing Authority certifies that:

(If demolition of only a portion of a public housing development) The demolition will ensure the viability of the remaining portion of the development;

(If disposition is by negotiated sale or sale at less than fair-market value) The disposition is in the best interest of the Philadelphia Housing Authority;

(If demolition) The proposed demolition meets the standards required by Section 18(a)(1) of the United States Housing Act of 1937;

(If disposition) The proposed disposition meets the standards required by Section 18(a)(2) of the United States Housing Act of 1937; and

The Philadelphia Housing Authority has met the requirements of Section 18(b)(2) of the United States Housing Act of 1937 with respect to resident consultation.

\_\_\_\_\_  
(authorized PHA official)

*See  
HUD  
Income  
07/04*

### Amendment #1 to the Philadelphia Housing Authority's Moving to Work Agreement

The Moving to Work Agreement between the Philadelphia Housing Authority and the U.S. Department of Housing and Urban Development is revised as follows:

Statement of Authorizations, Section VII, paragraph B, "Subject to prior HUD approval" is deleted, and the paragraph reads as follows:

#### B. Authorized Local Rent Subsidy Program Activities

Provided that PHA complies with all HUD requirements regarding rent reasonableness the PHA is authorized to develop its own Local Rent Subsidy Program that may include exceptions to the standard Section 8 Program rules and regulations. PHA will use procedural requirements consistent with those described in Article I., Section I. of this Agreement in adopting and implementing the Local Rent Subsidy Program. The Local Rent Subsidy Program must be designed to further the PHA's goals of creating a successful Local Rent Subsidy Program with stable landlords, high quality properties and mixed-income neighborhoods.

Additionally, the following Provision is added to the end of the Agreement:

#### XI. Streamlined Demolition and Disposition Processing

PHA is authorized to utilize a streamlined HUD review process for demolition and disposition applications, which will include a single point of contact at the Special Applications Center for review and to provide requested technical assistance and approve any demolition and disposition request. The Special Applications Center commits to providing a deficiency list to PHA within two weeks of receipt of an application and further commits to responding to all subsequent submissions within ten days from then on, provided that 1) the application is complete, 2) the application is part of an approved MTW plan and 3) an environmental review has been signed off on by the HUD field office.

Signed:   
Executive Director  
Philadelphia Housing Authority

Date: 8/16/04

Signed:   
Assistant Secretary  
Public and Indian Housing

Date: 10/22/04



Philadelphia Housing Authority  
Building Beyond Expectations

Carl R. Greene  
Executive Director

June 21, 2005

Ms. Dominique Blom  
Acting Deputy Assistant Secretary  
Office of Public and Indian Housing  
Department of Housing and Urban Development  
451 7th Street, SW, Room 4130  
Washington, DC 20410

RE: Request for HUD Approval of Streamlined Disposition Approval Process

Dear Ms. Blom:

I very much appreciated our meeting of April 7<sup>th</sup> and April 9<sup>th</sup> with the HUD Review team regarding our Moving to Work (MTW) Program. I was pleased that the results of the review were positive and welcome the opportunity to assist HUD in using some of the programs developed under our MTW demonstration as national models for other housing authorities.

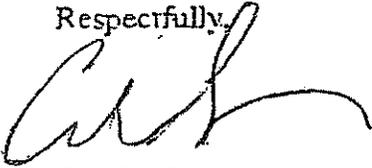
During that meeting, we discussed additional ways that PHA could use its MTW authority to become more efficient and cost-effective. One suggestion was to further streamline the process by which HUD approves PHA's disposition and demolition requests. As you know, PHA has an unusually high number of requests for demolition and disposition approval given its \$1.1 billion development program, the considerable number of scattered site properties in its portfolio, and other local characteristics unique to Philadelphia. This necessitates PHA to spend significant time and resources in preparing detailed applications to HUD SAC to obtain the required HUD approval. PHA has found that the approval process, which often takes three months or longer, slows down developments resulting in additional costs.

PHA's MTW Agreement with HUD authorizes us to implement a streamlined demolition and disposition process with HUD approval. While PHA previously obtained HUD approval of a preliminary streamlined demolition and disposition approval process, it does not go far enough to be truly effective in saving time and money. Based on our conversations at our MTW Review, PHA has developed a fulsome streamlined demolition and disposition approval process for HUD's consideration, which is enclosed. This process is consistent with Section 18 of the U.S. Housing Act and seeks to change the way HUD approves our demolition and disposition requests. PHA asks that HUD consider approving and implementing this new cost-saving measure as part of our MTW demonstration.

Ms. Dominique Blom  
Request for HUD Approval of Streamlined Disposition Process  
June 21, 2005  
Page 2

We look forward to discussing this with you and the Special Applications Center at your earliest convenience. In the interim, please contact me at 215-684-4174 if you have any questions, or wish to discuss this process in further detail.

Respectfully,



Carl R. Greene  
Executive Director

Enclosure

cc: Ms. Rosemary Hocking, U.S. Department of Housing & Urban Development,  
Philadelphia Office

## PHA MTW STREAMLINED DEMOLITION AND DISPOSITION PROCESS

The proposed streamlined process is similar to the self-certification process used by HUD for homeownership plan approval. As described in more detail below, PHA will provide a detailed description of proposed disposition/demolition activities in its annual MTW Plan. Following inclusion of such activities in the MTW Plan, PHA will send a streamlined application, in the form of a letter, to a single point of contact at HUD. In this letter, PHA will self-certify that it will meet the requirements of Section 18 of the United States Housing Act of 1937 ("Section 18") prior to carrying out any disposition/demolition. PHA will retain documentation of its Section 18 compliance.

1. Single Point of Contact. Pursuant to Amendment #1 of PHA's MTW Agreement with HUD, PHA proposes a single point of contact, either at the HUD Field Office or at the Special Applications Center ("SAC"). All correspondence will be copied to Rosemary Hocking.
2. MTW Plan. PHA's annual MTW Plan will include a description of proposed disposition/demolition activities. This description will include the following information:
  - Identification of specific conventional developments or, for scattered site developments, geographic areas in Philadelphia to be targeted for disposition/demolition. Specific addresses or project numbers will not be necessary.
  - Estimates of the number of units or lots to be disposed of in the identified development or geographic area (e.g., "approximately 20 units or vacant lots will be disposed of for the Passyunk disposition").
  - Description of PHA's intergovernmental land swap activities with the City of Philadelphia, including the Office of Housing and Neighborhood Preservation ("OHNP") and the Redevelopment Authority of the City of Philadelphia ("RDA"). When possible, this description will identify geographic areas slated for disposition.
3. Disposition/Demolition Application. The form of PHA's streamlined application will be a letter to its single point of contact at HUD. This letter will contain the following statements and certifications:
  - PHA intends to implement activities described in its MTW Plan. Per Section 18, PHA will self-certify that the proposed disposition/demolition activity is specifically authorized in PHA's MTW Plan.

- PHA will self-certify that, prior to completion of any disposition/demolition activities, PHA will comply with the other Section 18 requirements, including: (a) specifying the Section 18 need criteria for the disposition/demolition; (b) completing Section 18 resident relocation requirements as applicable; (c) using net proceeds for eligible purposes under Section 18; and (d) for disposition only, providing residents with an opportunity to purchase the properties.
  - PHA will document its compliance with applicable provisions Section 18 and retain such information in its files, which will be reasonably available to HUD upon request.
  - PHA will update the PIC system no later than 30 days after the completion of demolition or disposition activities authorized under this streamlined process.
4. HUD Approval: HUD will commit to notify PHA of any deficiencies in its submission within five (5) days of the receipt. HUD will review and approve or disapprove all streamlined applications within 3 weeks of receipt of complete information.
5. Limitations on Streamlined Process: The streamlined disposition/demolition application process will be limited as described below. These limitations ensure that PHA properties will not be disposed of to non-affiliated entities other than those specifically named in its MTW Annual Plan without sufficient HUD review and, with respect to the second limitation below, may provide PHA with a competitive advantage in applications for low-income housing tax credits.
- PHA may only dispose of or demolish an agreed-upon percentage of ten percent (10%) of its inventory each year using this streamlined process (the "Allowed Percentage"). Any demolitions/dispositions in excess of the Allowed Percentage will require HUD approval via the present non-streamlined process; and
  - The streamlined process applies only to PHA's development activities, which include disposition of properties to PHA affiliates, disposition of homeownership units developed by PHA or its affiliates to eligible purchasers, purchasers specifically named in PHA's MTW Annual Plan and land swaps with the City, including OHNP and RDA. Other developers requesting PHA land for affordable housing development will be subject to the general HUD disposition/demolition application process.
6. Waivers and Internal Governance: HUD has the authority under MTW to waive any disposition/demolition application requirements other than those required by Section 18. The self-certifications described in #5 above address all Section 18 requirements, so no further submissions of information should be required. PHA recognizes that other activities, such as Board and resident consultations, are important for internal

governance purposes, and will retain records of such other activities in conjunction with disposition/demolition applications. Since all non-statutory requirements may be waived under MTW, however, PHA requests the elimination of these requirements so that PHA may tailor its non-statutory activities to its internal governance and residents' needs. Accordingly, HUD should waive any remaining disposition/demolition submission requirements, including the following:

- Entry of data into PIC prior to completion of disposition/demolition;
- Submission to HUD of board resolutions, environmental approvals, and proof of consultation with local officials (Section 3 of Form 52860);
- Submission to HUD of site maps, legal descriptions of vacant land, appraised values of land proposed for disposition, and justification for sales at less than fair market value (Section 5 of Form 52860);
- Submission to HUD of the counseling/advisory services to be provided to relocated residents, the housing resources to be used, and the sources of funding for such activities (Section 7 of Form 52860). As noted in #3 above, PHA will retain documentation of its compliance with Section 18 requirements, such as resident relocations;
- Submission to HUD of descriptions of PHA's process for notifying and consulting with residents and resident groups and copies of written comments received (Section 8 of Form 52860);
- Submission to HUD of proof of offer of sale to residents of properties proposed for disposition (Section 9 of Form 52860). As noted in #3 above, PHA will retain documentation of its compliance with Section 18 requirements, such as offer of sale.

7. Timetable. Based upon the proposal above, the timetable for streamlined PHA disposition demolition applications is described below.

	Activity	Timetable
1	PHA submits annual MTW Plan to HUD	Every January
2	PHA submits disposition demolition application letter with Section 18 self-certifications to single point of contact at HUD.	Anytime
3	HUD submits letter to SAC	3 days after #2
4	SAC approves application	3 weeks after #3
5	PHA maintains documentation of compliance with Section 18 certifications and other internal governance requirements.	Ongoing
6	PHA updates disposed demolished units in PIC	30 days after disposition demolition completion