

# PHILADELPHIA HOUSING AUTHORITY



## MOVING TO WORK ANNUAL PLAN YEAR 9 RESUBMITTED MARCH 31, 2009

FINAL

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

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

## **MOVING TO WORK ANNUAL PLAN YEAR NINE OVERVIEW**

### **Introduction**

This document provides details on planned MTW Year Nine (PHA Fiscal Year 2010) activities by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW). It covers the period from April 1, 2009 to March 31, 2010.

PHA is pleased to report that it has entered into a new MTW Agreement effective October 16, 2008, which will extend the MTW program in Philadelphia for an additional ten (10) year period.

During the first eight 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 economies. 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.
- ***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. Through its innovative Community Partners program, extensive job training and placement opportunities have been provided to PHA residents.
- ***Process simplification:*** Through MTW, PHA continued its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications are two examples of this activity.
- ***Quality Control:*** PHA has implemented a wide-ranging program of quality control activities designed to ensure high quality service and uniform transaction processing. Quality control reviews are now systematically being implemented throughout the HCV and Public Housing programs.
- ***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 audited financial statements from Fiscal Years 2003 through 2008. Further, PHA continued to implement new Customer Relationship Management (CRM) applications that improve the tracking and monitoring of customer and vendor issues, as well as an Interactive Voice Response system that allows easy access to program information by the general public.

Additional details on PHA accomplishments under the MTW Demonstration Program are included below as well as in PHA's MTW Annual Reports. In MTW Year Nine, PHA will continue to implement initiatives that commenced in Year Eight including:

- Implementation of adult day care and home services for seniors in collaboration with the Commonwealth of Pennsylvania
- Expansion of services to people with disabilities including supporting the Nursing Home Transition and other initiatives in collaboration with the Commonwealth of Pennsylvania and other qualified partners

Due to the ongoing reductions in federal support for public housing programs, it must be noted that PHA's continued progress on the initiatives outlined in this Annual Plan is dependent on PHA receiving necessary federal funding.

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

This is the ninth Annual Plan submitted by PHA under the MTW Demonstration Program. As previously noted, PHA recently executed a new MTW Agreement, which will extend PHA's MTW designation through 2018. The MTW designation gives PHA and 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.

HUD defines the content of the MTW Annual Plan. 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. The new MTW Agreement establishes revised standards for both documents that will be implemented beginning with the MTW Year 10 Annual Plan and Report.

This MTW Year Nine Annual Plan summarizes PHA's major plans and initiatives for fiscal year 2010, which begins on April 1, 2009. 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 Nine 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.
- **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, consistent with the requirements of the MTW Agreement. A public comment period of October 6 through November 6, 2008 was established through public notices. PHA conducted two (2) pre-meetings with resident leaders on October 1 and 2, 2008. Three (3) public hearings were held during the public comment period on October 6, 7 and 9, 2008. The draft Annual Plan was subsequently modified to reflect resident and public comments.

Beginning with the Annual Plan and Annual Report for MTW Year Ten (Fiscal Year 2011), PHA will implement a revised format for reporting on MTW initiatives, pursuant to HUD's recently adopted HUD Form 50900.

### **Entrepreneurial Initiatives**

During Year Nine, PHA will continue to seek opportunities to act in a more entrepreneurial way. 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. Moreover, PHA's efforts have dramatically increased housing opportunities for low-income families in Philadelphia.

PHA believes that it can use its program income and proceeds from land disposition for entrepreneurial activities that are within the purposes permitted by PHA's charter, including development and sale of market-rate homeownership units. All

proceeds from such activities would then be reinvested in affordable housing purposes and to otherwise benefit PHA's residents. This use is consistent with current HUD regulatory guidance related to program income and proceeds from land disposition.

In Year Seven, HUD approved PHA's plans to use its program income to construct moderate-income homes, to be sold to families earning between 80 and 115 percent of area median income (AMI), with the majority to be sold to families earning between 80 and 100 percent of AMI. This approval is limited to homes developed at MLK Phase IIC.

PHA plans to explore other opportunities for using its program income, proceeds from land disposition, and other nonfederal income for entrepreneurial activities in accordance with its MTW Agreement, Attachment C, Section 14. This entrepreneurial approach is increasingly important as Federal subsidies continue to decline significantly. Absent the flexibility to compensate for loss of Federal subsidies, this situation will undermine the great strides that PHA has made to develop quality housing for low-income families and improve the neighborhoods in which they reside.

### **MTW Year Nine Initiatives**

The remaining portions of this section include a summary of planned MTW Year Nine activities categorized by PHA's nine Strategic Operating Plan goals. Overall, in Year Nine, PHA intends to continue activities initiated in previous years of the MTW Demonstration Program to the extent feasible with significantly reduced budget and staff resources. PHA will continue to move its accounting and management systems toward a project-based model, consistent with the Local Asset Management Plan included herein as Attachment L.

PHA's planned Year Nine initiatives are dependent on the receipt of adequate federal operating subsidy; however, the availability of funding for Fiscal Year 2010 remains uncertain. Thus, PHA may need to modify the plans and initiatives described herein in order to respond to further budget cuts. The following discussion provides an overview of PHA's Strategic Operating Plan goals and accomplishments.

<p><b><i>Strategic Operating Plan Goal 1: Achieve Excellence In Property Management.</i></b></p>
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During MTW Year Nine, PHA will continue a number of ongoing property management initiatives related to its conventional and scattered site public housing portfolios, subject to availability of adequate funding. These initiatives include:

- Continuous improvements to core management and maintenance systems. These system enhancements will help to support local asset management, increase rent collections, improve property maintenance, and reduce vacancy turnaround time by converting the existing legacy public housing and waiting list systems to a new platform linked to PHA's financial and CRM systems. PHA will also continue enhancements to its existing suite of Oracle/PeopleSoft financials, supply chain management, Customer Relationship Management and Interactive Voice Response systems.
- Implementation of Local Asset Management Plan activities described at Attachment L.
- Continuation of the Sparkle Plus program, improving the curb appeal of PHA developments by upgrading exterior conditions, subject to funding availability.
- Continuation of the Clean Sweep Program, which fulfills the resident Community Service requirement through resident participation in site and neighborhood cleanup activities, subject to funding availability.
- Modification of Utility Allowance Policies. PHA intends to pursue changes to the utility allowance policies including those instances where residents are responsible for paying their own gas heat in both the public housing and HCV programs. These changes will require residents to participate in the PGW Customer Responsibility Program, which will link customer payments to overall household income. Additional changes to the UAP policy for HCV residents will also be implemented as defined below.
- 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 modify 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. At the outset, LIHTC properties will not be subject to this initiative. As a result of funding reductions, PHA will also identify options to generate additional rental revenue that may require substantial changes to the rent simplification system in scattered site units.
- Revised Ceiling Rents. PHA has implemented a two-part ceiling rent increase in public housing sites. PHA will also assess the establishment of property-specific ceiling rents and/or market rents. PHA will evaluate the feasibility of further

increases to the ceiling rent structure impacting, at a minimum, scattered site households. This measure is in response to federal funding reductions that undermine the financial viability of PHA public housing units.

- Revised Minimum Rents. PHA has implemented a minimum rent for both public housing and leased housing participants that include a 90-day grace period for hardship cases.
- Pest Control Initiative. PHA Department of Environmental Services has implemented a Pest Management Program and plans to develop an Integrated Pest Management (IPM) pilot program for conventional sites.
- Modifications to ACOP and Lease. PHA plans to implement a new lease and additional ACOP modifications as described in Section 3 of this document.
- 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.
- Transfer the waitlist data for all programs (PH, HCV, HO and PAPMC) into PeopleSoft's CRM under one universal pre-application per client for all programs. Among other benefits, this initiative will facilitate PHA's ability to track and place clients who need accessible housing units.
- Customize and implement baseline specifications for the Move-Out, Move-In, Rent Calculation, Recertification and Quality Control Functionality in the PHA implementation of PeopleSoft CRM system for Application Waitlist and Eligibility (AWE) and Public Housing (PH) functionalities.
- Enhanced unit rehabilitation efforts that allow PHA with the Home Selection Day process to reoccupy vacant housing units in a more efficient manner, utilizing the Vacancy Reduction Control Book.
- 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 Alternatively Managed Entity (AME) sites.
- Quality Control. PHA will continue to utilize an internal File Audit Procedure in MTW Year Nine that automatically assign Managers 10% of their files each

month for review using audit guidelines and the Quality Control Module. Errors are documented and remedies recorded to reduce the occurrence of "findings."

- Service Order Audits. PHA Asset Managers will continue to audit 100% of service order requests within 30 days from the date the service order is closed.
- Reoccupancy of Revitalized Sites. PHA will undertake the efficient reoccupancy of approximately new units brought on line as a result of PHA's extensive revitalization efforts.
- Implementation of Site-Based Waiting Lists. PHA will continue development of a site-based waiting list system for use in all public housing developments, including scattered sites. Note that LIHTC sites already utilize site-based waiting lists.

***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. New and ongoing efforts planned for MTW Year Nine subject to receipt of full federal funding include:

- Expanded initiatives to serve people with disabilities including implementation of priority placement for persons transitioning out of nursing homes and others.
- Continuation of the Quality Initiative, including enhanced Quality Control procedures and systems to improve customer service and the accuracy and completeness of client files. These efforts have been enhanced through PHA's recently implemented IVR system. The IVR system allows HCV participants and vendors to obtain updated information on their PHA program status. Calls that cannot be handled automatically or through an immediate staff response are turned into "cases" which are tracked and monitored through to resolution.
- Changes to HCV Utility Allowance procedures that will require HCV participants who pay their own gas heat to enroll in the PGW Customer Responsibility Program. PHA will establish a \$20 minimum threshold for UAP payments made directly to eligible residents.
- Continuation 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. PHA may elect to utilize one-year recertifications for portability port-ins.
- Improved applicant screening and enforcement of program regulations, including enhancements to PHA’s investigative and complaint tracking software.
- PHA intends to reopen the HCV waiting list for a limited time.
- Continuation of Tenant Integrity Program training for all program participants.
- Continuation of a comprehensive Housing Choice Voucher Program 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.
- Continuation of Family Economic Development Action Plan (FEDAP). Housing Choice Voucher Program participants work with PHA staff to develop and implement a Family Economic Development Action Plan as a condition of their continued participation in the program.
- Continuation of 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.
- Administrative Plan Revisions. PHA intends to implement a series of changes and clarifications to the Administrative Plan as described in Sections 3 and 9 of this document.
- Continued implementation of policies, procedures and training related to HUD's Enterprise Income Verification and the Commonwealth of Pennsylvania’s Client Information system for HCV, Public Housing, and Tax Credit Developments.
- Revise Recertification process so that only one Interim re-exam is allowed during any 12-month period, with the exception of extenuating circumstances.

Section 1: Overview  
 MTW Year 9 Plan

***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. Unfortunately, the availability of federal funding to support future revitalization efforts is extremely limited. Programs such as HOPE VI, which PHA effectively used to leverage substantial private investment at existing PHA sites, have virtually ended due to lack of Congressional appropriations. Major initiatives related to this goal include:

- **New Construction and Substantial Rehabilitation Programs.** Occupancy of three new development sites is scheduled to take place in MTW Year 9: Mantua Square, Warnock Street Phase I, and Spring Garden II. Subject to funding availability, PHA will continue work at sites throughout the City, including Martin Luther King Plaza, Mantua, Warnock, and Liddonfield I and II. The Required Conversion Plan and Relocation Plan for Liddonfield Homes I is included as an attachment to the Annual Plan.
- **Accessibility Initiatives.** PHA will continue its efforts to promote and expand housing options for people with disabilities, including undertaking actions to ensure that designated units meet the accessibility standards described in Attachment E of the new MTW Agreement.
- **Enhancements to the Unit-Based Program.** PHA may elect to issue a new or revised RFP for the Unit-Based Program.
- **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. Mortgage assistance activities will continue to be provided to residents.
- **Financing.** PHA will continue to aggressively seek out and secure alternative funding sources to leverage limited PHA and federal dollars. However, as previously noted, the availability of federal funding to support new revitalization efforts is in question. PHA will continue to implement a ten-year \$1.5 billion construction program.

- PHA will continue implementation of an asset repositioning strategy for the scattered site units in order to generate revenue and reduce operating expenses. This strategy will involve some or all of the following elements: sale of vacant lots and buildings at market value; realignment of a portion of ACC units using revised admissions and occupancy guidelines; relocation as needed of existing households; and, identifying alternative funding mechanisms and/or ownership structure for a portion of the ACC unit portfolio.
- Revitalization Initiatives. 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. Implementation of these strategies is dependent on the availability of sufficient federal funding.

***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. PHA’s public safety capacity will continue to be severely strained in Year Nine due to agency-wide reductions of staff that occurred in MTW Year Seven. Initiatives in this area that PHA will attempt to continue during MTW Year Nine 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 conduct 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 Citizens 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 during MTW Year Nine. This includes:

- Continue to identify and secure additional supportive service program funds to enhance resident-oriented programs. This task area is even more critical in light of the reductions in PHA federal operating subsidy funding.
- Implement new adult day care and home support services in partnership with the Commonwealth of Pennsylvania. Services will initially be provided at the new Nellie Reynolds Gardens facility beginning after January 2009, with plans to expand over time to other sites subject to funding availability. Lease up of Nellie Reynolds Gardens is underway.
- Maintain services to residents through the Community Partners Program. PHA awarded contracts to several training providers under this program to provide supportive and self-sufficiency services to PHA households. In Year Nine, PHA's Community Partners will continue previous successful training opportunities for eligible residents to obtain a commercial driver's license, forklift operation certification, develop resident owned businesses, and provide training for Administrative Assistants, Financial Services, Customer Service, and cable installation, and expand programs to include automotive and paralegal, financial education and welding, and computer science and technology.
- Implement a financial education program, which will be made available to all residents on a first come first served basis. The Neighborhood Network computer labs are an integral part of this initiative to help public housing residents understand and practice the basic principles for wealth building.
- 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, the Career Link program, GED classes, computer skills development, homeownership counseling and the Family Self-Sufficiency Program. Two additional centers have also been developed: the John F. Street Center for youth services; and, the Wilson Park Center which provides computer technology, recreational and supportive services to youth and seniors.
- Implementation of Learnscope 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. New youth programs in partnership with the Boys and Girls Clubs will continue.
- 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. Two LIFE centers are currently operational at Conswiller B. Pratt and Germantown House.
- Development of opportunities for expanded resident access to technology services including the establishment of on-site and mobile computer labs.

***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 dramatically declining federal resources. In Year Nine of the MTW Demonstration Program, PHA will continue to implement a series of improvement process initiatives including:

- Implementation of asset management protocols for Conventional and Alternatively Managed Entities.
- Initial implementation of public housing and waiting list software currently under development.
- 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.
- Continued implementation of enhanced Interactive Voice Response and CTI systems in order to improve responsiveness to customer and public inquiries. These systems went live in MTW Year 6.
- Implementation of Peoplesoft's 9.8 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.
- Employee Training. In prior years, PHA offered an array of courses designed to enhance employees' skills. An added benefit of employee training efforts is improved service to PHA residents. To the extent that funds are available, training programs will continue to be provided. These training programs include:
  - Comprehensive Tech Aide and Asset Manager training
  - Contract Administration and Project Management Training, through a contract with ESI (partnering with George Washington University).
  - Tax Credit Compliance, Finance and Accounting Training.
  - Extensive staff training in computer hardware and software systems
  - Business Analyst and Research Specialist training programs to support internal operations and communications
  - 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.
- Implementation of alternative procurement system including electronic procurement methods pursuant to HUD's letter to PHA dated October 16, 2008.

***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. Enhancing partnerships with other agencies is more important than ever in light of budget reductions. During MTW Year Nine, PHA will continue to expand the following:

- A working relationship with the Commonwealth of Pennsylvania's Office of Long Term Living to coordinate the location of and provide funding to support licensed Adult Day Care, facilities, LIFE Centers and other services for frail seniors.
- 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 HUD 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.
- A working relationship with local universities to implement higher education in creating Residential Property Management as degree and certification programs.

*MOVING TO WORK PLAN*  
*PART TWO*

## SECTION 2: HOUSEHOLDS SERVED

This section provides information about the number and types of units in the Philadelphia Housing Authority's Public Housing, Tax Credit and Housing Choice Voucher (HCV) Program, as well as the characteristics of the families that PHA serves and those households on the waiting list. During the MTW program, overall occupancy has increased by over 5,000 households compared to the pre-MTW baseline. PHA continues to serve a predominately very low-income population, i.e., approximately 97% of PHA households have household incomes less than 50% of Area Median Income.

### A. Number and Characteristics of Households Served

Households by Unit Size. As of September 30, 2008, there were a total of 29,788 Conventional, Scattered, Tax Credit Sites (PHA managed and privately managed) and Housing Choice Voucher households served. The distribution of unit sizes is listed in Table 2-1 except for a limited number of AME sites. One, two and three bedroom units represent approximately 84% of the total number of households served.

Housing Type/Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	303	1,369	2,278	2,109	509	75	11	6,654
Scattered Sites	26	161	628	2,239	550	507	189	4,300
LIHTC <sup>1</sup>	0	513	482	460	96	3	0	1,554
AME <sup>2</sup>	7	366	268	381	74	9	0	1,105
HCV Housing	409	2,701	3,898	7,221	1,328	618	0	16,175
<b>Program Total</b>	<b>745</b>	<b>5,110</b>	<b>7,554</b>	<b>12,410</b>	<b>2,557</b>	<b>1,212</b>	<b>200</b>	<b>29,788</b>
<b>Distribution %</b>	<b>3%</b>	<b>17%</b>	<b>25%</b>	<b>42%</b>	<b>9%</b>	<b>4%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2008

<sup>1</sup>Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

<sup>2</sup>AME – Alternately Managed Entity (AME)

Family Type. The number and type of households served by PHA are presented in Table 2-2. Family households represent 58% of all households served by PHA, followed by disabled households (24%), and elderly households (19%).

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals
Conventional	3,495	53%	1,629	24%	1,530	23%	6,654
Scattered Sites	2,129	50%	1,275	30%	896	21%	4,300
LIHTC <sup>1</sup>	826	53%	482	31%	246	16%	1,554
AME <sup>2</sup>	941	85%	97	9%	67	6%	1,105
HCV	9,804	61%	2,109	13%	4,262	26%	16,175
<b>Program Total</b>	<b>17,195</b>	<b>58%</b>	<b>5,592</b>	<b>19%</b>	<b>7,001</b>	<b>24%</b>	<b>29,788</b>

Source: PHA CCS. September 30, 2008

<sup>1</sup>Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

2 Alternatively Managed Entity (AME)

Income Groups. As indicated in Table 2-3, 24,997 households (84%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 3,834 households (13%) earn between 30-50% of AMI. Households with incomes over 80% of the Median Income represent less than one percent of households served.

<b>Housing Type/ Program</b>	<b>Below 30% Median Income</b>	<b>Between 30% and 50% Median Income</b>	<b>Between 50% and 80% Median Income</b>	<b>Over 80% Median Income</b>	<b>Total</b>
Conventional	5,871	591	154	38	6,654
Scattered Sites	3501	567	187	45	4,300
LIHTC <sup>1</sup>	1,148	341	57	8	1,554
AME <sup>2</sup>	704	318	79	4	1,105
HCV Housing	13,773	2,017	369	16	16,175
<b>Program Totals</b>	<b>24,997</b>	<b>3,834</b>	<b>846</b>	<b>111</b>	<b>29,788</b>
<b>Percentage</b>	<b>84%</b>	<b>13%</b>	<b>3%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 30, 2008

<sup>1</sup> Low-Income Housing Tax Credit (LIHTC) properties PHA managed

<sup>2</sup> AME – Alternatively Managed Entity

Housing Type. The Housing Choice Voucher Program had a total of 16,175 units leased as of September 30, 2008, representing 54% of the total households served by PHA (Table 2-4). PHA’s portfolio of occupied public housing units includes 4,300 scattered site units representing approximately 14% of the total units. Conventional public housing consists of 6,654 occupied units, representing 22% of the households served. LIHTC and Alternatively Managed sites make up the balance of the occupied portfolio.

<b>Housing Type/Program</b>	<b>Year Nine</b>	
	<b>Total</b>	<b>%</b>
Conventional	6,654	22%
Scattered Sites	4,300	14%
LIHTC <sup>1</sup>	1,554	5%
AME <sup>2</sup>	1,105	5%
HCV Housing	16,175	54%
<b>Program Total</b>	<b>29,788</b>	<b>100%</b>

Source: PHA CCS. September 30, 2008.

<sup>1</sup> Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

<sup>2</sup> AME – Alternatively Managed Entity

Race and Ethnicity. Table 2-5 details the racial composition and Table 2-6 the ethnic composition and ethnic composition of PHA households. PHA plans to continue its efforts to increase diversity among the population served.

<b>Table 2-5. Race of Heads of Households of Public Housing and HCV Program in Year Nine</b>						
<b>Housing Type/Program</b>	<b>African-American</b>	<b>White</b>	<b>Spanish American</b>	<b>Asian/Pacific Island &amp; Native American</b>	<b>Other</b>	<b>Total</b>
Conventional Housing	6,334	171	132	14	3	6,654
Scattered Sites	3,905	35	351	6	3	4,300
HCV Housing	13,739	1,666	558	102	110	16,175
LIHTC <sup>1</sup>	1,524	9	19	2	0	1,554
AME <sup>2</sup>	898	183	0	24	0	1,105
<b>Program Totals</b>	<b>26,400</b>	<b>2,064</b>	<b>1,060</b>	<b>148</b>	<b>116</b>	<b>29,788</b>
<b>Percentage Distribution</b>	<b>89%</b>	<b>7%</b>	<b>3%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>100%</b>

<sup>1</sup> Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

<sup>2</sup> AME – Alternatively Managed Entity

<b>Table 2-6. Ethnicity of Heads of Households of Public Housing and HCV Program in Year Nine</b>			
<b>Housing Type/Program</b>	<b>Hispanic</b>	<b>Non-Hispanic</b>	<b>Total</b>
Conventional Housing	143	6,511	6,654
Scattered Sites	320	3,980	4,300
HCV Housing	792	15,383	16,175
LIHTC <sup>1</sup>	23	1,531	1,554
AME <sup>2</sup>	242	863	1,105
<b>Program Totals</b>	<b>1,520</b>	<b>28,268</b>	<b>29,788</b>
<b>Percentage Distribution</b>	<b>5%</b>	<b>95%</b>	<b>100%</b>

<sup>1</sup> Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

<sup>2</sup> AME – Alternatively Managed Entity

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

Tables 2-7 through 2-10 provide information on the characteristics of PHA's existing waiting lists.

Applicants for Public Housing. As of September 30, 2008, there were 47,340 applicants for public housing (conventional, including scattered sites, and the PHA managed – PAPMC sites). Note that the total applicant count may reflect multiple applications filed by households for multiple sites. Approximately 40% of all applicant households were requesting two-bedroom units, (Table 2-7). Approximately 66% of all applicant households for public housing units are families (Table 2-8), 15% are households with disabilities, and 19% are senior households. Ninety-one percent (91%) of all public housing applicants reported incomes of less than 30% of the area median income (Table 2-9).

Applicants for HCV Program. As of September 30, 2008, there were 4,097 applicants for the Housing Choice Voucher program. Approximately 69% of

applicant households are families, 19% are households with disabilities, and 12% are senior households. Eighty-seven percent of all HCV applicants had reported incomes of less than 30% of the area median. The waiting list is currently closed; however, PHA intends to re-open the HCV Waiting List in 2009.

**Table 2-7. Year Nine Composition by Bedroom Size Need for All Waiting List Applicants for PHA Housing**

Housing Type/Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Public Housing <sup>1</sup>	9,698	4,299	19,299	11,565	2,217	228	34	<b>47,340</b>
HCV Housing	775	134	1,447	1,363	329	44	5	<b>4,097</b>
<b>Program Totals<sup>1</sup></b>	<b>10,473</b>	<b>4,433</b>	<b>20,746</b>	<b>12,928</b>	<b>2,546</b>	<b>272</b>	<b>39</b>	<b>51,437</b>
<b>Percentage Distribution</b>	<b>20%</b>	<b>8%</b>	<b>40%</b>	<b>25%</b>	<b>5%</b>	<b>0.5%</b>	<b>0.1%</b>	<b>100%</b>

Source: PHA CCS. September 30 2008.

<sup>1</sup> Public Housing program includes conventional, scattered and LIHTC sites.

**Table 2-8. Year Nine Composition by Family Type for All Waiting Lists Applicants for PHA Housing**

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total	Percent Program Totals
Public Housing	30,943	65%	9,291	20%	7,106	15%	47,340	100%
HCV Housing	2,824	69%	488	12%	785	19%	4,097	100%
<b>Program Totals</b>	<b>33,767</b>	<b>66%</b>	<b>9,779</b>	<b>19%</b>	<b>7,891</b>	<b>15%</b>	<b>51,437</b>	<b>100%</b>

Source: PHA CCS. September 2008.

<sup>1</sup> Public Housing program includes conventional, scattered and LIHTC sites.

**Table 2-9. Year Nine Income Levels for All Waiting List Applicants for PHA Housing**

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	43,453	3,382	460	45	47,340
HCV Housing	3,584	445	63	5	4,097
<b>Program Totals</b>	<b>47,037</b>	<b>3,827</b>	<b>523</b>	<b>5</b>	<b>51,437</b>
<b>Percentage</b>	<b>91%</b>	<b>7%</b>	<b>1%</b>	<b>&lt;1%</b>	<b>100%</b>

Source: PHA CCS. September 2008.

**Table 2-10. Year Nine Program/Types for All Waiting List Applicants for PHA Housing**

Housing Type/Program	Baseline Year		Year Nine	
	Total	%	Total	%
Public Housing	7,191	28%	47,340	92%
HCV Housing	18,587	72%	4,097	8%
<b>Program Total</b>	<b>25,778</b>	<b>100%</b>	<b>51,437</b>	<b>100%</b>

Source: PHA CCS. September 2008.

**Table 2-11. Race of Heads of Households on Waiting List in Year Nine**

Housing Type/Program	African-American	White	Spanish American	Asian/Pacific Island & Native American	Other	Total
Public Housing	42,641	1,531	2,572	224	372	47,340
HCV Housing	3,556	401	81	20	39	4,097
<b>Program Totals</b>	<b>46,197</b>	<b>1,932</b>	<b>2,653</b>	<b>244</b>	<b>411</b>	<b>51,437</b>
<b>Percentage Distribution</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 2008.

**Table 2-12. Ethnicity of Heads of Households on Waiting List in Year Nine**

Housing Type/Program	Hispanic	Non-Hispanic	Total
Public Housing	2,966	44,374	47,340
HCV Housing	131	3,966	4,097
<b>Program Totals</b>	<b>3,097</b>	<b>48,340</b>	<b>51,437</b>
<b>Percentage Distribution</b>	<b>6%</b>	<b>94%</b>	<b>100%</b>

Source: PHA CCS. September 2008.

**Waiting List Issues and Proposed Actions.** PHA is in the process of developing new, streamlined application automation systems that will result in many improvements to the application process. Note that the vast majority of applicants for public housing and HCV are below 30% of the Area Median Income adjusted for family size. PHA expects these figures to remain constant in light of the overwhelming need for affordable housing documented in the City’s Consolidated Plan.

PHA currently has 4,097 Housing Choice Voucher household applicants on the waiting list. PHA intends to re-open the HCV Waiting list in 2009. In addition, the following waiting list related actions are proposed for Year Nine:

- PHA will develop streamlined waiting list automation procedures including completing the waiting list update process; and
- PHA may also implement procedures for offering Unit-Based Housing Choice Vouchers to applicants from the public housing waiting list.

During MTW Year Nine, 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**

Public Housing Households. PHA projects that it will serve 14,237 households in the public housing program by March 31, 2010, reflecting the new occupancy at Warnock and Spring Garden. In Year Nine, PHA may experience a significant increase in the level of transfers to address scattered site overhousing issues. Also, as noted, PHA’s ability to

meet occupancy targets will continue to be impacted by ongoing federal reductions in operating subsidy, which have resulted in a significant decrease in PHA's workforce.

Housing Choice Voucher Households. PHA projects that it will serve 14,850 MTW households with Tenant-Based Vouchers in the HCV Program and an additional 1,430 households in Mod Rehab and non-MTW Vouchers by March 31, 2010. PHA also projects that funding representing 2,785 vouchers will be used for approved MTW activities as shown on tables 4-1 and 9-1. Any pro-rations of HCV funding below the 100% level will reduce PHA's targeted lease up. The anticipated increase in HCV utilization reflects PHA's efforts to achieve full utilization of MOD Rehab and other non-MTW Vouchers.

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

PHA's policies governing eligibility, selection, admissions, assignment, and occupancy of households are defined in the Public Housing Admissions and Continued Occupancy Policy (ACOP), Public Housing Lease, and Housing Choice Voucher (HCV) Administrative Plan. Copies of these documents are available for inspection upon request. In addition, policies for Limited Partnership sites are defined in individual ACOPs and Leases. In MTW Year Nine, PHA is revising the Public Housing ACOP and Lease and the HCV Administrative Plan to reflect policy changes and/or clarifications as described below. PHA will also work with its Limited Partners to make certain revisions to the Limited Partnership sites ACOPs and Leases as described below.

### **A. Admissions and Continued Occupancy Policy Changes and Clarifications**

The following revisions and clarifications will be made to the ACOP and Lease:

#### Admissions Issues

PHA will continue to work toward establishment of a Site-Based Waiting List (SBWL) at each public housing property, allowing applicants to apply to a maximum of five (5) lists. PHA will make the following changes to facilitate the implementation of the SBWL initiative:

- PHA will update its current procedure for accepting pre-applications and updates to include online submissions.
- PHA will eliminate the central waiting list model. The role of the Public Housing Admissions Office (Central Admissions) will become that of oversight and technical assistance for the public housing sites.
- Central Admissions will update the SBWL every 3-years, or as needed according to site demand.
- PHA will require applicants to update their pre-applications, outside a mass Waiting List Update effort, whenever certain information (income, household composition, contact information) changes, while only allowing applicants to change waiting list site selections once a year.
- PHA will eliminate the current selection preference structure and base waiting list selections solely on date and time of application except for limited referral priority programs including nursing home transition. This approach will result in increased waiting list management efficiencies as the agency moves to a Site-Based Waiting List model, by reducing the amount of time necessary to manage preference selections and complete third party verify preference claims.
- Once an applicant is selected from an SBWL for screening, the applicant's name will remain on the waiting lists of other sites for which the applicant has applied until the applicant accepts a unit. This will promote competition among the properties by motivating Property Managers to maintain the appeal of their respective sites to ensure lease-up. Once an applicant accepts a unit at one site, that

applicant's active applications on other site waiting lists will be withdrawn. PHA will assign an applicant family deemed eligible/suitable at a particular site the first available unit at that site meeting the bedroom and unit feature requirements of the applicant family. Applicants not accepting the unit offered without verifiable good cause will be removed from all site waiting lists.

- In its efforts to identify programmatic efficiencies related to SBWL implementation, PHA will consider revising expiration terms for certain screening-related verifications.

PHA may provide priority placement for hard-to-lease units for eligible households in the Nursing Home Transition Program. Families leaving nursing homes and who are able to live without skilled nursing care are referred to PHA through the Philadelphia Corporation for Aging and the Jewish Education and Vocational Services.

PHA, in conjunction with the City of Philadelphia, Office of Supportive Housing, will continue to make housing opportunities available to qualified families moving from transitional to permanent housing through the Good Neighbors Make Good Neighborhoods Program and may provide a limited preference for homeless families living in transitional housing.

As part of a new initiative developed in coordination with the Commonwealth and Liberty Resources, Inc. ("LRI"), PHA will provide a limited preference for hard-to-house units to disabled households referred by LRI, a non-profit provider of services to the disabled in Philadelphia.

PHA may make other changes to admissions policies to support implementation of the centralized tracking and monitoring requirements for accessible units referenced in the MTW Agreement Attachment E. PHA will also work to effectuate needed changes to AME/PAPMC admissions policies and procedures related to Attachment E; however, these changes may be subject to separate investor and/or HUD approval.

In MTW Years 6 and 7, PHA implemented the requirements of the Violence Against Women Act (VAWA) applicable to housing authorities. VAWA promulgates requirements that serve and protect the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. PHA will continue to ensure that its policies and procedures comply with VAWA.

#### Occupancy Guideline Issues

- PHA has determined that it may be feasible to allow separate bedrooms for persons of the same sex, 10 years of age or older for whom there is at least a 15-year age difference, based on the transfer wait list position of the applicant and the availability of units. Accordingly, a statement will be added to the Occupancy Guidelines defining "generations" as a guiding principle for determining bedroom size.

- PHA will assign the appropriate bedroom size based on the PHA Occupancy Guidelines to avoid problems that arise when applicant choices indicated on pre-applications and updates are not in keeping with the guidelines.
- Additional occupancy guidelines will be revised to meet the needs of SBWL implementation.

#### Eligibility/Suitability Determination Issues

- For applicants reaching the top of a waiting list, criminal and credit history checks will be conducted prior to scheduling a full interview and the subsequent collection of documents for eligibility/suitability determination. This will free staff to focus on processing only those applicants who pass the criminal and credit history checks.
- All families will now be required to provide valid photo identification at admission for household members 18 years of age or older.

#### Continued Occupancy Issues

- PHA's criteria for continued occupancy includes a criminal records check, outstanding warrant check and certification of "No Criminal Activity" for all household members 18 years of age or older at recertification.
- In determining what constitutes a substantial difference between tenant provided and third party documents, PHA uses \$50 per month.
- Philadelphia County Assistance Office in partnership with PHA will utilize DPW's Client Information System (CIS) to access real time and obtain earned income, unearned income, SSI, and SSP, which will eliminate 3<sup>rd</sup> party verifications for DPA.
- PHA will establish a 504 Emergency Transfer procedure, for residents who refuse, at least two accessible units, in accordance with their appropriate bedroom size and reasonable accommodation request, to allow PHA to move forward with the offer of vacant units to disabled applicants on the Public Housing Waitlist.
- PHA will develop a 504 Emergency Transfer procedure for the Pre-Selection of units for disabled individuals and families.
- In order to verify zero income, an applicant will be required to complete a Financial Hardship Form and PHA will confirm that the applicant is not receiving any income from Unemployment and/or DPA.
- PHA will accept tenant provided verification letters to verify SS and SSI income as long as the letter is dated within 60 days from the date of submission to PHA.
- As indicated in PHA's Year Seven MTW Annual Plan, PHA did not implement the one request for third party verification policy that was described in the Year Six MTW Annual Plan. Instead, PHA plans to use the MTW 50058 modules that provide PHA with access to the Enterprise Income Verification tool. EIV will be used in conjunction with PHA's requests for third party verification.
- Where a household includes minors and/or a new minor is added and both biological parents do not reside in the household, PHA requires third party verification from Family Court to determine whether child support payments are made.

- PHA intends to modify its lease to establish that chronic late rent payment will be grounds to begin the process of termination.
- Residents will be required to sign Intent to Vacate Form and return their keys to management upon vacating a public housing unit.
- As part of the Sparkle Plus initiative, standards for resident maintenance of common areas will be incorporated into the lease. Failure to comply will result in fees to the resident.
- PHA may make other changes to continued occupancy policies to support implementation of the centralized tracking and monitoring requirements for accessible units referenced in the MTW Agreement Attachment E.

### Rent Policy Issues

- In order to ensure that declining federal housing subsidy dollars remain targeted to the lowest income households, to the greatest extent feasible, PHA will phase out payment of utility allowances to households with incomes at or above 80% of the Area Median Income (AMI). The phase-out will occur over a two-year period.
- PHA will review and modify utility allowance schedules each year based on the assessment of available HUD funding. Each year, PHA will update the utility allowance schedules to reflect then current actual cost data. PHA will subsequently apply the HUD-established operating subsidy pro-ration factor to determine the actual utility allowance schedules. Future increases or decreases to the utility schedules will, accordingly, be dependent on both the changes to actual utility costs in Pennsylvania and changes to the HUD operating subsidy amounts received by PHA.
- PHA will implement a change to its existing Utility Allowance policy for scattered sites where the tenant is responsible for payment of gas-fueled utilities. Applicable households will be required to participate in the PGW Customer Responsibility Program.
- PHA will implement revisions to the mandatory uniform late fees schedule.

In addition to the above, PHA may implement modifications to its scattered site occupancy and admissions policies including changes to the rent structure and application of income tiering. This is necessitated by the budget constraint that has undermined the financial viability of the scattered site portfolio.

### **B. HCV Administrative Plan Policies**

The following revisions and clarifications will be made to the HCV Administrative Plan:

- PHA's criteria for continued occupancy includes an outstanding warrant check and certification of "No Criminal Activity" for all household members 18 years of age or older, at admission and at each bi-annual recertification.
- All families will now be required to provide valid photo identification for household members 18 years of age or older, at admission and upon addition of a member to an HCV household.

- PHA requires zero-income adults to certify their zero-income status, as well as third-party verification of zero benefits from the Department of Public Assistance and the Family Court. This process is completed every 90 days.
- In determining what constitutes a substantial difference between tenant-provided and third-party documents, PHA uses a baseline amount of \$50 per month.
- PHA will accept tenant-provided verification letters to verify Social Security and Social Security Income payments, as long as the verification letter is dated within 60 days from the date of submission to PHA.
- If a household includes minors, or a new minor is added to the household, and the biological parents do not reside together in the household, PHA requires third-party verification from Family Court to determine whether child support payments are made.
- PHA restricts moves if the move is to a higher cost area or unit.
- PHA will conduct complaint investigations on units that are not assisted by PHA if the activities in the unit threaten the right to peaceful enjoyment of the premises by other residents and/or if there is a nuisance complaint.
- PHA will conduct Reasonable Rent determinations when a unit is placed under HAP contract for the first time, when an owner requests an increase in rent, and at any other time PHA deems necessary.
- When PHA revises its payment standards during the term of the HAP contract, PHA will apply the new Payment Standard at the next regularly scheduled recertification. PHA will apply the payment standard in effect at the scheduled recertification, irrespective of whether it has increased or decreased since the last regular recertification.
- PHA will implement a change to its existing Utility Allowance policy for HCV households where the tenant is responsible for payment of gas-fueled utilities. Applicable households will be required to participate in the PGW Customer Responsibility Program. PHA will also establish a \$20 minimum threshold for UAP payments made to eligible residents.
- Philadelphia County Assistance Office in partnership with PHA has developed revised procedures for obtaining verification of DPA benefits on behalf of PHA clients. PHA will deliver the Verification of Public Assistance Income forms to DPA. At the same time PHA will pick up the completed verification forms. Delivery and pick up will take place every Monday.
- PHA will allow families to move subsequent to completion of their initial two-year lease term. Thereafter families may move only at the time of bi-annual reexamination or under extenuating circumstances subject to PHA approval. Extenuating circumstance may include HQS failures, reasonable accommodations, owner opt out of program and/or owner sale of the property. Additionally family moves are subject to PHA review of program compliance, debt and maintenance of other procedural requirements related to moves. If a family does not request a move at the time of their bi-annual reexamination and the move is not for extenuating circumstances, the family will have to wait until their next bi-annual reexamination to request a move.
- PHA will eliminate the current preference structure and base waiting list selection solely on date and time of application. Exceptions to the date and time system may

- include special targeted set asides approved by the Board, such as the Good Neighbors Make Good Neighborhoods Program and special allocations from HUD that are targeted to specific populations such as FUP and Mainstream vouchers.
- PHA will also have a limited preference for eligible disabled households referred by Liberty Resources, Inc. This is a new initiative developed in coordination with the Commonwealth of Pennsylvania and Liberty Resources, Inc. (LRI). LRI will provide extensive housing search and other supports to help their clients find quality, accessible housing. PHA will utilize its MTW flexibility to increase payment standards up to 120% of FMR in order to secure accessible housing, subject to rent reasonableness determination.
  - PHA will implement a change to its existing Utility Allowance policy for households where the tenant is responsible for payment of gas-fueled heat. Applicable households will be required to participate in the PGW Customer Responsibility Program.
  - As indicated in PHA's Year Seven MTW Annual Plan, PHA did not implement the one request for third party verification policy that was described in the Year Six MTW Annual Plan. Instead, PHA plans to use the MTW 50058 modules that provide PHA with access to the Enterprise Income Verification tool. EIV will be used in conjunction with PHA's requests for third party verification.
  - PHA may elect to modify the two-year recertification and Rent Simplification requirements for portability port-in clients, i.e. PHA may recertify these clients annually.
  - PHA will implement a change to HQS inspection guidelines whereby PHA may conduct annual inspections on a sampling of units located in multi-unit buildings for high performing landlords. Additionally, PHA will inspect new units within 60 days of occupancy for high performing landlords. High performing landlords must have at least 5 or more units on the HCV program.

### **C. Limited Partnership Site Documents**

#### All Limited Partner Sites

During MTW Year Nine, PHA will work with its Limited Partners at AME and PAPMC Sites to implement changes to admissions policies and procedures to support implementation of the requirements referenced in the MTW Agreement, Attachment E; however these changes may be subject to separate investor, owner and/or HUD approval.

#### PAPMC Sites

PHA will continue to work with its Limited Partners at PAPMC Sites to modify the ACOP, Grievance policy, and lease documents at those sites. Major changes intended for MTW Year Nine include:

- Revisions to rent policy, including the implementation of new minimum rents which corresponds with the tier structure of each unit.

- PAPMC will implement a revised ceiling rent structure annually to be consistent with PHFA maximum rent limits
- Revisions to utility and appliance policy
- Implementation of a criminal background check, outstanding warrant check and certification of “No Criminal Activity” for all household members 18 years of age or older at admission, recertification and interim recertification.
- All families will now be required to present valid photo identification for household members 18 years of age or older at admission, recertification and interim recertification.
- Implementation of a “No Smoking” policy in common and lobby areas.
- Revisions to the maintenance fee schedule and resident charge policy.
- Changes that may be required to conform to the requirements of the MTW Agreement Attachment E.

These changes will impact the following PAPMC sites:

Cambridge Plaza I, II, III  
 Greater Grays Ferry I, IIA, and IIB  
 Lucien E. Blackwell I, II, and III  
 Marshall Shepard IV  
 Suffolk Manor  
 Martin Luther King IV  
 Germantown House  
 Mt. Olivet  
 Nellie Reynolds Gardens  
 Ludlow Scattered Sites III, LP  
 Richard Allen IIIA and IIIB

Currently PAPMC utilizes two separate leases throughout its properties. The objective is to merge the two types of leases into a more efficient and effective management tool, and incorporate new lease language and occupancy procedures. Corresponding language will also be incorporated into the respective ACOP and grievance policy for each Limited Partner property. A brief summary of the differences between the two leases is outlined below.

The type A lease is more detailed, and should prove to be a more effective management tool than the type B lease. The narrative portions of the subsections contained in both types of lease clarify the respective obligations of management and the household. Section I of the type A lease contains nine (9) subsections, while the same section of the type B lease contains only four (4) subsections. Overall, the Type A lease consistently provides more detail than the type B lease. The new lease will use much of the language in the type A lease, in addition to incorporating a number of policy changes.

All changes to Limited Partner leases, ACOP, and grievance policy must be communicated to the partners. In some cases, policy changes cannot be implemented without the prior approval of the partners. PAPMC will provide information about the proposed policy changes to the partners of the respective Limited Partnerships and, to the extent necessary, obtain approval from the partners before implementing those changes.

## **SECTION 4: CHANGES IN HOUSING STOCK**

This section provides information on the current number and types of public housing units and Housing Choice vouchers as well as a projection for the number of units that will be available by March 31, 2010.

### **A. Existing Number of Housing Units Available As of September 2008**

Housing Choice Voucher PHA has 17,635 MTW vouchers available as of September 2008. An additional 679 Non-MTW Vouchers (FUP, Designated Housing, Elrae Gardens, Mainstream) and 751 Mod Rehab/SRO units are also available.

Public Housing PHA has approximately 14,167 available units at conventional and scattered, PHA managed entities - PAPMC and privately managed entities - AME sites as of September 2008.

### **B. Projected Number of Housing Units Available by March 31, 2010**

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be available and in use by March 31, 2010 (See Tables in Section 2 for Households Served).

Housing Choice Voucher. PHA projects that it will lease 14,850 tenant-based vouchers, 751 Moderate Rehab/SRO and 679 Non-MTW vouchers by March 31, 2010. This increase in HCV utilization reflects PHA's efforts to achieve full utilization of mod rehab and other non-MTW vouchers. PHA will use the balance of its MTW vouchers for approved MTW activities. Any pro-rations of HCV funding below 100% will result in a reduction in the lease up target.

Public Housing. PHA projects that it will have approximately 14,237 family public housing, PAPMC and private AME units available by March 31, 2010. Projected changes are a result of the planned occupancy of new developments at a) the planned occupancy of Mantua Square, Spring Garden Phase II, and Warnock Street Phase I; and b) disposition of Liddonfield, and scattered site units that are currently pending HUD approval.

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

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Sept 08	Sept 08	31-Mar-10	31-Mar-10
MTW Tenant-Based Vouchers	14,850	14,850	14,850	14,850
MTW Activity Vouchers <sup>1</sup>	2,785	2,785	2,785	2,785
<b>MTW Voucher Subtotal</b>	<b>17,635</b>	<b>17,635</b>	<b>17,635</b>	<b>17,635</b>
Section 8 Moderate Rehabilitation/SRO	751	733	751	751
Non-MTW Vouchers <sup>2</sup>	679	580	679	679
<b>Non-MTW Voucher Subtotal</b>	<b>1,430</b>	<b>1,313</b>	<b>1,430</b>	<b>1,430</b>
<b>Voucher Total</b>	<b>19,065</b>	<b>18,948</b>	<b>19,065</b>	<b>19,065</b>
Public Housing Units	14,167		14,237	14,237
<b>TOTAL PHA UNITS</b>	<b>33,232</b>		<b>33,302</b>	<b>33,302</b>

<sup>1</sup>See Table 9-1. “Currently Available” and “Projected Available” are reflected in the MTW Tenant Based Voucher line item total.

<sup>2</sup> Non-MTW vouchers include: Family Unification Program, Designated Housing; Elrae Gardens; (opt-out); 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. To conform to the agreed upon reporting format, the HCV, Capital Fund and Operating Subsidy amounts shown on the charts below reflect 100% funding.

### 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 MTW Year Nine 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	MTW Year Seven Budget	MTW Year Eight Budget	MTW Year Nine Budget
Dwelling Rental Income	\$19,000,000	\$19,000,000	\$20,552,640
Interest Income	1,427,601	1,800,000	1,561,906
MTW Housing Choice Voucher <sup>1,2</sup>	142,666,872	145,000,000	169,656,828
Capital Subsidy including Replacement Housing Factor	71,117,569	77,214,716	71,544,852
Operating Subsidy <sup>1</sup>	112,576,177	115,647,398	117,316,918
<b>Total Revenues</b>	<b>\$346,788,219</b>	<b>\$358,662,114</b>	<b>\$380,633,144</b>

<sup>1</sup> Subject to appropriation. The Capital Funds total includes all funds described in Appendix D, \$58,218,926 plus Replacement Housing Factor funds of \$13,325,926.

<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.**

<b>Revenue Sources</b>	<b>MTW Year Seven Budget</b>	<b>MTW Year Eight Budget</b>	<b>MTW Year Nine Budget</b>
Resident Opportunity and Family Self-Sufficiency Grants	\$350,484	\$350,000	\$288,324
Other Federal Grants	243,707	195,000	161,500
State of PA: Nursing Home Initiative Vouchers			296,000 529,000
Non-Federal Sources: City of Philadelphia, Child Care Food Program, Summer Food Service Program, Senior Program, Job Retention	186,277	116,000	133,000
<b>Subtotal</b>	<b>780,468</b>	<b>661,000</b>	<b>1,407,824</b>
Non-MTW Vouchers/ Mod Rehab/Special Allocations/ Administrative Fee/Interest	10,126,227	9,474,118	9,452,556
Program Income <sup>1</sup>			6,994,167
<b>Total Revenues</b>	<b>\$10,906,695</b>	<b>\$10,135,118</b>	<b>\$17,854,547</b>

<sup>1</sup>Program income amounts provided for Year 9 reflect anticipated amounts only, especially home sale proceeds. Sources of the anticipated program income are the following: Bridge Loan repayment from Nellie Reynolds Gardens; Developer fees from Marshall Shepard Village, Ludlow Rental and Homeownership, Nellie Reynolds Gardens, and Warnock I and II; and estimated home sale proceeds from Lucien E. Blackwell III and Ludlow Homeownership.

**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**

<b>Revenue Sources</b>	<b>MTW Year Seven Budget</b>	<b>MTW Year Eight Budget</b>	<b>MTW Year Nine Budget</b>
Dwelling Rental Income	\$19,000,000	\$19,000,000	\$20,552,640
Interest Income	1,477,293	1,800,000	1,561,906
HCV Subsidy <sup>1</sup> and Admin Fee	152,743,407	154,474,118	179,109,384
Capital Subsidy <sup>1</sup> including Replacement Housing Factor	71,117,569	77,214,716	71,544,852
Operating Subsidy <sup>1</sup>	112,576,177	115,647,398	117,316,918
Program Income			6,994,167
Other Grants	780,468	661,000	1,407,824
<b>Total Revenue</b>	<b>\$357,694,914</b>	<b>\$368,797,232</b>	<b>\$398,487,691</b>

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

## SECTION 6: USES OF FUNDS

### A. Previous Year Expenditures.

The focus of prior MTW activities has been 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. This included activities centered on implementing improvements to PHA's systems, procedures, and administrative structure. As a result of the major funding reductions announced by HUD, the focus of MTW Year Nine will be to stabilize PHA developments, and to implement operations with a substantially reduced workforce. As noted above, while PHA will continue its innovative redevelopment and revitalization activities, no overall change in the number of occupied units is projected.

### 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>MTW Year Nine Budget</b>
Public Housing Activities	\$138,185,768
Capital Activities <sup>1</sup>	71,544,852
Housing Choice Voucher Program	170,902,524
<b>TOTAL</b>	<b>\$380,633,144</b>

<sup>1</sup>All funds subject to appropriations: The Capital Funds total includes all funds described in Appendix D, \$58,218,926, plus Replacement Housing Factor funds of \$13,325,926. HCV Funds, include \$1,245,696 in interest income (PH/HCV Budgets).

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 development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering services, demolition, relocation, debt service and management improvements.

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

- Capital Projects: Deferred Maintenance, Paschall and Liddonfield demolition, New Development
- 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:
  - 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.

Program Income. Program income is not included in the MTW Block Grant. PHA anticipates receiving the estimated amounts of program income described in Section 5. The uses of this program income in Year 9 will be in accordance with any applicable program income certifications. Affordable housing uses may include, but are not limited to, the purchase of parcels from the Philadelphia Redevelopment Authority for the Mantua II development.

### **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.**

As of the fiscal year ending March 31, 2008, PHA's Low Rent Operating Reserve is estimated at \$4.2 million. As indicated in prior year's plans, although PHA would prefer a higher reserve level, diminished federal funding does not allow PHA to maintain a larger reserve while at the same time maintaining our commitments to maintain quality properties and address our backlog of capital needs through redevelopment. Assuming the current funding amounts continue, the current reserve funds will be adequate for continued operation of PHA's programs.

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.

## **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 Nine. PHA's Capital Plan for FY 2010 is attached in Appendix D.

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

PHA maintains updated 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 \$1.2 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 and/or other state funding applications to support revitalizations for the Mill Creek Extension, Paschall, Liddonfield homes, Abbottsford, Mantua, and Brown Street

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

### **B. 2010 Capital Fund Program**

The FY 2010 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 2010 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 2010 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 2010 Capital Fund Program.

**Management Improvements.** The Capital Fund Program devotes approximately 10 percent of its funding allocation to address activities that qualify as management improvements. Resident and site security are major activities funded in this section. PHA will provide more than \$3 million for police patrol and 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 four years, PHA has been implementing and upgrading PeopleSoft computer systems. The FY 2010 Capital Fund program will obligate \$2 million toward the upgrade of the PeopleSoft financial system.

Additionally, the Capital Fund Program will provide approximately \$500,000 for the “on-the-job” training portion of the successful PHA Pre-Apprenticeship Job Training program. The Moving To Work program provides the classroom training funds.

**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 \$600,000, associated with the design of dwelling units, site improvement, and non-dwelling type improvements will be funded from this development account. Salaries for in-house technical positions, such as architects, engineers, and inspectors are also funded from this account. Environmental testing for lead-based paint and other environmental testing is budgeted at \$200,000, \$500,000 is budgeted for a physical needs assessment and \$2 million is budgeted for A&E services as well as 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 \$2.5 million for site improvement activities at both scattered sites and conventional sites. An estimated \$1 million is committed to comprehensive site improvements at 139 scattered site units. The FY 2010 plan also provides \$1.2 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, in the amount of \$300,000, is budgeted for signage, fencing, lighting, and landscaping as part of the PHA “Sparkle” program.

**Scattered Site Renovations.** Assuming adequate federal funding, PHA will undertake the comprehensive rehabilitation of an estimated 79 units.

**Conventional Site Renovations.** Elevator upgrades are planned for Westpark and Harrison Plaza. The FY 2010 Program also provides \$7.5 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 \$800,000 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. Computer hardware and related equipment and telephone infrastructure are budgeted at \$800,000. Maintenance equipment purchases are budgeted at \$100,000; administrative and office furniture at \$75,000, and community space equipment and furniture at \$30,000.

**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.

**New Development.** Funding in the amount of \$500,000 is budgeted for new development activities.

**Bond Debt Service.** Debt service in the amount of \$12,000,000 for the bonds issued to support the Tasker revitalization project.

The FY 2010 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.

**Required Conversion/HOPEVI.** As indicated in Table 7-1, PHA has planned for several years to reconfigure Liddonfield Homes. Three years ago, PHA applied for a HOPE VI grant to do so. As part of the grant planning, PHA held several public meetings and design charettes with local residents to obtain input into redevelopment plans. While PHA was not awarded the HOPE VI grant, PHA still intends to reconfigure and redevelop the property.

As a result of its redevelopment plans, PHA made a determination that units should not be re-occupied once they become vacant in order to minimize relocations and disruption to residents at such time that the redevelopment is implemented. This caused Liddonfield I and II to be included as required conversion candidates on HUD's Required Conversion Candidates list. Both were subsequently removed from the conversion candidate list when, on November 13, 2007, PHA submitted a demolition application for the property to HUD's Special Applications Center. Additionally, Liddonfield II is a designated senior property, which cannot be subject to required conversion.

Although PHA still seeks to demolish Liddonfield I and II, PHA has determined that it is in the best interests of the agency and its clients to demolish Liddonfield I through the required conversion process authorized at Section 33 of the U.S. Housing Act of 1937, as amended. PHA notified HUD's Special Applications Center by letter dated September 19, 2008, of its intent to commence the required conversion of Liddonfield I. PHA has conducted the required cost analysis and has determined that it will not be more cost effective to continue to operate Liddonfield I as public housing when compared to the cost of providing housing choice vouchers to residents of the development. PHA is submitting the complete required conversion plan and application for removing

Liddonfield I from its inventory as a separate binder included with this Year Nine MTW Annual Plan. Included as Appendix K to this Year Nine MTW Annual Plan is a summary of the required conversion and evidence of consultation with public officials and of consistency with the Consolidated Plan.

The foregoing will have no impact on Liddonfield II; PHA is still awaiting HUD approval for the demolition of that development pursuant to Section 18 of the U.S. Housing Act of 1937.

**Section 504 Compliance:** In addition to the estimated \$500,000 for ongoing Section 504 compliance activities, PHA estimates that \$300,000 will be spent on exterior improvements, ramp and exterior glides in Year 9. An estimated \$1.5 Million will be used for modifications and activities required to implement the requirements of Attachment E of PHA's MTW Agreement.

**Table 7-1. Capital Investment Strategy**

<b>Property</b>	<b>Estimated PHA Funding Need</b>	<b>Proposed Time Schedule</b>
Abbotsford	\$ 24,000,000	2006-2012
Arch Homes	\$ 5,000,000	2020
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
Champlost	\$ 2,000,000	2016
Collegeview	\$ 1,636,000	2008, 2012
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	\$ 18,000,000	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

<b>Property</b>	<b>Estimated PHA Funding Need</b>	<b>Proposed Time Schedule</b>
Paschall Apts.	\$ 16,756,000	2008-2012
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	\$ 22,500,000	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>\$ 1,273,063,000</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).		

**Table 7-2. MTW Year Nine Capital Programs**

<b>Development Name</b>	<b>Scope of Work</b>	<b>Construction Cost</b>	<b>Completion Date</b>
PHA-Wide	Security Upgrades	\$1,000,000	Apr-10
Third Party Capital Requests	New Development	\$5,000,000	Dec-09
Johnson Homes	Utilities Upgrade	\$6,000,000	Dec-10
Millcreek Extension <sup>1</sup>	New Development	\$8,000,000	Dec-11
Warnock <sup>1</sup>	New Development	\$22,500,000	Dec-10
Paschall	New Development	\$36,000,000	Dec-12
Mantua	New Development	\$25,000,000	Dec-11
PHA-Wide	MEP Upgrade	\$5,000,000	Ongoing
PHA-Wide	Accessibility Improvements	\$500,000	Ongoing
PHA-Wide	Energy Conservation	\$500,000	Ongoing
PHA-Wide	Sparkle Plus	\$23,000,000	Ongoing
	<b>TOTAL</b>	<b>\$132,500,000</b>	
<sup>1</sup> Capital Funding needs for HOPE VI and Mixed-Finance Developments.			

**C. Demolition and Disposition Activities**

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

**D. Homeownership Activities.**

**Section 32 HOPE VI and Major Redevelopment Sites.** To date, a total of 981 homeowners purchased homes under all PHA Homeownership Programs, which include the 5(h), Turnkey III, Housing Choice Voucher, Section 32, and other homeownership programs. Using the mixed-finance method, PHA and third party developers are developing 493 new homeownership units at Martin Luther King, Falls Ridge, Lucien E. Blackwell Homes, Greater Grays Ferry Estates, and Ludlow Homes. As of the date of this plan, PHA has constructed 393 units at these sites and sold 385 units. An additional 82 homes have been constructed and sold by third party developers. Please refer to Section 10 for additional details on PHA’s homeownership activities under the Housing Choice Homeownership Program and Section 5(h).

**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 compact fluorescent lighting in conventional sites. PHA is participating in a pilot to demonstrate Energy Star construction standards at Lucien E. Blackwell – Phase III and Ludlow in 2006. Energy Star Homes is a new national designation for energy efficient construction that saves approximately 15 – 20% on utility bills. PHA has also installed 22 solar panels at

two locations to explore the use of alternative energy source. The solar panels are located at Greater Grays Ferry Estate I and Mill Creek Phase I. These panels will save an estimated \$6,892 per year.

PHA has also initiated a comprehensive audit of all utilities to identify potential savings. The audit includes a detailed review of water usage to identify potential leaks. In addition, PHA monitors the price of Natural Gas and Fuel Oil during the heating session to determine the lowest cost option for its dual fuel sites. Using its MTW authorization to develop alternative energy audit protocols and inspection processes, PHA has implemented an alternate protocol for its scattered sites that reflects the disparate nature of the units in its scattered site portfolio. As a result, PHA has completed a number of energy conservation and improvement measures at its scattered site units, replacing windows and upgrading equipment such as HVAC to make the sites more energy efficient.

PHA implemented an energy education pilot program at three conventional sites in 2006. Through this program, resident leaders received training in energy conservation and helped facilitate a contest among three sites to promote energy conservation through a change in resident behavior. The pilot has been 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, and the fall 2006 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 as of September 30, 2008.

PHA's public housing portfolio has approximately 14,167 available units at conventional and scattered, PHA managed entities - PAPMC and privately managed entities - AME sites as of the date of submission of this Plan.

Conventional Sites PHA owns and manages a total of 34 conventional sites throughout Philadelphia.

Scattered Sites PHA owns and manages scattered site locations throughout Philadelphia. These units are typically single or multi-family units.

### Tax Credit Sites

- PAPMC Managed Properties - PHA provides operating subsidy at seventeen (17) Limited Partner Properties managed by its subsidiary, PAPMC.
- Alternatively Managed Entities – AME's. PHA also provides operating subsidy to nine (9) sites that are alternatively managed entities. These privately managed sites are held accountable through regulatory and operating agreements with PHA. The alternatively managed sites include the following: Courtyards at Riverview, Eight Diamonds, Spring Garden Mixed Finance Scattered Sites, Martin Luther King - Phases I and III, Falls Ridge Apartments, St. Anthony's Senior Residence, St. Ignatius Senior Housing (Angela Court), and Neumann North.

PHA projects that it will have approximately 14,237 family public housing, PAPMC and private AME units available by March 31, 2010. Changes are a result of a) the planned occupancy of Mantua Square, Angela Courts Phase II, and Warnock Street Phase I; and, b) disposition of Lidonfield and scattered site units that are currently pending HUD approval.

During Year Nine, PHA will implement a series of initiatives in the scattered site portfolio designed to respond to the ongoing financial crisis impacting PHA and other Housing Authorities as a result of funding reductions. The specific parameters of the scattered site asset repositioning initiative are under development. The strategy will include some or all of the following elements: sale at market prices of vacant lots and buildings; implementation of new admissions and occupancy guidelines for scattered site ACC occupied units; implementation of revised Utility Allowance policies as noted in Chapter 3; and, obtaining new funding and repositioning some portion of the ACC unit portfolio through mixed finance, project basing and/or other leveraging vehicles.

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 will conduct the annual survey again in Year Nine. PHA residents will also continue to participate in the Community Service “Clean Sweep” Program. These community days continue to foster neighborhood pride and good neighbors.

### **A. Vacancy Rates**

1. Vacancy Rates by Property as of September 30, 2008. Vacancy rates for each development are presented in Appendix F. As of September 30, 2008, PHA had an actual vacancy rate of 13.33% and an adjusted vacancy rate of 2.86%. An adjusted rate accounts for units vacant due to circumstances and actions beyond the Housing Authority’s control. Vacancy rates include both PAPMC and AME 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. PHA is also moving towards site-based admissions processes consistent with its asset management strategy.
3. Target Rates. PHA intends to achieve an actual vacancy rate of 5.25% and an adjusted vacancy rate of 2.21% by March 31, 2010. Continued federal budget reductions may impact the overall vacancy rate.

### **B. Rent Collections**

1. Uncollected Rents: PHA’s percentage of billed rent uncollected as of September 30, 2008 was 2.45%. 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 has developed a rent collection and vacancy management strategy to move toward self-sustaining developments. The rent collection strategies involve:
  - Increase personal contacts with residents and develop intervention teams to assist with rent collection
  - Explore the possibility of eviction for chronic, late payers and elimination of ceiling rents
  - Partner with other agencies to provide self-sufficiency training, budget counseling and credit repair services
  - Adopt best practices from other housing authorities

The vacancy management strategy involves rehabilitating and occupying vacant units as quickly as possible through Home Selection and other tenant placement methods

3. Target Projection of Uncollected Rents for March 31, 2010: For MTW Year Nine, PHA intends to achieve a rate of 2.45% for billed uncollected rents.

### C. Work Orders

#### 1. Work Order Response.

PHA has recently implemented an extensive program to address maintenance work order backlogs. As discussed in its Year Seven Annual MTW Plan, PHA accounts for its work order performance based the percentage of emergency work orders responded to within 72 hours, and the routine work order responses within 35 days. Appendix H contains more specific data as of September 30, 2008, on these internal measurements.

PHA reports to HUD using different work order response measurements, which are below:

- Percentage of Responses for Emergencies Work Orders within 24 Hours. For calendar year 2009 to date, 99% of emergency work orders have been responded to within 24 hours.
- Percentage of Responses for Routine Work Orders within 30 Days. For calendar year 2009 to date, 81.7% of routine work orders have been completed within 30 days or less.

2. Issues and Proposed Actions. The time for closing out routine work orders increased this year as a result of reductions in maintenance staffing due to federal budget cuts.

Starting April 1, 2006 PHA management began auditing 100% of all completed service orders. Within 30 days from the date the service order is closed, the manager must complete an audit. This audit consists of a visit to the property to inspect the completed work and/or phone contact with the resident to confirm and ensure work completion.

Completed service orders are added to a manager's automated worklist in the Peoplesoft CRM system for their review and audit. Asset Managers will conduct an additional review to ensure the quality of work and service performed for the resident through phone contact and unit visits. Service order audits will aid the Authority in our continued efforts to achieve excellence in property management and services to our residents.

3. Target Projection for Response Times as of March 31, 2010. PHA projects that it will complete 100% of emergency work orders within 72 hours, and will respond to routine work orders within 35 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 most stringent requirements from REAC inspection protocols or any alternate inspection protocols developed by PHA in accordance with its MTW Agreement. 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: two (2) housekeeping, one (1) UPCS, and one (1) preventive maintenance inspection.
2. Planned Inspections for Year Nine. Appendix I provides the percentage of units inspected in Year Eight to date. PHA has inspected 98% of the required inspections for the period ending September 30, 2008. PHA projects that it will complete inspections for 100% of units during Year Nine.

## **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.
  - Security issue meetings are held biweekly between PHA Management and PHA Police. Current security issues are brought up and discussed at these meeting along with new strategies that can be helpful in advancing the overall security of our PHA Properties. Referrals are made to appropriate agencies when necessary.
  - A proposed change and upgrade to the Police Notification System is being implemented. This upgrade will significantly increase the reliability of the notification of crimes within PHA's Developments, such as Part One Offenses, Narcotic Violations, and Firearms related offenses, to the Chief of Police via Email. This will include all arrests for these areas.
  - PHA Police Headquarters is will be relocated to a new facility by the end of 2008. A proposed upgrade to the existing radio system is planned with the purchase of new radio consoles to be installed at the new facility.
  - In the area of Fleet management, the file system has been upgraded to the PeopleSoft System, which will provide more accurate filing and archiving of vehicle records.
2. Security Systems: Upgraded Security Systems, which comprises of color surveillance cameras and digital video recorders capable of remote viewing, have been completed at Queen Lane and Bentley hall. Installations are in progress at Fairhill and Katie B. Jackson and planned for Norris, Wilson Park Seniors, and Emlem Arms. State of the art security systems are planned for Nellie Reynolds Gardens and the second newly constructed PHA

Administrative Office located on the grounds of the former Passyunk Homes. At Blumberg, the obsolete guard booths located in the courtyard will be replaced with a new centrally located booth capable of a 360-degree view of the development and towers. The currently installed security equipment at Blumberg will be evaluated and replaced as necessary.

PHA Police has conducted a review of the contracts governing security services provided by the current companies. We have the flexibility in determining adequate security.

3. Lease Enforcement and Compliance Unit: Lease Enforcement and Compliance Unit. In FY 2000, PHA established a Lease Enforcement and Compliance Unit (LECU), which has significantly improved the quality of life for residents in conventional and scattered sites. The LECU continues to be responsible for the following:
  - Investigate complaints of lease violations (i.e. criminal activity, nuisance, unauthorized occupancy, etc.) for conventional and scattered sites properties.
  - Process and schedule landlord-tenant complaints for court
  - Coordinate tenant grievance requests, and advocate on behalf of PHA during grievance hearings.
  - Ensure compliance with HUD policies and Housing Quality Standards through enforcement of grievance and court orders.
4. Quality of Life Program The Lease Enforcement and Compliance Unit has continued to make strides in the efficient processing of public housing Landlord-Tenant actions through the use of technology.
  - Automated Eviction Fact Sheet - The current electronic Eviction Fact Sheet has been revised to allow for the automated completion of the Notice of Lease Termination, which can be electronically transmitted and downloaded into the Quality of Life database.
  - Electronic Filing - Landlord-Tenant actions are now being filed electronically through the Philadelphia Municipal Court's computer system, greatly reducing the time line to receive a hearing date. This system also allows for electronic payment of court fees. Streamlining and the initiation of a review process of grievances requests received have reduced the amount of frivolous hearings held, thereby reducing the cost of arbitrators and related fees.
  - The Investigations Division of the Lease Enforcement and Compliance Unit continues to investigate various complaints and crimes committed within public housing. An electronic complaint form was developed and is in use by management for the initiation of timely investigations.

In Year Nine, PHA plans to investigate the feasibility of using technology, which matches fingerprints to national crime databases, as an alternative to the existing criminal records check process for job applicants, applicants for and residents of the Authority.

- Investigate complaints of lease violations (i.e. criminal activity, nuisance, unauthorized occupancy, etc.) for conventional and scattered sites properties.
  - Processing and scheduling landlord-tenant complaints for court.
  - Coordinating tenant grievance requests, and advocating on behalf of PHA during grievance hearings.
  - Ensuring compliance with HUD policies and Housing Quality Standards through enforcement of grievance and court orders.
5. 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:
- **Community Based Patrol.** PHA intends to continue community based police initiatives at Queen Lane, Wilson Park, and Raymond Rosen.
  - **Bike Patrol.** Patrols continue to be provided at one site.
  - **DARE and GREAT 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 2,000 school age children in eleven schools and nine 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 2,200 elementary school students.
6. Neighborhood Town Watch Groups: Continued efforts are made to establish Community Town Watch Groups. Town watch empowers residents to assist the police through reporting suspected criminal activity and or quality of life issues. PHA continues to partner with The City of Philadelphia Managing Director's office in establishing and promoting Town Watch programs at PHA Developments.

7. Police Advisory Board: The Police Advisory Board will continue to meet quarterly with resident members. The Police Advisory Board maintains partnership between PHA PD and the PHA community. The mission of this board will continue 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.
  
8. Fleet Tracking System: The GPS tracking system has been very successful in the monitoring of the Police Vehicle Fleet. The system actually has sent email notifications to advise of potential vehicle problems. This has been helpful in avoiding costly repairs. A possible expansion to include all PHA vehicles is being discussed.
  
9. Risk and Safety Management: The safety and well being of PHA's employees, clients, and the community at large is of utmost importance to the management of the organization and the PHA Police department. To that end, the Risk Department is managing the following programs:
  - Safety Committee: This committee addresses the training, loss prevention and property inspection needs of the organization. The committee heightens awareness of safety and good maintenance amongst the organization's staff and clients. Workers Compensation issues and practices are also handled. Our carrier's Risk Department provides training and guidance for the group.
  - Fire Safety: We now conduct administrative fire drills and have established a Safety Sub-group to address drills and fire safety information for our clients.
  - Risk Control Work Plan—The committee and the Risk Management Department is developing a Risk Control Work Plan to submit to our carrier. It involves programs for monitoring our property, conducting inspections and maintaining data. Successful implementation of this Plan may entitle PHA to an insurance premium reduction.
  
10. Project Level Systems During Year Nine, PHA will continue to move its accounting and management systems toward a project-based model, although the new Operating Fund Rule does not apply to PHA as an MTW agency.

## 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. Changes and/or policy clarifications for MTW Year Nine are summarized below and will be incorporated into a revised and updated Administrative Plan. The Administrative Plan and related desk manual procedures are periodically updated to reflect new initiatives. Copies of the Administrative Plan are available upon request.

### A. Leasing Information

1. Units Under Lease. Total vouchers available and in use as of the submission date of this Plan (January 2009) are detailed in Table 4-1 of Section 4.
2. Target Lease Rate Year Nine. PHA expects to lease 14,850 MTW tenant-based vouchers by March 31, 2010 representing a 100% utilization rate for MTW tenant-based program. The balance of the MTW vouchers will be used for the MTW Activity programs as described in Table 9-1 below. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers as detailed in Table 4-1 of Section 4.

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

Activity/Usage	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	\$131,950,000	14,850	100%
MTW Activity Vouchers		2,785	
Capital Activities	1,000,000		
Family Program including <ul style="list-style-type: none"> <li>• Community Partners Program</li> <li>• Self-sufficiency programs</li> </ul>	7,250,000		
Quality of Life Program	1,450,000		
Management Efficiencies	3,350,000		
<b>Subtotal</b>	<b>13,050,000</b>	<b>2,785</b>	<b>100%</b>
<b>Total<sup>2</sup></b>	<b>145,000,000</b>	<b>17,635</b>	<b>100%</b>

<sup>1</sup>This number represents the tenant-based leasing goal for MTW Year Nine (3/31/10). This goal is a conditional commitment based on funding availability.

<sup>2</sup>Baseline 17,635 MTW Vouchers with anticipated income of \$145,000,000

**NOTE:** This budget and leasing targets 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).

## **B. Rent Reasonableness**

PHA's rent reasonableness policies are described in the Administrative Plan. PHA will conduct a rent reasonableness determination at the following events: a) prior to initial occupancy; b) prior to granting an owner requested increase; and, c) at any other time deemed necessary by PHA. PHA has established a rent reasonableness database and procedures for keeping it current. New data from market rent surveys is periodically loaded into the database. Prior to approving a lease, PHA searches the database for comparable units in order to make a rent reasonableness determination.

## **C. Inspection Strategy**

PHA's inspection policies are described in the Administrative Plan. The following is a description of the strategy PHA will employ to ensure that inspection guidelines are followed:

- **Initial HQS Inspections.** Pre-inspections are 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 indicates 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.** As described in prior MTW Plans, PHA intends to implement changes to the inspection process for High Performing Landlords in the near future; however, no firm start date has been established for this initiative pending clarification of all program guidelines and parameters. The following is an initial description of the planned program:

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 sixty (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.

#### **D. Improving Housing Opportunities and Deconcentration of Low-Income Families.**

- 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.
- In Year 9, PHA will continue to take a number of actions to expand housing choice and reduce concentrations of poverty and assisted units. These include:
  - PHA will conduct monthly landlord fairs to recruit new owners to the program, including owners from underrepresented areas with few or no assisted units
  - PHA will provide voucher holders with information on their right to move to any jurisdiction in the country that operates a Housing Choice Voucher program. This includes detailed information on how portability works, contact names in other jurisdictions and other relevant information.
  - During briefing sessions, PHA will provide maps showing housing opportunity areas outside of concentrations of poverty, minorities and/or assisted housing. This will also include, as available, information on transportation, job opportunities, schools and other services in these areas.
  - PHA will provide voucher holders with a list of owners willing to lease properties (including as available owners in non-impacted areas) and a list of fair

housing and other organizations that can help find suitable housing in non-impacted areas.

- PHA will continue to monitor lease-up activity and evaluate as appropriate the feasibility of exception payment standards within the jurisdiction to promote housing choice and deconcentration.

## **E. Administrative Plan Changes and Clarifications**

PHA is in the process of revising its Administrative Plan in MTW Year Nine to incorporate a number of policy changes and/or clarifications including those described herein. See Section 3 “Admissions and Occupancy Policies” for a discussion of these modifications.

## **F. Management Improvements**

PHA has used its MTW flexibility to implement a number of important leased housing management initiatives. A summary of ongoing and newly planned initiatives for MTW Year Nine follows:

- **Utility Allowances:** PHA intends to implement changes to its existing Utility Allowance policy for the Housing Choice Voucher (HCV) Program. The revised policy will require eligible HCV households to participate in the PGW Customer Responsibility Program. PGW/CRP Program Eligibility is limited to PGW residential customers with gross household incomes at or below 150% of the Federal Poverty Level (FPL). Participation in this program will place a cap on the amount of money that eligible HCV residents will be required to pay for their gas utility payments. PHA will utilize the capped amount to calculate Utility Allowances due to residents under the HCV Program. Under PHA’s existing Utility Allowance policy, Utility Schedules are determined based on an analysis of the cost of reasonable consumption based on dwelling unit size. In contrast, payments by households under the CRP program are based on household income, not consumption. By implementing this new policy, PHA will assist HCV households to be able to afford their gas bills, without any concerns about consumption, while lowering the overall cost of the utility allowances provided by PHA. In addition, PHA may establish a \$20 minimum threshold for UAP checks paid directly to eligible HCV participants.
- **Access for Persons with Disabilities.** PHA will continue to implement a new initiative in coordination with the Commonwealth of Pennsylvania and Liberty Resources, Inc. (LRI). Under this initiative, PHA provides priority placement for up to 100 eligible LRI clients who have disabilities, of which 75 will be transitioning out of nursing homes. LRI will provide extensive housing search and other supports to help their clients find quality, accessible housing. PHA will utilize its MTW flexibility to increase payment standards up to 120% of FMR in order to secure accessible housing, subject to rent reasonableness determination.

- **Criminal Record Screening.** In order to improve program integrity and ensure that housing resources are provided to eligible participants only, PHA will conduct criminal record screening on all adult household members at each regular recertification. The results of the screening provide HCV managers with information needed to initiate terminations for household members with criminal activities that violate program rules and requirements. Additionally, household members who may not have had criminal records at the time of admission and have engaged in criminal acts since admission will be brought to PHA's attention and addressed accordingly.
- **Limits on Moves:** PHA continues to reinforce the policies related to moves, which limits the frequency of moves, yet continues to provide families with necessary flexibility. PHA has adopted a policy whereby families are allowed to move subsequent to their initial two-year lease term. Thereafter, families are able to move only at the time of bi-annual reexamination or under extenuating circumstances subject to PHA management approval. Extenuating circumstances may include, but not limited to, HQS failures, reasonable accommodations and owner sale of the property. This policy change allows PHA to meet family needs while providing some degree of control over unnecessary moves.
- **Rent Increases.** PHA will continue to review area rents and rent increase policies in order to attract and maintain HCV owners, PHA may establish property specific rent increase policies. 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 may decide to decrease the contract rent as long as the rent is reasonable and funding is available.
- **Reasonable Rent Determinations.** PHA will review again the policy of completing RR determinations when a unit is placed under HAP contract for the first time, when an owner requests an increase in rent and at other times that PHA determines necessary. PHA will monitor contract rents by establishing QC criteria to assist in monitoring the maintenance of reasonable rents.
- **Portability and Rent Simplification.** PHA may elect to utilize non-MTW requirements for port-in clients including utilization of a one-year recertification cycle.
- **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, FUP, Mainstream,

Designated Housing or to residents of Section 8 Mod/Rehab projects. Minimum rents, however, are applicable at all sites.

- **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.
- **Housing Choice Time Limits.** 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.** 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.** PHA requires 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, more than 700 families have been housed. PHA succeeded in its mission to provide an additional 300 housing opportunities (a combination of housing units and vouchers) plus 200 more vouchers exclusively to end homelessness. The expansion of 200 vouchers was done in conjunction with the Blueprint to End Homelessness Program, which is a coalition of 15 transitional housing providers.
- **Implementation of Family Agreement.** New and existing HCV program participants will continue to 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 Economic Self Sufficiency (ESS) 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. Note that only remaining pre-MTW FSS program participants are eligible for escrow accounts.

- **Waiting List.** PHA will reopen the HCV waiting list for a limited time. PHA will also change the policies related to selection from the waiting list. Specifically, PHA will eliminate the current preference structure and base waiting list selections solely on date and time of application. This approach will result in increased waiting list management efficiencies – reducing the amount of time necessary to manage preference selections and complete third party verification preference claims. PHA will continue to maintain exceptions to the Wait List Selection policies for special targeted set asides as approved by the Board, such as the Good Neighbors Make Good Neighborhoods Program and special allocations from HUD that are targeted to specific populations such as FUP and Mainstream vouchers.
- **Institute of Real Estate Management Training (IREM).** The IREM training course is designed to support owner commitment to maximizing the value of their real estate and to safeguard the people who live in the properties they manage. PHA has instituted a requirement for new owners to successfully complete the IREM training course as a prerequisite to having units on the HCV program. Additionally, PHA has implemented a requirement for existing owners to complete the IREM training for continued program eligibility. Owners who do not complete the IREM training class are deemed ineligible for participation in the HCV program. Existing owners who do not complete the IREM class are subject to lease cancellation when the unit comes up for renewal. PHA believes that implementation of this requirement strengthens its commitment to provide quality affordable housing to HCV participants.
- **HQS Inspection Strategy:** PHA intends to implement changes to the inspection process for High Performing Landlords in the near future. See description above.

Note that during Year 8, at HUD's directive, PHA sent notices to all HCV participants notifying them that the time limits and self-sufficiency participation requirements for the program were suspended until such time as PHA signed a new MTW agreement. As PHA has now signed a new MTW agreement, the time limits, self-sufficiency participation requirements and all other HCV MTW policies will continue. PHA will send notices to participants informing them of the continuing HCV MTW requirements

## **SECTION 10: RESIDENT PROGRAMS**

Resident supportive service programs at PHA are designed to promote economic self-sufficiency, enhance independent living and improve the quality of life for Public Housing residents and HCV participants. During MTW Year Nine, PHA will continue to support a comprehensive array of job training and placement, homeownership, educational, supportive social services, and health initiatives for youth, adults, and seniors.

Supportive service programs will be coordinated or directly administered by PHA's Customer Support Services (CSS) division, working with a group of qualified community-based partners. CSS staff is based on the One Stop Shop concept embodied in the Economic Self Sufficiency Center North, located at 712 N 16<sup>th</sup> Street, as well as at PHA's five (5) regional offices established at the following locations: 1172-1174 South Broad Street, 5207 Walnut Street, 5538-A Wayne Avenue, 642 N. Broad Street, 1516 Judson Way, 2nd Floor (23rd and Jefferson) and 4346 Frankford Avenue. These service centers outreach to and serve residents of Scattered Sites, Conventional Sites and Housing Choice Vouchers units. The operations for these services has moved to the Admissions Department located at 712 N. 16<sup>th</sup> Street to better serve PHA clients and ensure service information is provided upon joining PHA.

PHA's five (5) regional offices established at the following locations continue to operate and provide outreach to and serve residents of Scattered Sites, Conventional Sites and Housing Choice Vouchers units. Site locations are: 1172-1174 South Broad Street, 5207 Walnut Street, 5538-A Wayne Avenue, 642 N. Broad Street, 1516 Judson Way, 2nd Floor (23rd and Jefferson) and 4346 Frankford Avenue. These service centers outreach to and serve residents of Scattered Sites, Conventional Sites and Housing Choice Vouchers units.

PHA's major partner in the development and delivery of supportive services is Tenant Support Services Inc. (TSSI), a resident operated non-profit organization. Among its many activities, TSSI contracts with PHA to perform resident empowerment services, leadership development and program evaluation services. TSSI has sponsored an annual Resident Empowerment Conference, which hosted residents from 48 states; manages major initiatives such as Asthma Intervention that PHA has submitted a follow up application to HUD for continuation and expansion; and, coordinates the Resident Council election processes. In MTW Year 9, these activities will continue.

Central to PHA's service delivery approach is the Community Partners Program. The Community Partners Program continues to fund a range of supportive services including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. In MTW Year Nine, the Community Partners 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. Additional

programs include, certified food handler, home maintenance and repair, and hospitality industry training. Residents securing employment through Community Partners activities are currently earning a median hourly rate of \$13.66. In Year Nine PHA's community partners will continue previous successful training opportunities for eligible residents to obtain a commercial driver's license, forklift operation certification, develop resident owned businesses, and provide training for Administrative Assistants, Financial Services, Customer Service, and cable installation, and expand programs to include automotive and paralegal, financial education and welding, and computer science and technology.

PHA aggressively pursues grant and special purpose funding to ensure that high priority supportive services are available. These activities will continue in the coming year. In addition, PHA will continue to utilize its MTW single fund budget flexibility, in combination with other funds, to provide or coordinate the provision of services required to promote economic self-sufficiency.

### **Resident Supportive Service Program Goals and Objectives**

PHA's primary goals for its resident supportive service programs are to promote economic self-sufficiency for families, to enhance independent living abilities for seniors and people with disabilities, and to provide educational support and career development services for youth. Specific objectives for MTW Year Nine and beyond include:

- Increase the number of households participating in educational, employment and entrepreneurial training programs.
- Increase the average household income of residents.
- Increase savings among resident households.
- Increase opportunities for seniors and people with disabilities to continue to live independently.
- Increase access to health care resources.
- Increase services to youth.

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

1. Zero Income Households. PHA assigns 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 job search and job placement.
2. TANF Recipients. Through the case manager assigned by Philadelphia County Assistance Office to TANF Recipients, PHA supplements existing services to provide additional referrals for education and job training programs, improve job readiness, and initiate job search and job placement.
3. Part-Time or Seasonally Employed Heads of Households. PHA assists these individuals and households to obtain full-time employment with benefits through training programs to improve career skills and Job Fairs and job referrals.

4. Full-Time Employed Heads of Households. PHA assists these individuals and households to obtain a living wage with benefits and to achieve homeownership through Career Awareness workshops and Job Fairs and job referrals.
5. Elderly and Disabled Households. PHA assists these individuals and households to fully access available services and opportunities, including the development of an Assisted Living Program for eligible participants.

### **Description of Resident Supportive Service Programs**

The following is a summary of PHA's resident supportive service programs that will continue to operate during MTW Year Nine. Note that, in some cases, continuation of program operations is subject to availability of external funding sources.

1. Pre-Apprenticeship Program. As of September 30, 2008, a total of five hundred and fifty two (552) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. Two hundred and eighty three (283) of these graduates entered the construction trades and two hundred and sixty nine (269) entered industrial employment. These jobs are positions at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program and PHA's new partnership with industrial employment opportunities.

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

PHA will seek to add ad broader range of construction and automotive skills.

2. Section 3 Compliance Program. This program, which requires PHA contractors to hire qualified PHA residents for new positions, produced four hundred sixty-four (464) jobs. PHA contractors continue to fill their workforce needs with qualified PHA residents, who are often graduates of the Pre-Apprenticeship program. Expanding into the automotive industry and the paralegal industry will be the focus of Year Nine initiatives. Secondary to job placement, internships and scholarships will be used to increase Section 3 participation.

This program, which requires PHA contractors to hire qualified PHA residents for new positions, will be expanded into the automotive industry and the paralegal industry in Year Nine initiatives. Secondary to job placement, internships and scholarships will be used to increase Section 3 participation.

3. Certified Nursing Assistant Program. Nine hundred ninety nine (998) residents have entered the Certified Nursing Assistant (CNA) program, and graduated with a 90% employment rate. All graduates are employable as State certified CNAs.
4. Pharmacy Technician Program. A total of three hundred seventy-seven (377) residents have enrolled and graduated the Pharmacy Technician program with a 90% employment rate. All graduates are eligible to sit for the Pennsylvania State Certification and may secure employment as Pharmacy Technicians.
5. Medical Billing. A total of two hundred fifty-two (252) residents have enrolled and graduated from the Medical Billing Program, with a 92% employment rate. Graduates may secure employment as Medical Billing Clerks.
6. Additional Community Partner Job Training and Entrepreneurial Programs. PHA has expanded the number and variety of programs available to residents by incorporating the following Community Partner programs
  - **Opportunities Industrialization Corporation, Inc.** (OIC) - Provides Hospitality Training in the areas of Culinary Arts, Guest Services, Front Office Procedure, and/or Travel Tourism.
  - **Educational Data Systems Inc.** (EDSI) provides Supported Work, Job Search, Job Placement, Community Service and Job Retention services;
  - **Management Environmental Technologies, Inc** (MET) offers Job Training, Youth Development, Cultural Awareness, Small Business Development and Neighborhood Improvement programs.
  - **Creative Urban Educational Systems Medical Billing** - students receive training in technical ICD-9CM coding, CPT data processing and reimbursement procedures. They generate reports for patient day sheets, procedure ledgers, patient billing cycles and patient statements using standard Medisoft software;
  - **The Enterprise Center Self Employment Program** offers classes, individualized coaching, and a professional and nurturing environment, allowing students to gain valuable, marketable skills and the resources to start a business. By the end of the program, students will be prepared to begin their own business venture;
  - **Community College of Philadelphia's Administrative Assistant Job Readiness Program** (132 hours) prepares students to serve as administrative assistants by providing training in the areas of life skills, customer service, computer use, workplace etiquette, filing, job searching and interviewing;
  - **Community College of Philadelphia's Financial Services Job Readiness Program** (120 hours) is designed to prepare students for jobs in the financial services industry with a focus on customer service and clerical skills development. This program includes life skills, math skills, accounting skills, customer service, computer skills, workplace etiquette, and job search and interviewing skills;

- **New Wave Resources Inc Customer Service** - 16-week course provides training for careers in hotels, restaurants, and food service at schools, financial services, airlines, personal care facilities, and retail;
- **New Wave Resources Inc Commercial Drivers License** - 16-week course (130 hours) provides training to drive commercial vehicles such as trucks, buses, and ambulances. Upon successful completion, students can obtain one of two types of commercial drivers licenses, Class A (Tractor Trainer) or Class B (small trucks and buses);
- **International Technologies Training Institute (ITTI)** – 12+-week course provides welding training with classroom and hands-on skills training leading to certification and employment opportunities in and near the city.

PHA has submitted an application for 3 additional ROSS Family Service Coordinators who will be responsible to link residents to existing employment, training, educational and entrepreneurial opportunities as well as an array of supportive social services needed to overcome barriers to successful employment. PHA also provided letters of support for existing agencies who will provide economic self-sufficiency services to public housing residents.

7. Youth Programs. PHA has built the John F Street Community Center and expanded the Wilson Park Community Center to provide neighborhood-based facilities to engage youth in educational, cultural, career exploration and other life expanding activities. Additional funding will be sought to fully program these facilities and fully support their operation.

The Wachovia Foundation has funded PHA’s proposal for a Coordinator to manage the youth-after-school programs in the Wilson Park Community Center. The Boys and Girls Club of America has received funding awards from the Department of Justice to provide a wide array of programs in these facilities. At John F. Street, 60 youth are enrolled, with 47 youth participating every day. At Wilson Park, 144 youth ages 5 to 18 are enrolled.

To promote youth development, PHA has created partnerships with faith-based and Community Based Organizations. PHA and its partners’ 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 also 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.

8. Skills for Life Program. One hundred sixty-five (165) youth are enrolled in the program, of which 133 regularly attend. Ninety-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. Paid summer jobs and service learning activities are an integral part of this program.

9. 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. Working cooperatively with Health Plan Organization partners, PHA has negotiated a successful partnership with Pfizer, the nation's leading pharmaceutical firm to provide health and fitness and advocacy programming for senior and disabled customers. Adult Day Care will be added to PHA's repertoire of programs and services in Year Nine to assist families needing the stimulation that comes with social interaction and enhanced healthy lifestyle programs.

The St Agnes LIFE Program, which provides comprehensive health care services to those who are nursing home eligible, is operating at the Greater Grays Ferry Estates. A second LIFE center, operated by New Cortland, operates at Germantown House. PHA's Eldercare Initiative implemented a "virtual" One Stop Shop for services; access to a wide array of senior and disabled services is only a phone call away. PHA collaborated with private institutional partners by providing letters of support for ROSS Elderly and Disabled Service Coordinators funding. These providers of existing senior services who will coordinate with PHA Eldercare staff to ensure that needs of public housing seniors and disabled residents are met.

PHA will continue to operate its Elderly/Disabled Service Coordinator program to provide case management and referral services to frail elderly and/or disabled residents under the ROSS-Elderly/Disabled Service Coordinator Program. These funds will be used to pay for the salary, fringe benefits and related administrative costs for employing five service coordinators including a supervisor, who are employees of the authority. Coordinators will ensure that eligible residents are linked to the supportive services they need to continue living independently in public housing and housing choice voucher units. Service Coordinators are responsible to:

- Work with community service providers to coordinate the provision of services and to tailor the services to the needs and characteristics of eligible residents
- Establish a system to monitor and evaluate the delivery, impact, effectiveness and outcomes of supportive services under this program
- Coordinate this program with other independent living or self sufficiency, education and employment programs
- Perform other duties and functions to assist residents to remain independent, and to prevent unnecessary institutionalization; and
- Mobilize other national and local public and private resources and partnerships
- Maintain administrative costs within the 20% cap of the total grant.

10. Homeownership. PHA recognizes that homeownership is a significant milestone on the road to self-sufficiency. To date a total of 981 homeowners purchased homes

under homeownership programs, including the 5(h), Turnkey III, Section 32, and Housing Choice Voucher homeownership programs. During the current reporting period from 10/1/07 to 9/30/08, the Homeownership Division had 89 home closings and 34 agreements of sales signed. In addition, PHA recognizes homeownership as a critical factor in the revitalization of PHA neighborhoods. Assisting PHA residents to become homeowners is a key area of emphasis for PHA under the Moving To Work program. In addition to the Section 32 Homeownership program detailed in Section 7, PHA currently administers the homeownership programs described in this section:

PHA is expanding the Housing Choice Voucher Homeownership Demonstration Program into a Mortgage Assistance Program. We anticipate increasing sales by 15% and providing additional training for foreclosure prevention. In furtherance of the goal of expansion of the Housing Choice Voucher Program, PHA has formed a Homeownership Affiliate to undertake activities in connection with its Homeownership initiatives. PHA anticipates that the Homeownership Affiliate will provide services which include, but are not 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 Section 5(h) Scattered Sites Program, we are in the process of reviewing and possibly converting to the Section 32 program to include over 250 residents that are interested in purchasing their homes. 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.

PHA has made a special commitment to fulfill its objective of providing homeownership opportunities to all Public Housing and Housing Choice Voucher clients. We are creating partnerships with many of our Business Partner's to provide educational seminars and workshops regarding the many changes in the financial market place.

Under new development, extensive efforts are underway to ensure that public housing residents have the opportunity to purchase the newly constructed homes that are in the Pipeline at Martin Luther King Plaza.

The Homeownership Division has sponsored various events throughout the city of Philadelphia, including community seminars and the annual Tribune Homebuyer's Workshop. The Division maintains relationships with 27 certified housing counseling agencies, the Pennsylvania Housing Finance Agency, and several major lenders throughout the city of Philadelphia.

**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, a total of 190 families have purchased homes under the Housing Choice Voucher Program, of which 59 are disabled families. A total of 47 families purchased homes between 10/1/07 and 9/30/08. PHA currently has approximately 1500 families preparing to purchase a home through the Housing Choice

Voucher Program. PHA recently sent invitations to approximately 4,036 Housing Choice Voucher participants to attend workshops that focus on the process of purchasing a home by utilizing the Housing Choice Voucher Homeownership Program. A total of 387 residents attended the workshops.

**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, 118 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 1 unit remains to be sold at Whitman Park. To date, a total of 206 units have been sold under this program.

PHA provides a range of additional homeownership supports including mortgage assistance as described below:

- **JEVS Human Services, Orleans Technical Institute (JEVS-OTI) Home maintenance and repair program** helps residents learn to do their own home-repairs and gain self-confidence in negotiating with general contractors. Homeownership customers are encouraged to attend.
- **Resident Mortgage Assistance Program** – In conjunction with the Pennsylvania Housing Finance Agency and Wachovia Bank, PHA introduced a mortgage assistance programs for PHA residents. By far the most significant benefit of the program is PHA’s offer to pay down the cost of construction and to provide “soft second” financing to make the new home more affordable. The combination of these two benefits has meant an average savings of more than \$100,000 per home purchased by PHA clients to date. This program also includes help with closing costs such as appraisal fees, title insurance, homeowners insurance, transfer taxes and fees associated with settling on the purchase of a home. In addition, residents receive free homeownership and financial counseling on the home buying process, and a host of PHFA and Wachovia mortgage products tailored to residents' needs. This program is restricted to PHA-built properties.
- **Employee Mortgage Assistance Program** - PHA has also designed a mortgage assistance program in conjunction with the Pennsylvania Housing Finance Agency and Wachovia Bank for PHA Employees. This program is designed to help provide funds, up to \$5,000 based on available funding, to be used toward

closing cost on the purchase of a home in the City of Philadelphia. The program will be open to new incoming employees as well as employees who have been with the agency for at least two years. Should an employee leave PHA within the first year of receiving the benefit, he or she would be required to reimburse the assistance money. If the employee leaves in the second year, they would be required to reimburse 50% of the benefit. Program Brochures were printed and mailed to all employees.

11. Summer Food Services. PHA operates a summer food program, serving breakfast and lunch to children up to the age of 18 years living in and around public housing units. Residents are hired to operate this summer program. PHA has expanded this program through its partnerships with the Free Library's Books Aloud family reading program, the "Catch the Reading Bug" summer reading program and the Keep Philadelphia Beautiful's Anti Litter Program. The GREAT summer program also participates in the expanded summer schedule of activities.
12. GREAT Programs. PHA's Police Department provides Gang Resistance Education and Training (GREAT) programs to encourage young people to stay off drugs. PHAPD has relationships with 18 elementary and middle schools in the areas surrounding PHA's housing developments.
13. Computer Labs: Mobile and On Site Neighborhood Networks Labs. PHA has established an expanding network of computer laboratories that provide formal instruction in basic computer literacy, standard software and Internet use. Two (2) Mobile Computer Labs operated and staffed by the PHA Police Department supplement the site-based laboratories. These vehicles are loaded with educational software and are scheduled for site visits at developments that do not yet have labs. The Ludlow HOPE VI CSS program has established a Neighborhood Network computer lab in the heart of the Ludlow community at a local church, B M Oakley, that has been an anchor of the community for decades.
14. Health Clinics. With Drexel University/MCP Hahnemann, Family Practice & Counseling Network, and Philadelphia Health Management Corporation. PHA operates clinics that offer medical, dental and community behavioral health care and health education; primary care for all ages including family planning, pre-natal care, well child care, EPSDT exams, nutrition, chronic illness care such as asthma, diabetes, heart disease, high blood pressure, and acute illness. Behavioral health care includes mental health, drug and alcohol treatment. The centers generally employ a psychiatrist, licensed psychologist and social workers. The centers generally provide counseling and medication for depression, anxiety, bipolar disorder, schizophrenia, post traumatic stress disorder, substance abuse, family and child therapy, grief and loss counseling. Some centers provide van service.
15. HOPE VI Community and Supportive Services. PHA contracts for case management services with HOPE VI providers in North, and West Philadelphia, namely, Asociacion de Puertorriquenos en Marcha, APM for Everyone, Ramsey Educational

Development Institute, Inc (REDI), The Enterprise Center (TEC) and the University of Pennsylvania. These agencies have been providing community and social services to residents of Lucien E. Blackwell and Ludlow Scattered Sites. Although no longer under contract, Universal Community Homes continues to serve residents of Falls Ridge and Martin Luther King. Services help residents end their reliance on categorical assistance. HOPE VI residents of Richard Allen Homes and other sites are able to participate in all PHA programs and services. HOPE VI links residents to available community services and provides specific training, example, the Enterprise Center provides its array of business development and incubation services. APM provides human service placements and comprehensive housing counseling for homeownership

16. Grantsmanship and Resource Development. The Program Compliance/HOPE VI (PCH6) Department is responsible to research grant opportunities and to identify prospective partners that have the capacity to provide programs and services that are needed by public housing and housing choice voucher residents to become economically self sufficient and to improve their quality of life.

PCH6 identifies opportunities for education, job skills training, job preparation, placement and retention, resident owned business development, homeownership, credit repair and financial literacy and supportive social services including healthy lifestyles, children, youth and senior programs.

Research grant opportunities and identify prospective partners that have the capacity to provide programs and services that are needed by public housing and housing choice voucher residents to become economically self sufficient and to improve their quality of life. These activities will continue.

PHA has submitted an application for 3 additional ROSS Family Service Coordinators who will be responsible to link residents to existing employment, training, educational and entrepreneurial opportunities as well as an array of supportive social services needed to overcome barriers to successful employment. PHA also provided letters of support for existing agencies who will provide economic self-sufficiency services to public housing residents.

## 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 Nine MTW Annual Plan.

### **B. Required Certifications and other submissions from which the MTW Agreement does not exempt PHA.**

- 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.

RESOLUTION NO. 6 11264

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR OF THE PHILADELPHIA HOUSING AUTHORITY TO SUBMIT THE MOVING TO WORK ANNUAL PLAN FOR MTW YEAR NINE, PHA FISCAL YEAR 2009 TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**WHEREAS**, the United States Department of Housing and Urban Development ("HUD") administers a Moving to Work ("MTW") Demonstration Program that is designed to provide the opportunity for selected Housing Authorities to explore and demonstrate more efficient ways to provide and administer low-income housing; and

**WHEREAS**, pursuant to Philadelphia Housing Authority ("PHA") Board of Commissioners ("Board") Resolution No. 10618, dated December 21, 2000, PHA submitted to HUD an MTW Application Plan and Agreement, which details strategies to improve the facilities, operations, management and opportunities for Public and Housing Choice Voucher (formerly, Section 8) residents; and

**WHEREAS**, pursuant to PHA Board Resolution No. 10764, dated February 28, 2002, the Executive Director of PHA (the "Executive Director") executed a MTW Demonstration Agreement ("MTW Agreement") on behalf of PHA which expired on March 31, 2008; and

**WHEREAS**, pursuant to PHA Board Resolution No. 11241, dated August 21, 2008, the Executive Director entered into a new ten-year Moving To Work Agreement with HUD effective October 16, 2008; and,

**WHEREAS**, as a participant in the MTW Demonstration Program, PHA is required to develop MTW Annual Plans for each fiscal year during the term of the MTW Agreement, which Annual Plans outline the PHA budget and MTW activities in the format required under the MTW Agreement; and

**WHEREAS**, PHA is required to submit each Annual Plan for approval by its Board at least seventy-five (75) days prior to the beginning of each fiscal year; and

**WHEREAS**, PHA has developed the MTW Annual Plan for MTW Year Nine, PHA Fiscal Year ("FY") 2009; and

**WHEREAS**, PHA is required to provide opportunities for resident and public participation and comments on the Annual Plan including scheduling at least one (1) public hearing and to take into consideration any comments received as part of the final Annual Plan; and

**WHEREAS**, PHA conducted three (3) public hearings on October 6, 7 and 9, 2008 and two (2) additional pre-meetings on October 1 and 2, 2008 with residents to review the draft Annual Plan, and subsequently made changes to the final Annual Plan to incorporate resident and public comments; and

**WHEREAS**, PHA is a block grant agency and the MTW Annual Plan includes a consolidated budget in accordance with the MTW Agreement; and

**BE IT, THEREFORE, RESOLVED** that the Board of Commissioners of the Philadelphia Housing Authority does hereby:

1. Authorize the Executive Director to: (1) Submit to HUD the PHA MTW Annual Plan for MTW Year Nine, PHA FY 2009; and (2) Take all steps necessary to secure HUD approval and implement initiatives as described in, the Plan, subject to receipt of adequate funding from HUD; and, 3) Certify that the Public Hearing requirement has been met; and, 4) Authorize the Chairperson of the Board to execute the attached HUD Certification of Compliance with MTW Plan Requirements and Related Regulations.



I hereby certify that this was  
APPROVED BY THE BOARD ON 12/17/08  
  
ATTORNEY FOR PHA

# **Annual Moving to Work Plan Certifications of Compliance**

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

**Office of Public and Indian Housing**

## **Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning April 1, 2009, 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 published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. 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.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. 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.
7. 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.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements 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.
10. 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.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. 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.
13. 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.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).

17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Philadelphia Housing Authority

PA002

\_\_\_\_\_  
PHA Name

\_\_\_\_\_  
PHA Number/HA Code

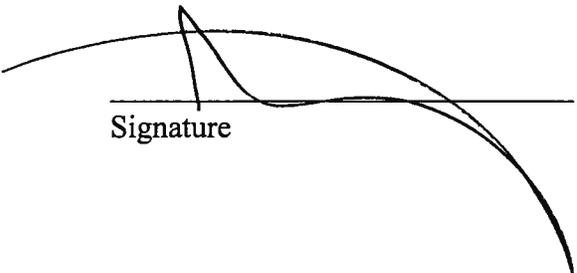
I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

John F. Street

Chairperson, Board of Commissioners

\_\_\_\_\_  
Name of Authorized Official

\_\_\_\_\_  
Title

  
\_\_\_\_\_  
Signature

12/19/08  
\_\_\_\_\_  
Date

# 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 Year Nine Plan

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 Federal agency 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. Green

Title

Executive Director

Signature

Date

X

1/15/09

# 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 Year Nine Plan

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



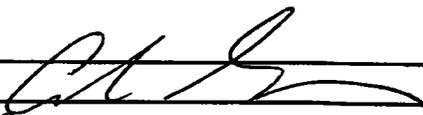
Date (mm/dd/yyyy)

1 / 15 / 09

## DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure.)

Approved by OMB  
0348-0046

<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>  Congressional District, if known:	
<b>6. Federal Department/Agency:</b> U.S. Department of Housing & Urban Development	<b>7. Federal Program Name/Description:</b> MTW Year Nine 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> (if individual, last name, first name, MI):  Not Applicable	<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI):	
<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 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: Carl R. Greene Title: Executive Director Telephone No.: 215-684-4174      Date: 1/15/09	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

**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

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

- 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.
- Revitalize neighborhoods where MTW and MTW-eligible residents reside.
- Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
- 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.
- Establish efficient operating procedures and implement cost-saving strategies.

To accomplish the MTW objectives, PHA has identified a series of related MTW Major Initiatives to be accomplished over the term of the Demonstration Program. A summary description of each Initiative follows. 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.

Beginning with the Annual Plan and Annual Report for MTW Year Ten (Fiscal Year 2011), PHA will implement a revised format for reporting on MTW initiatives, pursuant to HUD's recently adopted HUD Form 50900.

As noted in the narrative portion of the Annual Plan, PHA is operating with a substantially reduced level of funding and staffing. The uncertainty of funding for Fiscal Year 2010 and beyond further compounds these challenges. Continued progress on the Major Initiatives described herein is dependent on PHA receiving necessary federal funding. PHA may need to modify these initiatives accordingly to reflect available resources.

## **Table B-1. Moving To Work Major Initiatives**

1. Senior Independent Living Services
2. Streamline Recertification and Other Administrative Processes for HCV and Public Housing Programs
3. Market-Based Rent Cap Program
4. Time Limits For Housing Choice Voucher Participation
5. Voucher Complaint Tracking and Expedited Hearing Process
6. Simplify Rent Calculation Procedures and Policies
7. Revise Admissions and Continued Occupancy Policy
8. Establish Site-Based Waiting Lists for Conventional and Scattered Sites
9. Blueprint Program to End Homelessness
10. LIFE Program at Greater Grays Ferry
11. LIFE Program at Germantown
12. Fixed Subsidy Unit-Based Leasing and Development Program
13. Strategy for Development Activities
14. Streamline Acquisition Process
15. Replace Affordable Housing Units Lost To Demolition
16. Streamline the Mixed-Finance Development Process
17. Total Development Cost Limits and Housing Cost Caps
18. Design Standards
19. Sparkle Plus Program
20. PHA Management Fee
21. Community Partners Program
22. Enhanced Comprehensive Family Support Services
23. One-Stop Family Self-Sufficiency Centers for Employment and Training Services
24. Affordable Homeownership Opportunities and Mortgage Assistance Program
25. Energy Conservation Program and Utility Allowances
26. Quality of Life Program
27. Affirmative Action in Contracting and Subcontracting
28. Nursing Home Transition Initiative

## **MTW MAJOR INITIATIVE 1 SENIOR INDEPENDENT LIVING SERVICES**

### **Program Description**

PHA is collaborating with the Commonwealth of Pennsylvania to develop a range of service-enriched housing options for seniors, including Assisted Living, Adult Day Care, and Home Care Service provision.

**Assisted Living.** PHA has been working in partnership with DPW and many other advocates within the Commonwealth to draft regulations for the Commonwealth of Pennsylvania's new law regulating assisted living residences. Assisted living units provide food, shelter, personal care assistance or supervision, and supplemental health care services with 24-hour oversight. Subject to the availability of Medicaid waiver funding and the promulgation of applicable statewide assisted living regulations, PHA intends to develop up to 1,000 affordable assisted living units. Assisted living services may be provided in both newly constructed developments and existing PHA senior sites. The Commonwealth will likely not promulgate final regulations until sometime in mid- or late- 2009.

**Adult Day Care.** Adult Day Care provides non-medical supportive day services to eligible elderly persons. Adult Day Care includes assistance with activities of daily living, medication reminders, social activities, meals and snacks, and educational programs. A wholly-owned affiliate of the housing authority will administer the Adult Day Care program services. The first Adult Day Services facility will be located at the Nellie Reynolds Gardens senior housing development. Both PHA residents and neighborhood residents are eligible to participate in the program.

**Home Care Services for Seniors.** Home Care Services for seniors will be available to eligible residents living at the Nellie Reynolds Gardens development. PHA will create a wholly owned affiliate that will be a Home Care Agency eligible to provide Home Care Services under Pennsylvania requirements for the program. In addition to services provided by Adult Day Care, residents will be eligible for transportation to and from health care providers, laundry and housekeeping services, and emergency response services.

### **Projected Outcomes**

- Implement affordable senior assisted living options.
- Implement affordable adult day care services.
- Implement a program of in-home supportive services
- Enhance independent living for seniors.
- Reduce nursing home costs to state.

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

**MTW MAJOR INITIATIVE 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. PHA will be evaluating the rent structure specifically for scattered sites in order to identify opportunities to generate additional revenue to offset federal subsidy losses.

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. PHA may elect to exempt HCV portability port-in clients from the two-year recertification and/or rent simplification initiatives.

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.

## **MTW MAJOR INITIATIVE 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. Starting in 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.

During Year 8, at HUD's directive, PHA sent notices to all HCV participants notifying them that the time limits and self-sufficiency participation requirements for the program were suspended until such time as PHA signed a new MTW agreement. As PHA has now signed a new MTW agreement, the time limits, self-sufficiency participation requirements and all other HCV MTW policies will continue. PHA will send notices to participants informing them of the continuing HCV MTW requirements

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.

**MTW MAJOR INITIATIVE 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.

## **MTW MAJOR INITIATIVE 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.

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. 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.

PHA will assess and implement additional modifications including phasing out utility allowances for higher income residents, and linking future utility allowance increases to changes in the HUD operating subsidy provided to PHA. Further, PHA will assess and implement other rent simplification systems based on an assessment of other MTW best practices.

### **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.

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

**Program Description**

PHA has completed and published a revised Admissions and Continued Occupancy Policy. Each year as needed, PHA will update the ACOP to reflect MTW policies.

**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.

**MTW MAJOR INITIATIVE 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 all conventional sites and scattered site areas.

**Projected Outcomes**

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

**MTW MAJOR INITIATIVE 9**  
**BLUEPRINT TO END HOMELESSNESS**

**Program Description.**

The City of Philadelphia established an initiative to end homelessness in the City within 10 years. The program announcement highlighted the fact that the City's homeless shelter system is 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.

In addition, starting in 2008, PHA has committed 500 housing opportunities to support the City's Blueprint program. The housing opportunities will include public housing, HCV and other housing resources as defined in the revised MOU between PHA and the City.

**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.

**MTW MAJOR INITIATIVE 10**  
**LIFE PROGRAM AT GREATER GRAYS FERRY**

**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.

**Projected Outcomes**

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

**MTW MAJOR INITIATIVE 11**  
**LIFE PROGRAM AT GERMANTOWN HOUSE**

**Program Description**

Given the success of the LIFE Program at the Pratt Building, PHA entered into an agreement with a LIFE Program provider as part of the redevelopment of PHA's Germantown House property. The program is now fully operational.

**Projected Outcomes.**

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

**MTW MAJOR INITIATIVE 12**  
**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.

With respect to Unit-Based Program projects receiving public housing subsidy, PHA will rely on HUD's guidance that authorizes PHA units to become eligible for public housing operating subsidy once they are both placed in service and occupied by an eligible family.

PHA will use its MTW authority to seek regulatory and statutory relief from existing mixed finance requirements, including but not limited to 42 U.S.C. § 1437g(e)(3), 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**

- 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.
- Increase PHA's ability to negotiate with lenders and syndicators on the availability of operating subsidy.

## **MTW MAJOR INITIATIVE 13 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.

PHA has submitted an application to HUD for the demolition and/or disposition of hundreds of its scattered site properties which are not viable for continued ownership or operation. In Year 9, PHA will work with HUD to obtain approval of that application and to further develop its plans for completing the demolition and/or disposition of these units. 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 a result of substantial federal budget reductions, PHA will evaluate and implement a series of property disposition activities related to the asset repositioning of the scattered site portfolio. The asset repositioning strategy will assist PHA in generating needed revenue and reducing operational expenses.

### **Projected Outcomes**

- Create new affordable housing units.
- Implement standards for the acquisition of new sites.
- Reposition scattered site portfolio to address current fiscal realities.

## **MTW MAJOR INITIATIVE 14 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.

**MTW MAJOR INITIATIVE 15**  
**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 new homeownership units at Martin Luther King, Falls Ridge, Ludlow and Lucien E. Blackwell Homes. To date, 393 homeownership units have been built by PHA as part of PHA's mixed finance program and 385 units sold. An additional 82 units have been built and sold by third-party developers. 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.

**MTW MAJOR INITIATIVE 16**  
**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.

**MTW MAJOR INITIATIVE 17**  
**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.

## **MTW MAJOR INITIATIVE 18 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.

### **Projected Outcomes**

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

## **MTW MAJOR INITIATIVE 19 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 9 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.

**MTW MAJOR INITIATIVE 20**  
**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.

Although previously prohibited, current HUD guidelines allow for the PHA to receive fees for self-managing revitalized properties. PHA plans to begin seeking such fees at properties managed by PHA or an affiliate. This will augment PHA's ability to manage properties while still attracting a sufficiently large pool of private investors. In addition, PHA will expand its capacity to provide market-rate quality property management for its entire portfolio.

PHA will continue to seek additional authority to expand its ability to earn its own funds, 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 initiative 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.

**MTW MAJOR INITIATIVE 21  
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.

**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.

**MTW MAJOR INITIATIVE 22**  
**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.

**MTW MAJOR INITIATIVE 23**  
**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.

**MTW MAJOR INITIATIVE 24**  
**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. Turnkey III and the 5(h) Programs also offer homeownership opportunities to PHA residents.

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.

**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.

## **MTW MAJOR INITIATIVE 25 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.

**MTW MAJOR INITIATIVE 26**  
**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**

To assist in reducing energy costs, PHA will continue to implement a series of initiatives designed to reduce consumption and educate residents about energy conservation methods. To date, activities have included: installation of energy saving toilets and light fixtures; implementation of Energy Wise conservation fairs and provision of educational information on PECO low-income household programs; and, implementation of a series of energy-focused preventive maintenance programs.

In order to ensure that declining federal housing subsidy dollars remain targeted to the lowest income households, to the greatest extent feasible, PHA will phase out payment of utility allowances to households with incomes at or above 80% of the Area Median Income (AMI). The phase-out will occur over a two-year period.

PHA will review and modify public housing utility allowance schedules each year based on the assessment of available HUD funding. Each year, PHA will update the utility allowance schedules to reflect then current actual cost data. PHA will subsequently apply the HUD-established operating subsidy pro-ration factor to determine the actual utility allowance schedules. Future increases or decreases to the utility schedules will, accordingly, be dependent on both the changes to actual utility costs in Pennsylvania and changes to the HUD operating subsidy amounts received by PHA.

PHA will implement a change to its existing Utility Allowance policy for HCV and scattered site households where the tenant is responsible for payment of gas-fueled utilities. Applicable households will be required to participate in the PGW Customer Responsibility Program. PHA will also establish a \$20 minimum threshold for UAP payments made to eligible residents.

**Projected Outcomes**

- Reduced energy consumption
- Increased resident awareness of savings methods and local resources
- Greater control over accelerating utility costs

**MTW MAJOR INITIATIVE 27**  
**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.

**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.

**MTW MAJOR INITIATIVE 28**  
**NURSING HOME TRANSITION INITIATIVE**

**Program Description**

The Nursing Home Transition Initiative (NHTI) is a partnership with DPW that assists persons transitioning out of nursing homes to access affordable housing. NHTI households may receive a preference for hard-to-lease units in the public housing program. In addition, PHA has entered into an MOU with Liberty Resources, Inc. (“LRI”), which will permit LRI to refer to PHA disabled households who may be eligible for a preference for hard-to-lease public housing units or for housing choice vouchers (“HCV”). As part of the Nursing Home Transition Initiative, PHA administers seventy-five (75) State-funded tenant-based rental vouchers for referrals of disabled consumers in need of low-income housing. The PHA is paid a fee by the Commonwealth to administer the vouchers.

**Projected Outcomes**

- Enhance independent living for both seniors and for non-elderly disabled households.
- Reduce nursing home costs to state.

**MOVING TO WORK PLAN**  
**APPENDIX C**

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>James Weldon Johnson House PA002001</b>	535 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.	Possible homeownership component in connection with potential modernization and revitalization.
<b>Greater Grays Ferry Estates (Formerly known as Tasker Homes) PA002002 PA002008 New PA#s: PA002139 PA002151 PA002143 PA002144 PA002155</b>	429 LIHTC rental units; 125 replacement home ownership units.	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Disposition application submitted and approved.	72 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.	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.
<b>Richard Allen Homes Phase II PA002003</b>	150 Units	Development activities completed. 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 commercial, economic development, and/or open space.	

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Richard Allen Homes Phase III PA002133 PA002134</b>	178 LIHTC Rental Units	Development activities completed. 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.	Includes 15-year tax credit and lease purchase homeownership components.
<b>Raymond Rosen On-Site PA002010</b>	356 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.	
<b>Wilson Park PA002013</b>	741 Family, Low-rise; Elderly, High-rise	Development activities completed. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.		279 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
<b>Norris I Apartments PA002014</b>	157 Family High Rise, 68 Family Low-Rise.	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Harrison Plaza PA002015</b>	300 Family High and Low Rise	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.			Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
<b>Cambridge Plaza Phase I PA-002137</b>	44 LIHTC Rental Units	Development completed. 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.			
<b>Cambridge Plaza Phase II PA-002129</b>	40 LIHTC Rental Units	Development completed.				
<b>Cambridge Plaza Phase III PA-002016 New PA# PA002147</b>	40 LIHTC Rental Units	Development completed.				
<b>Lucien E. Blackwell Homes Phase I PA002145</b>	80 LIHTC Rental Units	Development activities completed.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
<b>Lucien E. Blackwell Homes Phase I</b>	40 Replacement Homeownership Units	Development completed, all units sold.				All units sold.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Lucien E. Blackwell Homes Phase II PA002150</b>	80 LIHTC Rental Units	New construction of 80 rental units completed.				
<b>Lucien E. Blackwell Homes Phase II</b>	25 Homeownership Units.	New construction of 25 Homeownership units completed.				All units sold.
<b>Lucien E. Blackwell Homes Phase III PA002153</b>	50 LIHTC Rental Units	New construction of 50 rental units completed.				
<b>Lucien E. Blackwell Homes Phase III</b>	35 Homeownership Units	New construction of 35 Homeownership units underway.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
<b>Arch Homes PA002018</b>	77 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds 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, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Spring Garden Apartments PA002020</b>	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.
<b>Falls Ridge PA002130</b>	135 LIHTC Rental Units; 28 Replacement Homeownership Units.	Development activities completed for rental and homeownership units. 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.	50 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	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.
<b>Liddonfield Homes I PA002023</b>	412 Family Low Rise	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 disposition for FMV.		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.
<b>Queen Lane I Apartments PA002024</b>	120 Family high Rise	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.		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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Hill Creek Apts I &amp; II PA002029 PA002038</b>	334 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 of a portion of the site 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.
<b>Abbottsford Homes PA002030</b>	Phases I & II; 688 Family Units	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development. Demolition of 402 units completed. Demolition of an additional 24 units to be completed.	Possible demolition in connection with the modernization and revitalization, and possible disposition of a portion of the site 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.
<b>Bartram Village PA002031</b>	492 Family Units	Possible candidate for on-site and/or off-site 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, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
<b>Oxford Village PA002032</b>	200 Family Units	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 Under Consideration: Section 32 of the USHA of 1937.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Whitehall Apartments I PA002034</b>	188 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.	Possible homeownership component in connection with potential modernization and revitalization.
<b>Haddington Homes PA002035</b>	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.
<b>Martin Luther King Plaza PA002036 New PA#s: PA002128 PA002136 PA002149</b>	Phases I, II, III, IV, V & VI; 136 LIHTC Rental Units and 109 Replacement Homeownership Units.	All Phases completed. New construction of 19 market rate homeownership units on a portion of the site.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and other sales actions.		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.
<b>Morton Homes PA002037</b>	65 Units	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.			

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Westpark Apartments PA002039</b>	325 Family High-Rise Units	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.	
<b>Norris II Apartments PA002040</b>	101 Family Units	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.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
<b>Champlot Homes PA002042</b>	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.
<b>Queen Lane Homes II PA002043</b>	19 Family	Possible candidate for on-site and/or off-site 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.			Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Mantua Hall PA002045</b>	152 Family High-Rise Units	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Planned demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.			
<b>Haverford Homes PA002046</b>	24 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.	
<b>Morton Homes II PA002049</b>	185 Family	Possible candidate for on-site and/or off-site 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.	47 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	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.	
<b>Blumberg Apartments PA002050</b>	499 Units: High/Low Rise: Family & Elderly	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.	94 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Whitman Park PA002051</b>	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units sold.	117 Units Sold.			
<b>Passyunk Homes PA002052</b>	All units demolished.	Private entity to develop market rate housing and a new 80,000 square foot building for PHA.	Disposition of property to private developer completed.			
<b>Courtyard Apartments at Riverview PA002053 New PA#: PA002121</b>	470 LIHTC Rental Units			165 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Parkview Apartments PA002055A</b>	20 Elderly Low Rises			20 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Fairhill Apartments PA002055B</b>	264 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 commercial, economic development, management offices, community and supportive services offices and/or open space.	

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Liddonfield Homes II PA002058</b>	65 unit Senior/Apartmet building	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 in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and other sales actions.	51 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	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.
<b>Paschall Homes PA002061</b>	223 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include development of surrounding vicinity, 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 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.
<b>Cassie Holly (Point Breeze Court) PA002062</b>	71 Elderly Units	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.	71 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Katie B. Jackson PA002063</b>	59 Elderly 9 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.	59 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Whitehall Apartments II PA002064</b>	60 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 homeownership component in connection with potential modernization and revitalization.
<b>Collegeview Homes PA002065</b>	54 Elderly	Major systems and unit upgrades.		54 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Holmcrest Apartments PA002066</b>	84 Elderly	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.	84 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
<b>Emlen Arms PA002076</b>	156 Elderly High Rise	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.	156 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Bentley Hall PA002077</b>	100 Elderly Units	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.	99 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Plymouth Hall PA002079</b>	69 Elderly High Rise	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.	69 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
<b>Germantown House PA0020 New PA#: PA002152</b>	133 Elderly High Rise	Development activities completed.	Interior demolition of existing units and disposition in connection with mixed-finance development.	133 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	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.
<b>West Park Plaza PA002093</b>	66 Units	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.	

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Brown Street Village PA002096</b>	Originally 87 Units; total development slated for homeownership.	Homeownership development. All units sold.	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.
<b>Herbert Arlene Homes PA002104</b>	32 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 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.
<b>Gladys B. Jacobs PA002114</b>	80 Elderly	Possible renovation for delivery of enhanced senior support services.	Possible disposition application to be submitted.	80 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
<b>Eight Diamonds PA00126 PA00141 (Formerly known as Raymond)</b>	Phases A & B; 152 Family	Development activities completed.				

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Spring Garden Revitalization: Phase 1 PA002127</b>	97 LIHTC Rental Units	Development activities completed.				
<b>Spring Garden Revitalization: Phase 2</b>	58	Mixed-finance development.	Probable disposition by ground lease to developer.			Section 32 of USHA of 1937.
<b>Scattered Sites PA002004</b>	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 and additional program 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.
<b>Scattered Sites PA002005</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Sites PA002012</b>	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.
<b>Scattered Sites PA002025</b>	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.
<b>Scattered Sites PA002060</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Sites PA002067</b>	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.
<b>Scattered Sites PA002069</b>	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.
<b>Scattered Sites PA002078</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Sites PA002080</b>	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.
<b>Scattered Sites PA002081</b>	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.
<b>Scattered Sites PA002085</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Sites PA002087</b>	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.
<b>Scattered Sites PA002088</b>	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.
<b>Scattered Sites PA002091</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Sites PA002092</b>	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.
<b>St Anthony's Senior Residence: PA002131</b>	38 Elderly LIHTC Units			38 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Inglis House</b>	TBD	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.		Disabled Housing Designation being considered.		
<b>City-Wide</b>	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.		
<b>Scattered Site Acquisition: City-Wide</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Scattered Site Disposition: City-Wide</b>	To be determined	Disposition Plan to be developed and implemented. Disposition of properties at market rate.	Possible demolition in connection with the modernization and revitalization. Disposition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
<b>Multi-Family Units for Replacement Housing Units</b>	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.		
<b>New Scattered Site/Infill Housing Development PA002123</b>	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.
<b>Suffolk Manor PA002132</b>	137 LIHTC Rental Units	Development activities completed.		77 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment		
<b>Mt. Olivet PA002138</b>	161 LIHTC Rental Units	Acquisition and renovation work completed.		161 Elderly Units approved in 2007 Senior Housing Designation Plan		
<b>St Ignatius Phase I (Angela Court) PA002146</b>	Phases I; 67 Elderly Units	Development activities completed.		67 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment.		
<b>Neumann North PA002148</b>	67 LIHTC Rental Units	Development activities completed.		67 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendment		

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Ludlow Area Scattered Sites</b> <b>PA002004</b> <b>PA002005</b> <b>PA002012</b> <b>PA002069</b> <b>PA002080</b> <b>PA002081 New</b> <b>PA #s: PA002154</b>	Phases I, II, III, IV & V; 139 LIHTC and Homeownership units;	All phases anticipated to be complete September 2008. Possible further modernization, rehabilitation, revitalization of surrounding vicinity, which may include some demolition with capital funds, bond proceeds and/or as a 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.	Section 32 of USHA of 1937.
<b>Marshall Shepherd Village</b> <b>PA002157</b>	80 units.	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		May be requesting Elderly or Disabled Only designation.		
<b>Nellie Reynolds Garden</b> <b>PA002158</b>	64 Elderly housing units.	New development for 64 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 of mixed-finance development.	Conditional elderly housing designation. approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
<b>St Ignatius (Angela Court)</b> <b>PA002159</b>	Phases II; Elderly Units	ACC/Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Conditional elderly housing designation. approved in 2007 Senior Housing Designation Plan Renewal/Amendment		

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Warnock PA002160</b>	Phase I; 50 housing units	Acquisition, new development for 50 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.
<b>Warnock PA002161</b>	Phase II; 45 housing units; commercial space	Acquisition, new development for 45 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.	Conditional elderly housing designation approved in 2007 Senior Housing Designation Plan Renewal/Amendment.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
<b>Poplar to Oxford: Planning and Development Initiative</b>	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.
<b>Eastern North Philadelphia</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Eastern Germantown Infill</b>	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.
<b>Spring Garden Area Unit Conversion</b>	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.
<b>Empowerment Zone 2100 Block of American</b>	TBD	Development activities completed.	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.
<b>Grays Ferry Community</b>	TBD	Development activities completed.	Disposition in connection with mixed-finance development may be required.			

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Kingsessing Avenue Area</b>	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.
<b>West Philadelphia North of Market Street</b>	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.
<b>Brewerytown</b>	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.
<b>Francisville</b>	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.

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Mill Creek Extension East</b>	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.
<b>Mill Creek Extension West</b>	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.
<b>Oak Lane</b>	TBD					
<b>Transitional Housing</b>	TBD	New construction of transitional housing units for homeless families and individuals 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.	

**Appendix C: Public Housing Asset Management Table**

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Transitional Housing</b>	TBD	New construction of transitional housing units for ex-offenders 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.	
<b>Kensington North</b>	TBD.	Acquisition, new development and rehabilitation of scattered site 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.
<b>Glenwood Vicinity</b>	TBD.	Acquisition, new development and rehabilitation of scattered site 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.
<b>Strawberry Mansion</b>	TBD.	Acquisition, new development and rehabilitation of scattered site 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.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
<b>Sharswood Neighborhood</b>	TBD	Acquisition, new development and rehabilitation of scattered site 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.
<b>Greys Ferry</b>	TBD.	Acquisition, new development and rehabilitation of scattered site 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.
<b>Greys Ferry North</b>	TBD	Acquisition, new development and rehabilitation of scattered site 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 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



**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**  
WASHINGTON, DC 20410-5000

OFFICE OF PUBLIC AND INDIAN HOUSING

**JUL 6 - 2007**

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

Dear Mr. Greene:

This letter is in response to the Philadelphia Housing Authority's (PHA) proposed amendment and renewal of its previously HUD approved and active elderly only Designated Housing Plan (The Plan). The amendment and renewal request was received in HUD's Office of Public and Indian Housing (PIH) on May 8, 2007. The amended Plan proposes to add additional units at Nellie Reynolds Gardens, Warnock Street Phase II and Angela Court (St. Ignatius) Phase II to the Plan. The PHA is also seeking to amend Angela Court (St. Ignatius) Phase I to reduce the number of approved elderly only units on this project from 180 to 76 units. In summary, the proposed Plan seeks an overall decrease in the current number of designated units from 2,192 to 2,156 units. The Plan proposes to designate as elderly only 14 percent of the PHA's total public housing inventory of 15,791 units. Details of the amended Plan are noted below:

Development Name	Development Number	Bedroom Type Proposed for Designation				Total Units Proposed for Designation	Total Public Housing Units
		0-BR	1-BR	2-BR	3-BR		
Bentley Hall	PA002077	71	28			99	
Collegeview	PA002065	12	40	2		54	
Emlen Arms	PA002076	65	91			156	
Katie B. Jackson	PA002063	44	15			59	
Germantown House	PA002152		117	16		133	
Holmecrest Apts.	PA002066	20	60	4		84	
Parkview Apts.	PA002055	14	6			20	
Plymouth Hall	PA002079	51	18			69	
Cassie L. Holly (formerly Point Breeze)	PA002062	47	24			71	
Norman Blumberg Apts.	PA002050	2	92			94	
Wilson Park	PA002013		270	9		279	

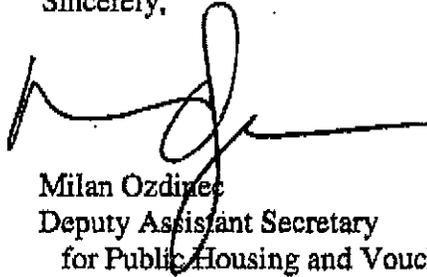
<b>Gladys B. Jacobs Manor</b>	<b>PA002114</b>		80			80	
<b>Schuylkill Falls Senior Building</b>	<b>PA002130</b>		40	10		50	
<b>Tasker Homes Sen. Building</b>	<b>PA002139</b>		72			72	
<b>Suffolk Manor</b>	<b>PA002132</b>		70	7		77	
<b>Liddonfield Homes II</b>	<b>PA002056</b>	24	27			51	
<b>Angela Court Phase I (St. Ignatius)</b>	<b>PA002146</b>		67			67	
<b>Angela Court Phase II (St. Ignatius)</b>	<b>New Construction</b>		54			54	
<b>Morton Homes</b>	<b>PA002049</b>			47		47	
<b>St Anthony's Sen. Res.</b>	<b>PA002131</b>		37		1	38	
<b>Courtyard Apartments formerly Southwark Plaza</b>	<b>PA002121</b>		119	46		165	
<b>Mt. Olivet</b>	<b>PA002138</b>		151	10		161	
<b>Neumann North</b>	<b>PA002148</b>		67			67	
<b>Nellie Reynolds Garden</b>	<b>PA002158</b>		55	9		64	
<b>Warnock Street Phase II</b>	<b>New Construction</b>		41	4		45	
<b>Total</b>		<b>350</b>	<b>1641</b>	<b>164</b>	<b>1</b>	<b>2,156</b>	<b>15,791</b>

The amended Plan and renewal request was reviewed in accordance with the requirements of Section 7 of the United States Housing Act of 1937, and Notice PIH 2007-01 (HA). The Department reviewed information provided by the HUD Philadelphia Office of Public Housing.

Based on the information available to us, the amended Plan and renewal request is approved. The elderly only Plan will be in effect for 2 years following expiration of the current Plan which expires on July 9, 2007. Prior to the expiration of the 2-year period, PHA may apply to extend the designation for additional 2-year increments.

The Department wishes the Philadelphia Housing Authority continued success in implementing its Designated Housing Plan.

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  
for Public Housing and Voucher Programs

**MOVING TO WORK PLAN**  
**APPENDIX D**

# Annual Statement/Performance and Evaluation Report

## Capital Fund Program (CFP) Part I: Summary

PHA Name: <b>PHILADELPHIA HOUSING AUTHORITY</b>	Grant Type and Number Capital Fund Program Grant No: PA26P00250109	Federal FY of Grant: 2009
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- Original Annual Statement     Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Program Year Ending:
- Revised Annual Statement (Revision No: )  
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			
		Original	Revised	Revised	Revised
1	Total Non-CFP Funds				
2	1406 Operations	10,000,000	0	0	0
3	1408 Management Improvements	5,090,000	0	0	0
4	1410 Administrative Costs	5,821,803	0	0	0
5	1411 Audit	0	0	0	0
6	1415 Liquidated Damages	0	0	0	0
7	1430 Fees and Costs	3,550,000	0	0	0
8	1440 Site Acquisition	100,000	0	0	0
9	1450 Site Improvements	3,923,000	0	0	0
10	1460 Dwelling Structures	14,675,000	0	0	0
11	1465.1 Dwelling Equipment-Nonexpendable	0	0	0	0
12	1470 Non-Dwelling Space	800,000	0	0	0
13	1475 Non-Dwelling Equipment	1,205,000	0	0	0
14	1485 Demolition	300,000	0	0	0
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495 Relocation	200,000	0	0	0
18	1499 Development Activities	500,000	0	0	0
19	1501 Collateralization or Debt Service	12,053,222	0	0	0
20	1502 Contingency				
21	Amount of Annual Grant (Sum of lines 2-20)	58,218,025	0	0	0
22	Amount of Line 21 Related to LBP Activities				
23	Amount of Line 21 Related to Section 504 Compliance	1,800,000			
24	Amount of Line 21 Related to Security - Soft Costs				
25	Amount of Line 21 Related to Security - Hard Costs				
26	Amount of Line 21 Related to Energy Conservation Measures				

**Annual Statement/Performance and Evaluation Report**

**Capital Fund Program (CFP)**

**Part II: Supporting Pages**

PHA Name:		Grant Type and Number								
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250109						2009		
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost				
						Original	Revised	Revised	Revised	Comments
000	PHA-Wide	701100	Operating Subsidy	1406		10,000,000				
			<b>Total Operating Subsidy Cost</b>			<b>10,000,000</b>				
			<u><b>Management Improvements</b></u>							
000	PHA-Wide	700787	Lobby Monitors: Program to enhance site security.	1408		600,000				
000	PHA-Wide	700169	Police Officers Salaries and Benefits	1408		1,800,000				
000	PHA-Wide	700368	Apprenticeship Program Field Training	1408		500,000				
000	PHA-Wide	700176	Computer Software Acquisition, Customization, Installation and Program Implementation Training	1408		2,000,000				
000	PHA-Wide	700168	PHA Development Staff Manager	1408		115,000				
000	PHA-Wide	700796	Staff Development: Provide training opportunities for PHA staff.	1408		75,000				
			<b>Total Management Improvement Cost</b>			<b>5,090,000</b>				
			<u><b>Administrative Costs</b></u>							
000	PHA-Wide	700183	Administrative Salaries and Benefits	1410		5,821,803				
			<b>Total Administrative Cost</b>	1410		<b>5,821,803</b>				
			<u><b>Fees and Costs</b></u>							
000	PHA-Wide	700187	Master Planning	1430		600,000				
000	PHA-Wide	700185	A&E, Legal and Consultant Services	1430		2,000,000				
000	PHA-Wide		Physical Needs Assessment	1430		500,000				
000	PHA-Wide	700855	Environmental Issues: LBP Testing and Asbestos Monitoring	1430		200,000				
000	PHA-Wide	700184	PHA Technical Salaries	1430		250,000				
			<b>Total Professional Services Costs and Fees</b>			<b>3,550,000</b>				
			<u><b>Site Acquisition</b></u>							
000	PHA-Wide	700165	Acquire properties below TDC	1440		100,000				
			<b>Total Site Acquisition Costs</b>			<b>100,000</b>				
			<u><b>PHA- Wide Site Improvements</b></u>							

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**Capital Fund Program (CFP)**

**Part II: Supporting Pages**

PHA Name:		Grant Type and Number								
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250109						2009		
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost				Comments
						Original	Revised	Revised	Revised	
000	PHA-Wide	700876	Install Back Flow Preventors	1450	4 sites	50,000				
000	PHA-Wide	701423	Repair / Replace Exterior Plumbing Lines	1450	22,125 lf	150,000				
000	PHA-Wide	700992	Landscaping including Tree Trimming/Tree Removal	1450	Varies	100,000				
000	PHA-Wide	701099	Concrete and Pavement	1450	200,000 cy	300,000				
000	PHA-Wide	701478	Fencing	1450	Varies	75,000				
000	PHA-Wide	700174	504 Exterior Improvements, Ramps, Exterior Glides	1450	20 Units	300,000				
000	PHA-Wide	700856	Underground Storage Tank Removal & Inspections	1450	Varies	50,000				
000	PHA-Wide	700857	PCB Removal & Disposal	1450	Varies	30,000				
000	PHA-Wide	900630	Sparkle-Signage/Awnings	1450	Varies	75,000				
000	PHA-Wide	900635	Sparkle-Lighting/Bollards	1450	Varies	50,000				
000	PHA-Wide	900660	Sparkle-Iron Fencing	1450	Varies	75,000				
<b>Total PHA-Wide Site Improvements</b>						<b>1,255,000</b>				
<b>Scattered Sites Site Improvements</b>										
004	Scattered Sites	700881	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	33	400,000				
005	Scattered Sites	701400	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	3	30,000				
012	Scattered Sites	701401	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	27	325,000				
025	Scattered Sites	701494	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	2	20,000				
060	Scattered Sites	701409	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	4	50,000				
067	Scattered Sites	701410	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	0	5,000				
069	Scattered Sites	701411	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	17	200,000				
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	5	60,000				
081	Scattered Sites	701415	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000				

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PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250109						2009	
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost			
						Original	Revised	Revised	Revised
085	Scattered Sites	701417	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	17	200,000			
087	Scattered Sites	701418	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	1	10,000			
088	Scattered Sites	701419	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000			
091	Scattered Sites	701420	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000			
092	Scattered Sites	701421	<b>Comprehensive Site Improvements:</b> Work corresponds to items listed on the Physical Needs Assessment	1450	5	60,000			
			<b>Total Scattered Site Improvements</b>		<b>139</b>	<b>1,668,000</b>			
			<b><u>Conventional Site Improvements</u></b>						
001	Johnson		Underground Heating	1450		1,000,000			
			<b>Total Conventional Site Improvements</b>			<b>1,000,000</b>			
			<b><u>PHA Wide Dwelling Structures</u></b>						
000	PHA-Wide	700179	Environmental Hazard Abatement	1460	Varies	150,000			
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	11,000 sf	300,000			
000	PHA-Wide	700978	Window Replacement	1460	Various Sites	250,000			
000	PHA-Wide	701434	Roof Repair/Replacement	1460	250 Units	100,000			
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	100 Units	3,000,000			
000	PHA-Wide	701098	504 Unit Modification/Fair Housing	1460	150 Units	1,500,000			
000	PHA-Wide	701081	Flooring	1460	20,000 sf	100,000			
000	PHA-Wide	700878	Plumbing Upgrades	1460	35 Units	100,000			
000	PHA-Wide	700875	Electrical Upgrades/Distribution	1460	750 Units	600,000			
000	PHA-Wide	700874	Combustion Upgrades	1460	500	500,000			
000	PHA-Wide	701095	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	33 Units	100,000			
000	PHA-Wide	701165	Elevator Upgrades	1460	4-6 Elevators	275,000			
000	PHA-Wide	701089	Replace Metal Handrails and Railings	1460	Varies	50,000			

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**Part II: Supporting Pages**

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250109						2009	
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost			
						Original	Revised	Revised	Revised
000	PHA-Wide	701090	Fire Safety Code Compliance	1460	Varies	250,000			
000	PHA-Wide	701206	Security to Support Modernization Sites/Unit Turnover	1460	Varies	100,000			
<b>Total PHA-Wide Dwelling Unit Improvements</b>						<b>7,475,000</b>			
<b><u>Scattered Sites Dwelling Unit Renovation</u></b>									
004	Scattered Sites	700453	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	47	3,500,000			
005	Scattered Sites	700454	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
012	Scattered Sites	700455	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	4	300,000			
025	Scattered Sites	700456	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
060	Scattered Sites	700457	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
067	Scattered Sites	700458	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
069	Scattered Sites	700459	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	9	700,000			
078	Scattered Sites	700462	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
080	Scattered Sites	700460	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	2	125,000			
081	Scattered Sites	700461	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	4	300,000			
085	Scattered Sites	700463	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	3	200,000			
087	Scattered Sites	700464	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
088	Scattered Sites	700465	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	3	200,000			
091	Scattered Sites	700466	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	100,000			
092	Scattered Sites	700467	<b>Comprehensive Unit Modernization:</b> Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000			
<b>Scattered Site Unit Renovation Total</b>						<b>79</b>	<b>5,950,000</b>		
<b><u>Conventional Site Dwelling Unit Renovation</u></b>									
039	Westpark Apts.	701165	Elevator Upgrades	1460	3	750,000			

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**Capital Fund Program (CFP)**

**Part II: Supporting Pages**

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250109						2009	
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost			
						Original	Revised	Revised	Revised
015	Harrison Plaza	701165	Elevator Upgrades	1460	2	500,000			
<b>Total Site Specific Dwelling Unit Work Items</b>						<b>1,250,000</b>			
<b><u>Non-Dwelling Structures</u></b>									
000	PHA-Wide	701486	Modernization of Non-Dwelling Space	1470		300,000			
	PHA-Wide		Non-Dwelling Accessibility	1470		500,000			
<b>Total Non-Dwelling Structures</b>						<b>800,000</b>			
<b><u>Non-Dwelling Equipment</u></b>									
000	PHA-Wide	700035	Equipment for Security Upgrades	1475	5 Bldgs	200,000			
000	PHA-Wide	700614	Telephone Infrastructure Upgrades	1475	10 Sites	300,000			
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	30,000			
000	PHA-Wide	701203	Maintenance Equipment	1475	Varies	100,000			
000	PHA-Wide	701204	Administrative and Field Office Furniture and Equipment	1475	Varies	75,000			
<b>Total Non-Dwelling Equipment</b>						<b>1,205,000</b>			
000	PHA-Wide	700882	Demolition Costs to Remove Hazardous and/or Collapsed Buildings in Response to City Inspectors	1485	8-11 Units	300,000			
<b>Total Demolition</b>						<b>300,000</b>			
000	PHA-Wide	700854	Relocation	1495	Varies	200,000			
<b>Total Relocation</b>						<b>200,000</b>			
000	PHA-Wide	701490	New Development	1499	Varies	500,000			
<b>New Development</b>						<b>500,000</b>			
000	PHA-Wide	701498	Bond Debt Service	1501		12,053,222			
<b>Total Debt Service</b>						<b>12,053,222</b>			

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**Capital Fund Program (CFP)**

**Part II: Supporting Pages**

<b>PHA Name:</b> Philadelphia Housing Authority		<b>Grant Type and Number</b> Capital Fund Program Grant No: PA26P00250109								2009	
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost				Comments	
						Original	Revised	Revised	Revised		
			<b>GRAND TOTAL</b>			<b>\$58,218,025</b>					

### RHF PLAN DEVELOPMENT DESCRIPTIONS

<b>DEVELOPMENT DESCRIPTION</b>	<b>TOTAL UNITS</b>	<b>DEVELOPMENT METHOD</b>	<b>STRUCTURE TYPE</b>
117 SCATTERED SITE INFILL UNITS	117	Acquisition with New construction	Row and Walk-up
RICHARD ALLEN - 178 RENTAL UNITS	178	New construction - Mixed Finance	SemiDetach, Row and Walk-up
Mt OLIVET - 161 UNITS	161	Acquisition with rehab	Walk-up
MILLCREEK ONSITE - 80 UNITS	80	New construction - Mixed Finance	Row and Walk-up
MILLCREEK ST. IGNATIUS - 67 UNITS	67	New construction - Mixed Finance	Elevator
CAMBRIDGE III - 40 RENTAL UNITS	40	New construction - Mixed Finance	Semi-detach, Row and Walk-up
TASKER I - 245 UNITS	245	New construction - Mixed Finance	Semi-Detach, Row , Elevator and Walk-up
NEUMANN NORTH - 67 UNITS	67	Acquisition/Rehab - Mixed Finance	Elevator
MILLCREEK OFFSITE - 80 UNITS	80	New construction / Acquisition - Mixed Finance	Row and Walk-up
MILLCREEK OFFSITE - 50 UNITS	2/19/1900	New construction / Acquisition - Mixed Finance	Row and Walk-up

MLK PHASE IV - 42 RENTAL	42	New construction - Mixed Finance	Row and Walk-up
TASKER II - 309 UNITS	309	New construction - Mixed Finance	Semi-Detach, Row , Elevator and Walk-up
SCAT. SITES MILLCREEK EXTENSION - 50 UNITS	50	Acquisition and/or New construction	Semi-detach, Row and Walk-up
MARSHALL SHEPARD - 80 UNITS	80	New construction / Acquisition/Rehab - Mixed Finance	Semi-detach, Row and Walk-up
SCAT. SITES LUDLOW - 75 UNITS	75	New construction / Acquisition/Rehab - Possible Mixed Finance	Semi-detach, Row and Walk-up
SCAT. SITES WARNOCK STREET - 95 UNITS	95	New construction / Acquisition/Rehab - Mixed Finance	Semi-detach, Row and Walk-up/Elevator
SCATTERED SITES MODULAR UNITS	14	New construction	Walk-up - Semi Detached
ABBOTTSFORD - 112 UNITS	112	Acquisition and/or New construction	Semi-detach, Row and Walk-up
LIDDONFIELD - 225 UNITS	225	New construction / - Possible Mixed Finance	Semi-detach, Row, elevator and Walk-up
MANTUA - 200 UNITS	200	New construction / Acquisition/Rehab - Mixed Finance	Semi-detach, Row and Walk-up
REYNOLD SR HOUSING - 64 UNITS	64	New construction - Mixed Finance	Elevator/WalkUp
PASCHALL - 116 UNITS	116	New construction - Mixed Finance	Semi-detach, Row and Walk-up

**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) PHA's aging and severely distressed housing units.

Using these programs, PHA has either completed or has under development a number of sites including: (1) Greater Grays 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); (10) Martin Luther King Plaza; (11) Ludlow Scattered Sites; (12) Nellie Reynolds Garden; (13) Warnock I and II; (14) St. Ignatius; (15) Mantua; (16) Spring Garden I and II and (17) Marshall Shepard Village. 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. 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 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 Phase I and II within Mill Creek community, and Neumann North Senior Housing in Kensington neighborhood.

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, Ludlow HOPE VI Scattered Sites and Millcreek HOPE VI scattered sites, which have been completed. Development activities for scattered site properties located in the Warnock and Brewerytown neighborhoods is underway.

PHA has completed a number of replacement housing sites including: 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, St. Ignatius I and II, Spring Garden scattered sites Phase I, and Nellie Reynolds Gardens. 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 in 2009 are Warnock Phases I and II and Spring Garden Scattered Sites Phase II.

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, Ludlow and Warnock Neighborhoods. More than 300 parcels have been acquired to date. PHA also acquired city-owned property through a MOU to develop new replacement housing in the Ludlow and Mantua Neighborhoods.

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 75 rental and homeownership units in the Ludlow area of North Philadelphia. PHA applied for HOPE VI funding for Mantua Neighborhood during MTW Year 8 but the application was not funded.

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 2009 and FY 2010. 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.

<b>REVITALIZATION ACTIVITIES</b>	<b>TOTAL DEVELOPMENT COST</b>	<b>COMPLETION DATE</b>
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	Dec-2010
Falls Ridge (Schuylkill Falls)	\$50,000,000	Dec-2006
Lucien E. Blackwell Homes	\$167,000,000	March 2007
Greater Grays Ferry Estates <sup>1</sup>	\$169,000,000	Dec-2006
Germantown House	\$22,700,000	Dec-2006
Warnock	\$40,000,000	Dec-2009
Mill Creek Extension	\$45,000,000	Dec-2009
Nellie Reynolds Garden	\$24,000,000	Dec-2009
Ludlow HOPE VI Scattered Site	\$44,000,000	Dec-2010
Abbotsford Phase I	\$21,000,000	Dec-2009
Mantua	\$33,050,000	Dec-2010
Liddonfield	\$100,000,000	Dec-2015
Spring Garden Phase II	\$20,000,000	Dec-2009
St. Ignatius Phase II	\$8,386,000	Dec -2008
Paschall	\$106,709,562	Dec-2014
<b>Subtotal</b>	<b>\$1,133,805,562</b>	

<b>REVITALIZATION ACTIVITIES</b>	<b>TOTAL DEVELOPMENT COST</b>	<b>COMPLETION DATE</b>
<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>\$1,145,616,562</b>	

<sup>1</sup> Greater Grays Ferry Estates (Tasker Homes), Wilson Park, and Blumberg were completed with Capital Program Revenue Bonds, whose debt service will be paid from future capital funds. Greater Grays 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.

**MOVING TO WORK PLAN**  
**APPENDIX F**

**Appendix F: Vacancy Rates**

	VACANCIES as of 09/30/08					3/31/2010
SITE NAME / NUMBER	Available Units	Total Vacant Units	Actual Rate %	Cond. mod.	Adjusted Rate %	*Projected Adjusted %
<b>North Central</b>						
001 Johnson Homes - vac. red.	532	18	3.38%	0	3.38%	3.38%
010 Raymond Rosen Manor - mod	506	13	2.57%	0	2.57%	2.57%
117 Raymond Rosen Manor - mod	46	9	19.57%	0	19.57%	19.57%
042 Champlost	102	4	3.92%	0	3.92%	3.92%
049 Morton Homes - vac. red	248	11	4.44%	0	4.44%	4.44%
050 Norman Blumberg Apts - comp mod	501	13	2.79%	1	2.40%	2.40%
077 Bentley - vac. Red	99	8	8.08%	0	8.08%	8.08%
<b>Total</b>	<b>2,034</b>	<b>76</b>	<b>3.74%</b>	<b>1</b>	<b>3.69%</b>	<b>3.69%</b>
<b>North Area</b>						
003 Richard Allen Homes - reconfig.	150	2	1.33%	0	1.33%	1.33%
014 Norris Homes - vac. Red	324	25	7.72%	1	7.41%	7.41%
015 Harrison Plaza - comp mod/vac. red.	299	11	3.68%	0	3.68%	3.68%
020 Spring Garden - vac. red.	202	8	3.96%	0	3.96%	3.96%
055B Fairhill Apts	264	12	4.55%	1	4.17%	4.17%
114 Gladys B. Jacobs	80	2	2.50%	0	2.50%	2.50%
<b>Total</b>	<b>1,319</b>	<b>60</b>	<b>4.55%</b>	<b>2</b>	<b>4.40%</b>	<b>4.40%</b>
<b>Northeast Area</b>						
023 Liddonfield	461	231	50.11%	229	0.43%	NA
029 Hill Creek	334	10	2.99%	1	2.69%	2.69%
032 Oxford Village - vac. red.	200	3	1.50%	0	1.50%	1.50%
034 Whitehall Apts - comp mod	248	9	3.63%	0	3.63%	3.63%
066 Holmcrest - vac. red.	84	2	2.38%	0	2.38%	2.38%
079 Plymouth Hall	71	71	100.00%	71	0.00%	0.00%
<b>Total</b>	<b>1,398</b>	<b>326</b>	<b>23.32%</b>	<b>301</b>	<b>1.79%</b>	<b>2.67%</b>
<b>South Area</b>						
013 Wilson Park - Elderly	279	11	3.94%	0	3.94%	3.94%
113 Wilson Park - Multi-family (Mod.)	448	14	3.13%	0	3.13%	3.13%
031 Bartram Village - vac. red.	493	24	4.87%	0	4.87%	4.87%
061 Paschall Apts - vac. red.	221	14	6.33%	2	5.43%	5.43%
062 Cassie L. Halley	71	1	1.41%	0	1.41%	1.41%
<b>Total</b>	<b>1,512</b>	<b>64</b>	<b>4.23%</b>	<b>2</b>	<b>4.10%</b>	<b>4.10%</b>
<b>West Area</b>						
018 Arch Homes	73	3	4.11%		4.11%	4.11%
024 Queen Lane - vac. red.	138	15	10.87%	3	8.70%	0.00%
035 Haddington Homes -vac. red.	148	3	2.03%		2.03%	2.03%
039 Westpark Apts - vac. red.	327	19	5.81%		5.81%	5.81%
046 Haverford Homes	24	1	4.17%		4.17%	4.17%
063 Katie B. Jackson(9 Units to S.S.)	59	4	6.78%		6.78%	6.78%
076 Emlen Arms	156	5	3.21%		3.21%	3.21%
093 Westpark Plaza	65	1	1.54%		1.54%	1.54%
<b>Total</b>	<b>990</b>	<b>51</b>	<b>5.15%</b>	<b>3</b>	<b>4.85%</b>	<b>2.42%</b>
<b>TOTAL CONVENTIONAL</b>	<b>7,253</b>	<b>577</b>	<b>7.96%</b>	<b>309</b>	<b>3.70%</b>	<b>2.99%</b>
<b>Scattered Sites</b>						
030 Abbottsford Homes - mod	235	1	0.43%	0	0.43%	0.43%
901 Haddington/Overbrook	476	53	11.13%	38	3.15%	0.23%
902 Mantua	461	117	25.38%	108	1.95%	1.82%
903 Kingsessing	563	51	9.06%	38	2.31%	0.00%
904 Germantown/Hunting Park	462	102	22.08%	102	0.00%	0.00%
905 Fairhill Square	536	114	21.27%	95	3.54%	0.67%
<b>Total</b>	<b>2,733</b>	<b>438</b>	<b>16.03%</b>	<b>381</b>	<b>2.09%</b>	<b>0.62%</b>
<b>Scattered Sites</b>						
054 Parkview Apartments	20	0	0.00%	0	0.00%	0.00%
065 Collegeview	54	1	1.85%	0	1.85%	0.00%
100 Cecil B. Moore Homes	30	3	10.00%	0	10.00%	0.00%
104 Arlene Homes	32	0	0.00%	0	0.00%	0.00%
906 Francisville	589	199	33.79%	165	5.77%	8.61%
907 Ludlow	528	128	24.24%	107	3.98%	3.23%
908 Susquehanna	614	217	35.34%	215	0.33%	2.15%
909 Strawberry Mansion	672	300	44.64%	262	5.65%	10.36%
910 Oxford/Jefferson	529	215	40.64%	208	1.32%	3.20%
<b>Total</b>	<b>3,068</b>	<b>1,063</b>	<b>34.65%</b>	<b>957</b>	<b>3.46%</b>	<b>5.71%</b>
<b>TOTAL SCATTERED SITES</b>	<b>5,801</b>	<b>1,501</b>	<b>25.87%</b>	<b>1,338</b>	<b>2.81%</b>	<b>3.10%</b>
<b>TOTAL PHA</b>	<b>13,054</b>	<b>2,078</b>	<b>15.92%</b>	<b>1,647</b>	<b>3.30%</b>	<b>3.04%</b>

**Appendix F: Vacancy Rates**

SITE NAME / NUMBER	VACANCIES as of 09/30/08					3/31/2010
	Available	Total Vacant	Actual	Cond.	Adjusted	*Projected
	Units	Units	Rate %	mod.	Rate %	Adjusted %
<b>PHA Managed - PAPMC Sites</b>						
129 Cambridge Plaza II	40	0	0.00%	0	0.00%	0.00%
132 Suffolk Manor	137	4	2.92%	0	2.92%	0.00%
133 Richard Allen Homes - Phase III	71	2	2.82%	0	2.82%	0.00%
134 Richard Allen Homes - Phase III	107	2	1.87%	0	1.87%	0.00%
137 Cambridge Plaza	44	0	0.00%	0	0.00%	0.00%
138 Mt. Olivet	161	0	0.00%	0	0.00%	0.00%
139 Greater Grays Ferry Estates I-A	245	1	0.41%	0	0.41%	0.00%
143 Greater Grays Ferry Estates II-A	81	0	0.00%	0	0.00%	0.00%
144 Greater Grays Ferry Estates II-B	103	1	0.97%	0	0.97%	0.00%
145 Lucien E. Blackwell	80	1	1.25%	0	1.25%	1.25%
147 Cambridge III	40	2	5.00%	0	5.00%	5.00%
149 Martin Luther King - Phase IV	42	0	0.00%	0	0.00%	0.00%
150 Lucien E. Blackwell II	80	1	1.25%	0	1.25%	0.00%
152 Germantown House *	133	0	0.00%	0	0.00%	0.00%
153 Lucien E. Blackwell III	50	0	0.00%	0	0.00%	0.00%
156 Marshal Shepard	80	0	0.00%	0	0.00%	0.00%
157 Ludlow Phase III	75	1	1.33%	0	1.33%	1.33%
<b>Total</b>	<b>1,569</b>	<b>15</b>	<b>0.96%</b>	<b>0</b>	<b>0.96%</b>	<b>0.00%</b>
<b>Alternative Management Entities</b>						
121 Courtyard Apts. @ Riverview	470	2	0.43%	0	0.43%	0.85%
126 8 Diamonds	123	0	0.00%	0	0.00%	0.00%
141 8 Diamonds	29	0	0.00%	0	0.00%	0.00%
127 Spring Garden Scattered Sites	86	0	0.00%	0	0.00%	0.00%
128 Martin Luther King-Phase I	49	1	2.04%	0	2.04%	0.00%
130 Falls Ridge	135	0	0.00%	0	0.00%	0.00%
131 St. Anthony's Senior Residence	38	0	0.00%	0	0.00%	0.00%
136 Martin Luther King - Phase III	45	0	0.00%	0	0.00%	0.00%
146 St. Ignatius (Angela Court)	67	0	0.00%	0	0.00%	0.00%
148 Neuman North	67	1	1.49%	0	1.49%	0.00%
<b>Total</b>	<b>1,109</b>	<b>4</b>	<b>0.36%</b>	<b>0</b>	<b>0.36%</b>	<b>0.36%</b>
<b>Combined AME Total</b>	<b>2,678</b>	<b>19</b>	<b>0.71%</b>	<b>0</b>	<b>0.71%</b>	<b>0.16%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>15,732</b>	<b>2,097</b>	<b>13.33%</b>	<b>1,647</b>	<b>2.86%</b>	<b>2.52%</b>
<b>BASELINE GRAND TOTAL PHA &amp; AME WITH ADJUSTMENTS FOR 3/31/2009</b>	<b>14,103</b>	<b>744</b>	<b>5.28%</b>	<b>431</b>	<b>2.22%</b>	
158 Nellie Reynolds Gardens	64	0	0.00%	0	0.00%	0.00%
<b>GRAND TOTAL PAPMC UNITS COMING ONLINE BETWEEN 10/1/2007 AND 3/31/2009</b>	<b>64</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>
<b>MARCH 2009 GRAND TOTALS</b>	<b>14,167</b>	<b>744</b>	<b>5.25%</b>	<b>431</b>	<b>2.21%</b>	<b>2.21%</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	Cumulative Rent from 10/1/07 to 9/30/08*		
	Rents Billed	Rents Uncollected	% Uncollected
<b>North Central -</b>			
001 Johnson Homes - vac. red.	1,422,759.24	14,386.75	1.01%
010 Raymond Rosen Manor - mod	1,747,727.48	93,765.64	5.37%
117 Raymond Rosen Manor - mod	155,097.30	1,252.48	0.81%
119 Raymond Rosen Manor - New	<i>included in Project 010</i>		
042 Champlost - mod	384,660.37	28,177.86	7.33%
049 Morton Homes	758,571.17	46,594.67	6.14%
050 Norman Blumberg Apts - comp mod	1,260,279.22	58,461.56	4.64%
077 Bentley	212,661.17	8,568.71	4.03%
<b>Total</b>	<b>5,941,755.95</b>	<b>251,207.67</b>	<b>4.23%</b>
<b>North Area</b>			
003 Richard Allen Homes - reconfig.	634,088.57	1,601.34	0.25%
014 Norris Homes	871,681.37	24,460.59	2.81%
015 Harrison Plaza - comp mod	911,003.06	32,054.77	3.52%
020 Spring Garden - vac. red.	549,134.79	10,621.83	1.93%
055B Fairhill Apts	663,721.54	33,221.50	5.01%
114 Gladys B. Jacobs	210,934.24	2,475.79	1.17%
<b>Total</b>	<b>3,840,563.57</b>	<b>104,435.82</b>	<b>2.72%</b>
<b>Northeast Area</b>			
023 Liddonfield - vac. red.	779,587.00	14,972.83	1.92%
029 Hill Creek - comp mod	918,740.54	0.00	0.00%
032 Oxford Village - vac. red.	603,445.14	0.00	0.00%
034 Whitehall Apts - comp mod	708,430.04	19,237.84	2.72%
066 Holmecrest	229,967.47	651.70	0.28%
079 Plymouth Hall			0.00%
<b>Total</b>	<b>3,240,170.19</b>	<b>34,862.37</b>	<b>1.08%</b>
<b>South Area</b>			
002 Tasker Homes	0.00	0.00	0.00%
013 Wilson Park - Elderly	655,419.22	4,424.76	0.68%
113 Wilson Park - Multi-family (Mod.)	1,215,787.15	7,881.34	0.65%
031 Bartram Village	1,202,361.81	67,274.04	5.60%
061 Paschall Apts - vac. red.	523,909.78	17,241.62	3.29%
062 Point Breeze Court	167,835.07	0.00	0.00%
<b>Total</b>	<b>3,765,313.03</b>	<b>96,821.76</b>	<b>2.57%</b>
<b>West Area</b>			
018 Arch Homes	217,813.87	3,926.47	1.80%
024 Queen Lane	354,514.66	16,926.76	4.77%
035 Haddington Homes	448,922.23	8,065.59	1.82%
039 Westpark Apts	725,108.43	13,220.15	0.00%
045 Mantua Hall - vac. red.	319,019.13	0.00	0.00%
046 Haverford	73,273.40	4,313.13	5.89%
063 Katie B. Jackson	135,839.50	0.00	0.00%
076 Emlen Arms	404,984.24	0.00	0.00%
093 Westpark Plaza	172,776.30	9,634.85	5.58%
<b>Total</b>	<b>2,852,251.76</b>	<b>56,086.95</b>	<b>1.97%</b>
<b>TOTAL CONVENTIONAL</b>	<b>19,640,054.50</b>	<b>543,414.57</b>	<b>2.77%</b>

## Appendix G: Uncollected Rent

SITE NAME / NUMBER	Cumulative Rent from 10/1/07 to 9/30/08*		
	Rents Billed	Rents Uncollected	% Uncollected
<b>Scattered Sites</b>			
030 Abbottsford Homes - mod	744,736.07	38,067.48	5.11%
901 Haddington/Overbrook	732,493.84	5,857.64	0.80%
902 Mantua	431,203.98	11,487.80	2.66%
903 Kingssessing	715,275.90	8,175.53	1.14%
904 Germantown/Hunting Park	620,017.17	19,549.34	3.15%
905 Fairhill Square	503,443.19	20,344.84	4.04%
063 Katie B. Jackson(9 Units from Conv.)	-	-	-
<b>Total</b>	<b>3,747,170.15</b>	<b>103,482.63</b>	<b>2.76%</b>
<b>Scattered Sites</b>			
054 Parkview Apartments	47,591.89	984.25	2.07%
065 Collegeview	131,850.46	1,701.96	1.29%
100 C.B. Moore Homes	90,981.00	-978.60	-1.08%
104 Arlene Homes	95,659.00	-1,459.00	-1.53%
906 Francisville	508,492.00	3,710.00	0.73%
907 Ludlow	516,891.33	1,845.19	0.36%
908 Susquehanna	554,107.51	9,696.46	1.75%
909 Strawberry Mansion	536,458.37	2,374.32	0.44%
910 Oxford/Jefferson	435,264.53	-3,391.75	-0.78%
<b>Total</b>	<b>2,917,296.09</b>	<b>14,482.83</b>	<b>0.50%</b>
<b>TOTAL SCATTERED SITES</b>	<b>6,664,466.24</b>	<b>117,965.46</b>	<b>1.77%</b>
<b>TOTAL PHA</b>	<b>26,304,520.74</b>	<b>661,380.03</b>	<b>2.51%</b>
<b>Alternative Management Entities - PHA</b>			
129 Cambridge Plaza II	132,092.27	3,264.99	2.47%
132 Suffolk Manor	422,269.76	-931.83	-0.22%
133 Richard Allen Homes - Phase III	164,272.00	5,312.00	3.23%
134 Richard Allen Homes - Phase III	365,962.00	22,062.67	6.03%
137 Cambridge Plaza I	141,686.57	4,846.02	3.42%
138 Mt. Olivet	511,099.61	-1,145.67	-0.22%
139 Greater Grays Ferry Estates	688,236.56	11,968.60	1.74%
143 Greater Grays Ferry Estates	196,352.00	2,952.45	1.50%
144 Greater Grays Ferry Estates	253,009.30	4,498.41	1.78%
145 LEB (MCLPI)	231,741.06	10,847.33	4.68%
147 Cambridge Plaza Phase III	101,429.00	4,001.36	3.94%
149 Martin Luther King Plaza IV	141,165.46	-2,336.92	-1.66%
150 Lucien E Blackwell II	241,230.67	-4,664.66	-1.93%
152 Germantown house	426,519.17	-5,726.16	-1.34%
153 Lucien E Blackwell III LP	94,161.97	-2,078.45	-2.21%
<b>Total</b>	<b>4,111,227.40</b>	<b>52,870.14</b>	<b>1.29%</b>
<b>Alternative Management Entities</b>			
121 Courtyard Apts. @ Riverview	737,557.00	-17,069.00	-2.31%
126 8 Diamonds	337,068.00	6,712.00	1.99%
141 8 Diamonds	<i>Included in PA 126 - 8 Diamonds</i>		
127 Spring Garden Scattered Sites	162,648.00	5,860.00	3.60%
128 Martin Luther King-Phase I	115,823.00	-963.00	-0.83%
130 Falls Ridge	369,850.00	13,519.00	3.66%
131 St. Anthony's Senior Residence	69,801.00	606.00	0.87%
136 Martin Luther King-Phase II	118,675.00	-27.00	-0.02%
146 Angela Court	274,710.00	3,991.00	1.45%
148 Neuman North	235,080.00	3,089.00	1.31%
<b>Total</b>	<b>2,421,212.00</b>	<b>15,718.00</b>	<b>0.65%</b>
<b>Combined AME Total</b>	<b>6,532,439.40</b>	<b>68,588.14</b>	<b>1.05%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>32,836,960.14</b>	<b>729,968.17</b>	<b>2.22%</b>

**MOVING TO WORK PLAN**  
**APPENDIX H**

## Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/08	
	<u>Emergency</u>	<u>Routine</u>
	% Completed Under 72 Hours	Average Days to Complete
<b>North Central -</b>		
001 Johnson Homes - vac. red.	100%	21
010 Raymond Rosen Manor - mod	100%	37
117 Raymond Rosen Manor - mod	100%	39
042 Champlost	100%	6
049 Morton Homes - vac. red	100%	11
050 Blumberg Apts - comp mod	100%	55
077 Bentley - vac. Red	100%	99
<b>Total</b>	<b>100%</b>	<b>30</b>
<b>North Area</b>		
003 Richard Allen Homes - reconfig.	100%	25
014 Norris Apartments - vac. Red	100%	35
015 Harrison Plaza - comp mod/vac. red.	100%	56
020 Spring Garden - vac. red.	100%	56
055 Fairhill Apts	100%	48
114 Gladys B. Jacobs	100%	5
<b>Total</b>	<b>100%</b>	<b>38</b>
<b>Northeast Area</b>		
023 Liddonfield Homes	100%	29
029 Hill Creek	100%	24
032 Oxford Village - vac. red.	100%	2
034 Whitehall Apts - comp mod	100%	23
066 Holmecrest Homes - vac. red.	100%	34
079 Plymouth Hall	<i>SITE IS VACANT</i>	<i>NA</i>
<b>Total</b>	<b>100%</b>	<b>15</b>
<b>South Area</b>		
013 Wilson Park - Elderly	100%	37
113 Wilson Park - Multi-family (Mod.)	100%	61
031 Bartram Village - vac. red.	75%	59
061 Paschall Apts - vac. red.	100%	72
062 Cassie L. Halley	100%	31
<b>Total</b>	<b>99%</b>	<b>56</b>
<b>West Area</b>		
018 Arch Homes	100%	41
024 Queen Lane - vac. red.	100%	33
035 Haddington Homes -vac. red.	100%	26
039 Westpark Apts - vac. red.	100%	65
045 Mantua Hall - vac. red.	100%	NA
046 Haverford Homes	100%	64
063 Katie B. Jackson(9 Units to S.S.)	100%	120
076 Emlen Arms	100%	7
093 Westpark Plaza	100%	94
<b>Total</b>	<b>100%</b>	<b>48</b>
<b>TOTAL CONVENTIONAL</b>	<b>99%</b>	<b>37</b>

## Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/08	
	<u>Emergency</u>	<u>Routine</u>
	% Completed Under 72 Hours	Average Days to Complete
<b>Scattered Sites</b>		
030 Abbottsford Homes - mod	100%	48
901 Haddington/Overbrook	100%	19
902 Mantua	93%	42
903 Kingsessing	100%	16
904 Germantown/Hunting Park	100%	88
905 Fairhill Square	100%	97
<b>Total</b>	<b>99%</b>	<b>48</b>
<b>Scattered Sites</b>		
054 Parkview Apartments	100%	38
065 Collegeview	100%	42
100 Cecil B. Moore Homes	100%	58
104 Arlene Homes	100%	23
906 Francisville	100%	26
907 Ludlow	100%	66
908 Susquehanna	100%	61
909 Strawberry Mansion	100%	118
910 Oxford/Jefferson	100%	122
<b>Total</b>	<b>100%</b>	<b>77</b>
<b>TOTAL SCATTERED SITES</b>	<b>100%</b>	<b>63</b>
<b>TOTAL PHA</b>		
	<b>99%</b>	<b>57</b>
<b>PHA Managed - PAPMC Sites</b>		
129 Cambridge Plaza II	100%	27
132 Suffolk Manor	100%	21
133 Richard Allen Homes - Phase IIIA	100%	10
134 Richard Allen Homes - Phase IIIB	100%	34
137 Cambridge Plaza	100%	23
138 Mt. Olivet	100%	24
139 Greater Grays Ferry Estates I-A	100%	57
143 Greater Grays Ferry Estates II-A	100%	78
144 Greater Grays Ferry Estates II-B	100%	65
145 Lucien E. Blackwell	100%	104
147 Cambridge III	100%	113
149 Martin Luther King - Phase IV	100%	63
150 Lucien E. Blackwell II	100%	125
152 Germantown House *	100%	19
153 Lucien E. Blackwell III	100%	122
<b>Total</b>	<b>100%</b>	<b>52</b>
<b>Alternative Management Entities</b>		
121 Courtyard Apts. @ Riverview	100%	0
126 8 Diamonds	100%	0
141 8 Diamonds	100%	0
127 Spring Garden Scattered Sites	100%	0
128 Martin Luther King-Phase I	100%	0
130 Falls Ridge	100%	0
131 St. Anthony's Senior Residence	100%	0
136 Martin Luther King - Phase III	100%	0
146 St. Ignatius (Angela Court)	100%	0
148 Neuman North	100%	0
<b>Total</b>	<b>100%</b>	<b>0</b>
<b>Combined AME Total</b>	<b>100%</b>	<b>51</b>
<b>GRAND TOTAL PHA &amp; AME</b>		
	<b>99%</b>	<b>47</b>

**MOVING TO WORK PLAN**  
**APPENDIX I**

## Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/08	
	UPCS Goal = 100%	UPCS Completed
<b>North Central -</b>		
001 Johnson Homes - vac. red.	100%	100%
010 Raymond Rosen Manor - mod	100%	83%
117 Raymond Rosen Manor - mod	100%	46%
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>95%</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 Holmcrest	100%	100%
079 Plymouth Hall	100%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>South Area</b>		
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%	99%
062 Cassie L. Halley	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 Homes	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 09/30/08	
	UPCS Goal = 100%	UPCS Completed
<b>Scattered Sites</b>		
030 Abbottsford Homes - mod	100%	100%
901 Haddington/Overbrook	100%	100%
902 Mantua	100%	100%
903 Kingsessing	100%	99%
904 Germantown/Hunting Park	100%	100%
905 Fairhill Square	100%	97%
<b>Total</b>	<b>100%</b>	<b>99%</b>
<b>Scattered Sites</b>		
054 Parkview Apartments	100%	100%
065 Collegeview	100%	100%
100 Cecil B. Moore Homes	100%	100%
104 Arlene Homes	100%	100%
906 Francisville	100%	100%
907 Ludlow	100%	98%
908 Susquehanna	100%	98%
909 Strawberry Mansion	100%	100%
910 Oxford/Jefferson	100%	100%
<b>Total</b>	<b>100%</b>	<b>99%</b>
<b>TOTAL SCATTERED SITES</b>	<b>100%</b>	<b>99%</b>
<b>TOTAL PHA</b>		
	<b>100%</b>	<b>98%</b>
<b>PHA Managed - PAPMC Sites</b>		
129 Cambridge Plaza II	100%	100%
132 Suffolk Manor	100%	100%
133 Richard Allen Homes - Phase III	100%	100%
134 Richard Allen Homes - Phase III	100%	100%
137 Cambridge Plaza I	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%	100%
145 Lucien E. Blackwell	100%	100%
147 Cambridge III	100%	100%
149 Martin Luther King Plaza IV	100%	100%
150 Lucien E. Blackwell II	100%	100%
152 Germantown House	100%	100%
153 Lucien E. Blackwell III	100%	58%
156 Marshal Shepard	100%	100%
157 Ludlow Phase III	100%	100%
158 Nellie Reynolds Garden	100%	0%
<b>Total</b>	<b>100%</b>	<b>98%</b>
<b>Alternative Management Entities</b>		
121 Courtyard Apts. @ Riverview	100%	100%
126 8 Diamonds	100%	100%
127 Spring Garden Scattered Sites	100%	52%
128 Martin Luther King-Phase I	100%	100%
130 Falls Ridge	100%	0%
131 St. Anthony's Senior Residence	100%	0%
136 Martin Luther King - Phase III	100%	100%
141 8 Diamonds	100%	100%
146 St. Ignatius (Angela Court)	100%	100%
148 Neuman North	100%	0%
<b>Total</b>	<b>100%</b>	<b>75%</b>
<b>COMBINED AME TOTAL</b>	<b>100%</b>	<b>88%</b>
<b>GRAND TOTAL PHA &amp; AME</b>	<b>100%</b>	<b>98%</b>

**MOVING TO WORK PLAN**  
**APPENDIX J**

**Philadelphia Housing Authority**  
**Customer Service and Satisfaction Survey 2008**  
**ALL DEVELOPMENTS\***  
604 respondents

**OVERALL SATISFACTION**

1. How satisfied are you with the following:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply	Missing Answer
Your unit/home?	13% 75	75% 440	11% 63	1% 8	3% 18	0% 0
Your development/building?	11% 53	64% 309	23% 113	2% 11	19% 117	0% 1
Your neighborhood?	7% 44	60% 362	27% 164	5% 29	1% 4	0% 1

**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	Missing Answer
25% 152	51% 305	16% 96	8% 45	1% 6	0% 0

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 One Week	1 to 4 Weeks	More Than 4 Weeks	Problem Never Corrected	Missing Answer
32% 196	45% 183	32% 130	15% 59	8% 32	1% 4

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	Missing Answer
48% 292	12% 36	28% 88	54% 169	6% 19	0% 0

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

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply	Missing Answer
How <u>easy</u> it was to request repairs?	5% 23	81% 373	13% 59	2% 8	23% 141	0% 0
How <u>well</u> the repairs were done?	6% 27	83% 382	8% 37	3% 15	24% 142	0% 1
How well you were <u>treated</u> by the person you contacted for repairs?	8% 37	85% 394	5% 23	2% 7	24% 143	0% 0
How well you were <u>treated by</u> the person doing the repairs?	8% 37	89% 408	2% 11	1% 5	24% 143	0% 0

**COMMUNICATION**

6. Do you think management provides you information about:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply	Missing Answer
Maintenance and repair (for example, water shut-off, boiler shut-down, modernization activities?)	7% 42	72% 415	18% 103	3% 15	4% 26	0% 3
The rules of your lease?	6% 36	80% 470	12% 69	2% 12	3% 16	0% 1
Meetings and events?	7% 39	70% 381	20% 109	3% 14	10% 61	0% 0

7. Do you think management is:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply	Missing Answer
Responsive to your questions and concerns?	7% 39	76% 449	16% 94	2% 9	2% 13	0% 0
Courteous and professional with you?	7% 41	81% 479	11% 64	2% 9	2% 11	0% 0
Supportive of your resident/tenant organization?	6% 22	70% 254	21% 77	2% 8	40% 243	0% 0

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

Yes	No	Missing
8% 49	92% 552	0% 3

## **SAFETY**

9. How safe do you feel:

	<b>Very Safe</b>	<b>Safe</b>	<b>Unsafe</b>	<b>Very Unsafe</b>	<b>Does Not Apply</b>	<b>Missing Answer</b>
In your unit/home?	14% 84	73% 432	10% 57	3% 16	1% 8	1% 7
In your building?	15% 63	60% 251	19% 80	6% 23	30% 182	1% 5
In your parking area?	11% 42	56% 205	24% 89	8% 31	39% 236	0% 1

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

	<b>Number</b>	<b>Percentage</b>
Bad Lighting	184	30%
Broken Locks	44	7%
Location of Housing Development	118	20%
Police Do Not Respond	139	23%
Residents Don't Care	304	50%
Resident Screening	164	27%
Vacant Units	61	10%
Open Air Drug Activities	321	53%

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

<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>Missing</b>
66%	34%	54%	1%
179	91	325	9

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)?

<b>Yes</b>	<b>No</b>	<b>Does Not Apply</b>	<b>Missing Answer</b>
27%	73%	8%	0%
151	406	46	1

## **SERVICES**

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

<b>Never Had a Problem</b>	<b>1 to 3 Problems</b>	<b>4 to 6 Problems</b>	<b>More Than 6 Problems</b>	<b>Does Not Apply</b>	<b>Missing Answer</b>
54%	40%	4%	2%	0%	0%
326	242	22	11	3	0

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	Missing Answer
54%	8%	31%	56%	5%	0%
326	23	84	153	15	3

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	Missing Answer
77%	21%	2%	1%	1%	0%
461	123	10	5	5	0

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	Missing Answer
76%	8%	21%	62%	9%	1%
460	11	30	87	12	4

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	Missing Answer
57%	36%	5%	2%	1%	0%
344	218	28	9	4	1

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	Missing Answer
57%	11%	30%	48%	11%	0%
346	29	76	123	27	3

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	Missing Answer
90%	10%	0%	0%	0%	0%
539	59	2	1	3	0

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	Missing Answer
89%	32%	24%	42%	2%	0%
540	20	15	26	1	2

## **HOUSING DEVELOPMENT APPEARANCE**

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

	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Does Not Apply</b>	<b>Missing Answer</b>
Common areas (for example, stairways, walkways, hallways, etc)?	11% 46	57% 249	27% 119	5% 21	28% 169	0% 0
Exterior of buildings?	8% 39	63% 301	25% 119	3% 16	21% 129	0% 0
Parking areas?	7% 25	59% 208	28% 98	6% 20	41% 250	0% 3
Recreation areas (e.g., playgrounds and other outside facilities)?	7% 20	52% 152	32% 92	9% 27	52% 313	0% 0

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

	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>	<b>Does Not Apply</b>	<b>Missing Answer</b>
Abandoned cars?	42% 213	46% 235	9% 45	4% 19	15% 92	0% 0
Broken glass?	32% 176	52% 286	10% 55	6% 31	9% 56	0% 0
Graffiti?	37% 203	49% 268	7% 39	6% 35	10% 58	0% 1
Noise?	14% 77	54% 301	19% 104	13% 72	8% 49	0% 1
Rodents and insects (indoors)?	14% 78	53% 295	19% 103	14% 79	8% 49	0% 0
Trash/litter?	18% 99	52% 284	16% 87	15% 80	8% 51	0% 3
Vacant units?	44% 196	44% 199	6% 26	6% 29	25% 150	1% 4

## **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	Missing Answer
56%	15%	29%	26%	1%
249	66	126	159	4

20. Since moving into your current residence, have you been told by a doctor, nurse, or other 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	Missing
1%	99%	1%
4	595	5

21. Would you recommend your housing development to a friend or family member seeking public housing?

Yes	No	Don't Know	Missing
73%	27%	14%	1%
373	137	87	7

22. If there were one area you would like to see PHA improve upon what would it be?

### **Maintenance & Repair**

- Maintenance/repairs (60 respondents)
- More maintenance needed (11 respondents)
- Quicker/on time maintenance (11 respondents)
- More maintenance workers (9 respondents)
- Better lights (8 respondents)
- Maintenance workers (4 respondents)
- Maintenance needs to finish work (3 respondents)
- Maintenance not doing their job (2 respondents)
- Everything needs repair (3 respondents)
- More maintenance to clean streets
- Better management with maintenance
- Better upkeep of the exterior
- Communication regarding repairs
- Take better care of units
- Main water pipe underground
- Inspections
- Outside maintenance

### **Programs**

- Programs/activities for children/teens (9 respondents)
- Senior programs (6 respondents)
- Programs/activities (4 respondents)
- Arts & Crafts
- Make sure all residents are involved/included in programs
- Programs for parents

### **Cleaning**

- Clean up trash (11 respondents)
- Clean up area (7 respondents)
- Clean up outside (6 respondents)
- Clean up sites/developments (4 respondents)
- Clean up more often (4 respondents)
- Daily clean up (3 respondents)
- Dumpsters for trash (2 respondents)
- Clean up streets (2 respondents)
- Trash in elevators
- Clean and light stairway and elevator
- Basement needs cleaning
- House and yard cleaning

### **Safety**

- More police/police patrols (32 respondents)
- Drugs (15 respondents)
- Resident screening (8 respondents)
- PHA police (5 respondents)
- Better security (6 respondents)
- Neighborhood group/neighborhood watch (3 respondents)
- Cameras (2 respondents)
- Violence (2 respondents)
- Safety of residents
- Evict drug dealers

**Amenities**

- Larger unit (7 respondents)
- Play areas for children (5 respondents)
- Child care services (3 respondents)
- Elevators (2 respondents)
- Another cable company
- Bus trips
- Appearance
- More closet space
- New rug in building
- Paint

**Rodents/Insects**

- Exterminate (9 respondents)
- Rodents
- Get rid of mice
- Bugs
- Raccoon in yard from trash

**Management**

- Customer service (19 respondents)
- Client/tenant services (5 respondents)
- Management attitudes (4 respondents)
- Managers (3 respondents)
- Better response from management (3 respondents)
- Spanish speaking managers (2 respondents)
- Management (2 respondents)
- Better council people and nicer office staff
- Customer care and more information available
- Faster application process
- More help from management

**Physical Improvements**

- Tear down development (5 respondents)
- Vacancies (3 respondents)
- Remodel (3 respondents)
- Back yard
- Better accessibility
- Gates on corner houses
- Make row houses
- Abandoned buildings
- 21st& Dickerson
- Scattered sites
- Need basements

**Tenant Assistance/Issues**

- Tenant rights (2 respondents)
- Homeownership (2 respondents)
- Assistance (2 respondents)
- Tenant councils
- Problem neighbors
- Jobs for residents cleaning the development
- Advocates to speak for residents
- Resident issues

**Communication**

- Response time (5 respondents)
- Resident management relationship
- Faster response to issues
- Talk with people better
- Inform residents of meetings/events

**Other**

- Everything (6 respondents)
- Rent reduction (6 respondents)
- Workers (5 respondents)
- Noise (3 respondents)
- Transfers (3 respondents)
- Attitudes (2 respondents)
- Curfew (2 respondents)
- The entire development (2 respondents)
- More support
- Relocate
- Stop signs, speed bumps on streets
- The area
- Whole neighborhood
- Children out during school time
- More homes for people
- Better service

## GENERAL INFORMATION

23. What is your gender?

Male	Female
16%	84%
98	498

24. How old are you?

18-24	25-34	35-44	45-54	55-61	62+	Missing
5%	19%	19%	21%	13%	23%	1%
28	114	114	124	76	140	8

25. What is your race/ethnicity? (mark all that apply)

Caucasian/ White	African-Am./ Black	Asian/Pacific Islander	Native Am./ Indian	Hispanic	Other	Missing
1%	93%	0%	1%	4%	1%	1%
8	553	1	3	24	6	9

26. 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	Missing Answer
1%	11%	36%	52%	2%
6	67	213	307	11

27. How much do you pay in rent each month (including utilities)?

< \$100 Per Month	\$100 - \$199 Per Month	\$200 - \$299 Per Month	\$300 - \$399 Per Month	\$400 - \$499 Per Month	\$500 or More Per Month	Missing Answer
9%	25%	31%	24%	8%	3%	1%
56	148	183	145	47	16	9

\*The percentages assigned to all categories are based on the total number of responses to each question or sub-question less the responses for "Missing Answer", "Does Not Apply" and "Don't Know". The percentages assigned to the responses for "Missing Answer", "Does Not Apply" and "Don't Know" are based on the total number of respondents in the sample. In addition, in calculating the percentages in questions 3, 4, 13a., 14a., 15a., and 16a. the responses for "Have Never Called" or "Never Had a Problem" were not included. Percentages have been rounded, and therefore may not total 100%.

**MOVING TO WORK PLAN**  
**APPENDIX K**

## APPENDIX K – Required Conversion For Liddonfield

Below is a summary of the required conversion of Liddonfield I:

<b>Required Conversion of Public Housing Activity Description</b>	
1a.	Development(s) name(s): Liddonfield I
1b.	Development(s) (project) number(s): PA002023
1c.	Asset Management Project (AMP) Number(s): PA002023
2.	Has the PHA completed the Cost Analysis comparing the costs of continuing to operate the units as public housing to the cost of providing tenant-based assistance? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3.	Is a Conversion Plan required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Yet Determined (If yes, go to block 4; If no or not yet determined, explain below.)
4.	<p>Status of Required Conversion Plan (select the statement that best describes the current status)</p> <p><input type="checkbox"/> Conversion Plan is in development</p> <p><input checked="" type="checkbox"/> Conversion Plan has been completed and is being submitted as part of this Plan (if this is the status, complete blocks 5 through 9 below</p> <p><input type="checkbox"/> Conversion Plan was submitted to SAC on: (DD/MM/YYYY)</p> <p><input type="checkbox"/> Conversion Plan was approved by OPHI on: (DD/MM/YYYY)</p> <p><input type="checkbox"/> Activities pursuant to the HUD-approved Conversion Plan are underway</p>
5.	Has the PHA identified the obligation status of modernization, reconstruction, or other capital funds for the distressed development(s), and has the PHA made recommendations concerning the transfer of these funds to alternative public housing uses? <i>Yes. No funds are obligated for further capital projects at Liddonfield.</i>
6.	<p>Has the PHA consulted with appropriate public officials in developing the required conversion plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Has the PHA obtained the required certification? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
7.	<p>Has the PHA consulted with the residents in the development of the conversion plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Does not apply because the site is vacant</p> <p>Does the PHA have documentation to support the consultation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
8.	Has the PHA described how it proposes to use the development after the conversion as well as the means and timetable for accomplishing any planned demolition, disposition, or redevelopment of the development? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
9.	<p>Has the PHA developed a resident Relocation Plan that complies with applicable requirements?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Does not apply because the site is vacant.</p>

The following pages include documentation of consultation with public officials regarding the Liddonfield I conversion and a certification of compliance of the conversion with the City of Philadelphia's Consolidated Plan.

**Certification of Consistency  
with the Consolidated Plan**

U.S. Department of Housing  
and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.  
(Type or clearly print the following information:)

Applicant Name: The Philadelphia Housing Authority

Project Name: Liddonfield Homes (PA002023)

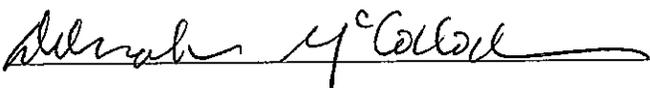
Location of the Project: 8800 Jackson Drive. PHA proposes to demolish and sell current facility. Sale proceeds from will be used to develop affordable housing units at other locations. (2008 ConPlan, Adopted 06/08)

Name of the Federal Program to which the applicant is applying: HUD Section 33 conversion request

Name of Certifying Jurisdiction: City of Philadelphia, Office of Housing & Community Development

Certifying Official of the Jurisdiction Name: Deborah McColloch

Title: Director

Signature: 

Date: 12/10/08



# CITY OF PHILADELPHIA

Office of the Mayor  
215 City Hall  
Philadelphia, PA 19107  
(215) 686-2181  
FAX (215) 686-2180

MICHAEL A. NUTTER  
Mayor

December 19, 2008

Mr. Ainars Rodins, Director  
U.S Department of Housing and Urban Development  
Special Application Center  
77 W. Jackson Boulevard  
Chicago, IL 60604

RE: Letter of Support for Required Conversion Plan -Liddonfield I

Dear Mr. Rodins:

I understand that the Philadelphia Housing Authority ("PHA") will submit a plan for required conversion of the above referenced family development (PA002000023) (the "Project") to the U.S. Department of Housing and Urban Development Special Applications Center. The Project consists of 410 residential units and two (2) non-dwelling units. The Project represents the larger part of the Liddonfield development (the "Development"), which also includes 51 units which are designated for elderly residents (Liddonfield II -PA002000056) for which PHA has already submitted a demolition application to HUD. The Development contains 58 buildings and is situated on a 32.2-acre parcel bounded by Torresdale Avenue, Megargee Street and Cottage Street in Philadelphia.

PHA has indicated that HUD requires conversion of the site from public housing to Housing Choice (formerly Section 8) vouchers due to its age, high density, and a high vacancy rate. Upon approval of the conversion plan, PHA will request vouchers from HUD for all families who have been displaced from the Development, and will provide families with relocation assistance as required by law.

I understand that PHA plans to continue to seek ways to redevelop the Development in a manner that will benefit PHA's residents. In the meantime, PHA continues its ongoing plan of redeveloping and replacing public housing units with newly constructed units in the City's neighborhoods.

Mr. Ainars Rodins, Director

December 19, 2008

Page 2

It is also my understanding that the required conversion plan will be consistent with the requirements of Section 33 of the U.S. Housing Act of 1937 and will satisfy the applicable regulatory requirements of 24 CFR Part 972 related to required conversion. The City of Philadelphia is in full support of the aforementioned conversion and demolition activities.

Should you have questions please contact Carl R. Greene, PHA Executive Director at (215) 684-4174.

Sincerely,

A handwritten signature in black ink, appearing to read "M. A. Nutter", with a long horizontal line extending from the end of the signature.

Michael A. Nutter

Mayor

**MOVING TO WORK PLAN**  
**APPENDIX L**

# Appendix L – Local Asset Management Plan

## Introduction

Pursuant to the First Amendment to the Moving to Work Agreement, in Fiscal Year 2010 (MTW Year Nine) the Philadelphia Housing Authority will implement a local asset management plan for its Public Housing Program as described herein. In the implementation of the plan, PHA will continue to adopt cost accounting and financial reporting methods that comply with OMB Circular A-87, OMB Circular A-133 and generally accepted accounting practices.

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

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

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

PHA Asset Managers develop and monitor property budgets with support from the PHA Finance and Budget staff. Budget trainings are held annually to support the budget development process. Asset Managers are provided with tools to develop their budget

## Appendix L – Local Asset Management Plan

estimates including property-specific non-utility and utility cost data from the prior 18 months.

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

Due to the unique features of the Philadelphia market, PHA's housing portfolio, and the agency, PHA has determined that use of the Cost Allocation method is the most efficient, cost-effective means of achieving the asset management principles referenced above. The factors that impact PHA's asset management plan include, but are not necessarily limited to, the following:

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

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implementation of these systems before they are implemented at the site level. Under MTW, PHA has also implemented departmental oversight protocols through its Quality Assurance Program. PHA's quality control program has already made PHA's programs more efficient by reducing errors and improving oversight. As a result of these efficiencies and of declining federal funds, two years ago, PHA cut nearly 25% of its workforce.

- Local Costs. Philadelphia is an old, industrial city where labor costs for maintenance and construction activities are significant. These high costs can be attributed to, in part, prevailing wage requirements as well as the cost of materials and services in the Philadelphia market.

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

### I. AMP Definitions

An AMP will include any site that receives Operating Subsidies through HUD's Operating Fund Calculation. PHA will have two types of PHA managed AMPs and PAPMC/AME managed AMPs. The revenue and expense allocations will be different for each type since PHA's revenues and expenses vary for each site. (APPENDIX 1)

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

All balance sheet accounts will need to be analyzed and distributed between the AMPs and the Indirect Cost Departments. On a monthly basis, PHA prepares balance sheet analyses to support the account balance, which includes the purpose and source of the balances. PHA's general ledger staff will use these analyses to distribute the balance sheet accounts to the AMPs and the Indirect Cost Departments. PHA plans to complete the balance sheet distribution by May 15, 2009 for presentation on the fiscal year ending March 31, 2009 financial statements.

#### A. Cash & Investments

PHA will distribute reconciled cash on the general ledger between the PHA Managed AMPs and the Indirect Cost Departments except for the cash related to the insurance settlement for Plymouth Hall. This cash and the related liability will be presented with the Plymouth Hall AMP. PHA will not create new physical cash accounts with the bank for each of the PHA Managed AMPs. PHA's accounting system can separate the cash accounts between the PHA Managed AMPs. All cash activity will be paid or received through one physical bank account, but on PHA's ledger, the cash activity will be posted

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to cash for the PHA Managed AMPs. When cash receipts are received, the cash receipts will post to each of the individual PHA Managed AMPs to the cash and proper offset account for the appropriate PHA Managed AMPs. Checks that are written for direct expenses will be charged to the appropriate PHA Managed AMPs expense account and cash.

PHA has elected to charge each site for allocated indirect overhead and frontline expenses rather than utilizing the fee for service model. PHA will establish an account number for the indirect overhead and charge the frontline expenses to the appropriate expense accounts. PHA will post the allocated amounts to each of the PHA Managed AMPs on a monthly basis. On a monthly basis, PHA will record on each of the Indirect Cost Departments ledger the cash receipts from the PHA Managed AMPs for the repayment of the indirect overhead and frontline expenses against the indirect overhead account and appropriate frontline expense accounts respectively. On the PHA Managed AMPs ledger, the same activity will show as a cash payment from the PHA Managed AMP and as expenses to the proper account. PHA's accounting system allows PHA to establish this as an automated process.

Investment income will be allocated between the Indirect Cost Departments and the PHA Managed AMPs utilizing the same method.

### **B. Tenant Accounts Receivable and Allowance for Doubtful Accounts**

At fiscal year ending March 31, 2009, PHA will adjust the tenant accounts receivable balances for each of the PHA Managed AMPs to the appropriate PHA Managed AMP based on the latest tenant ledgers from Emphasis. PHA's accounting policies recognizes the tenant accounts receivable balance as the outstanding balance from all tenants in possession of a unit plus the outstanding balances due from tenants that have vacated during the fiscal year. All other vacated tenant accounts receivable balances are written off at the end of each fiscal year after board approval. PHA's tenant ledger from the Emphasis system will provide PHA with the data to separate these amounts. PHA will also adjust the allowance for doubtful accounts at fiscal year ending March 31, 2009, so that the balances are distributed to the PHA Managed AMPs.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Tenant accounts receivable and allowance for doubtful accounts are included in the PHA Audited financial statements as a discretely presented component unit.

### **C. Other Accounts Receivable**

Other accounts receivable will be distributed based on the purpose and source of the receivable. Receivables related to a PHA Managed AMP and PAPMC / AME Managed

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AMP will be distributed to the specific AMP. Any receivable that is not associated to a specific AMP will be distributed to the Indirect Cost Departments.

### **D. PHASI Assets and Liability / Worker's Compensation Liability**

The PHASI and Worker's Compensation liabilities will remain with the Indirect Cost Departments. At this time, PHA has determined that these liabilities are PHA Agency Wide liabilities and not liabilities of the PHA Managed AMPs or the Indirect Cost Departments. However, PHA has utilized the LIPH (Fund 001) cash accounts in the past to pay most Agency Wide liabilities, than the LIPH (Fund 001) will receive reimbursements from other programs where applicable. The expenses related to the PHASI liability and worker's compensation liability will continue to be charged to appropriate programs or AMPs. PHA has created a cash reserve for each of these liabilities that have been funded over the years by all programs based on the allocation of salaries. The cash reserves offset PHA's liabilities so that each of the liabilities is fully funded. PHA utilizes the reserves to pay the liabilities as needed. PHA will review the treatment of these liabilities and corresponding cash reserves on an annual basis to confirm that its treatment is appropriate.

### **E. Prepaid Insurance**

The prepaid insurance balances for the PHA Managed AMPs will be distributed to the correct AMP based on the allocation used to allocate the insurance expense.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Prepaid insurance is included in the PHA Audited financial statements as a discretely presented component unit.

### **F. Materials Inventory**

PHA currently maintains all maintenance materials inventory centrally. PHA is planning and implementing new materials inventory procedures to end the central maintenance system. PHA is moving to a just in time inventory method. PHA will be implementing an e-procurement system that will streamline the purchasing process by connecting the site managers material needs directly to the vendor. This will allow the site managers to order material as needed and receive materials only on an as needed basis. PHA will maintain a minimal emergency use only materials inventory at the Passyunk Homes site.

Currently, PHA maintains inventory at two warehouses. PHA has a Central warehouse located on Bartram Avenue. The inventory at this site is used for routine maintenance

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needs at all of PHA's sites. PHA plans to phase out this inventory warehouse within the next 24 months. The minimal emergency inventory that PHA will maintain will be moved to Passyunk Homes AMP after the full conversion to the e-procurement system. The other materials inventory warehouse is located at 1310 Lehigh Street. This warehouse is utilized by PHA's force account labor workforce. PHA plans to phase out this warehouse by the end of fiscal year ending March 31, 2009.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Materials inventory is included in the PHA Audited financial statements as a discretely presented component unit.

### **G. Fixed assets and accumulated depreciation**

Fixed assets and accumulated depreciation will be reconciled to the PeopleSoft Asset Module and distributed to the appropriate PHA Managed AMPs and the Indirect Cost Departments. Any fixed assets in the Asset Module that are currently assigned to the Indirect Cost Departments will need to be verified for accuracy. PHA will need to analyze all fixed assets to determine the proper ownership of the asset and verify that all fixed assets are charged to the proper AMP or proper Department. PHA owns approximately 9,000 assets including land, buildings, building improvements and equipment that would need to be reviewed. PHA will also need to analyze and redistribute the land, building and building improvements between the Scattered Site AMPs. PHA's Asset Module (AM) has been established for many years. AM provides PHA with the ability to prepare fixed asset and depreciation reports by AMP or department. AM tracks all of the fixed assets transactions and records all monthly fixed asset entries.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Fixed assets and accumulated depreciation are included in the PHA Audited financial statements as a discretely presented component unit.

### **H. Accounts Payable and Accrued Liabilities**

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

### **I. Payroll Liabilities**

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All payroll liabilities will continue to be presented with the Indirect Cost Departments. At this time, PHA has determined that these liabilities are PHA Agency Wide liabilities and not liabilities of the PHA Managed AMPs or the Indirect Cost Departments. However, PHA has utilized the LIPH (Fund 001) cash accounts in the past to pay most Agency Wide liabilities, than the LIPH (Fund 001) will receive reimbursements from other programs where applicable. The expenses related to the payroll liabilities will continue to be charged to appropriate programs or AMPs. PHA will review the treatment of these liabilities on an annual basis to confirm that its treatment is appropriate.

### **J. Compensated Absences**

Compensated absences liabilities will be distributed between the Indirect Cost Departments and the PHA Managed AMPs based on where payroll is charged. No compensated absences liabilities will be distributed to the PAPMC / AME AMPs because no payroll will be charged to those AMPs

### **K. Equity**

Equity will be reclassified based on the redistribution of all assets and liabilities. By definition, the Invested in Capital Assets equity balance will follow the Net Fixed Assets that are owned by an AMPs or Departments. Invested in capital assets will be distributed between the Indirect Cost Departments and the PHA Managed AMPs based on where the Net Fixed Assets is distributed. As of March 31, 2008, the PHA Public Housing Program had \$358,873,693 of Net Fixed Assets and Invested in Capital Assets that needs to be distributed between the AMPs and the Departments.

PHA will distribute all asset and liability accounts between the AMPs and Departments. The net amount for all assets and liabilities, excluding fixed assets, moved to the PHA Managed AMPs will be offset with a corresponding establishment of unrestricted net assets. Any asset or liability movement will be offset by a corresponding movement of Unrestricted Net Assets. Any remaining unrestricted net assets will be presented as equity for the entire program.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Invested in capital assets are included in the PHA Audited financial statements as a discretely presented component unit. PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Unrestricted net assets are included in the PHA Audited financial statements as a discretely presented component unit.

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## III. Revenues

### A. Tenant Revenues

#### 1. PHA Managed AMPs

Tenant Revenues will be directly charged to the appropriate AMP.

#### 2. PAPMC/AME Managed AMPs

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Tenant revenue is included in the PHA Audited financial statements as a discretely presented component unit.

### B. Direct Revenues

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

#### 1. PHA Managed AMPs

PHA currently records all direct revenues to the proper PHA Managed AMP. PHA currently records all tenant charges and any direct revenue to the proper PHA Managed AMP. PHA's account structure includes the program code (AMP number) and the appropriate department code which enables PHA to charge the revenues to the proper PHA Managed AMPs.

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

#### 2. PAPMC/AME Managed AMPs

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 001) financial statements. Direct revenues are included in the PHA Audited financial statements as a discretely presented component unit.

### C. Indirect Revenues

Indirect revenues are other income items that cannot be identified or charged to a specific AMP or to the Indirect Cost Departments. Indirect revenues will be allocated

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between the PHA Managed AMPs based on the percentage of units available. PHA will review the treatment of these liabilities on an annual basis to confirm that its treatment is appropriate.

### **D. HUD Operating Subsidy**

#### **3. PAPMC / AME Manage AMPs**

The Operating Subsidy paid to the PAPMC / AME Managed AMPs will continue to be based on the amount agreed to in the R & O agreement. The Operating Subsidy amount actually paid to the PAPMC / AME Managed AMPs will be presented as an operating subsidy revenue and direct expense under the appropriate AMP.

#### **4. PHA Managed AMPs**

For PHA's project based accounting purposes, Operating Subsidy is considered an indirect revenue source. PHA's Operating Subsidy is provided in one block as if PHA were one AMP. The funding for all AMPs is calculated using the same Allowable Expense Level per PHA's MTW agreement. Since the basis of the funding calculation is the same across all AMPs, PHA considers Operating Subsidy an indirect revenue source. For all PAPMC and AME Managed AMPs, the amount of subsidy revenue allocated to these sites will be based on the R & O agreements.

The remaining Operating Subsidy will be allocated to the PHA Managed AMPs based on the number of units available. In order to accomplish the allocation of Operating Subsidy revenue, PHA will need to create an automated process in its accounting system to create three allocations that will distribute the Operating Subsidy. First, Operating Subsidy will need to be distributed into two parts, one part to the PAPMC and AME Managed AMPs and one part to the PHA Managed AMPs. After the two parts are created, each of the sub parts will be distributed respectively. PHA's accounting system has the capabilities to perform these calculations. PHA needs to define the calculations in order for the automated process to be completed and to comply with the project based accounting requirements. PHA will examine the financial needs of each of the PHA Managed AMPs using its financial statements to determine that the HUD Operating Subsidy allocated to PHA Managed AMPs is sufficient for the AMP's financial needs.

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

#### **5. PHA Managed AMPs**

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

#### **6. PAPMC / AME Managed AMPs**

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

## **IV. Expenses**

### **F. Direct Expenses**

#### **7. PHA Managed AMPs**

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

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

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as needed during the week. Employees submit their timesheets to their direct supervisor for approval. The direct supervisor verifies that the correct account labels.

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

### **8. PAPMC/AME Managed AMPs**

The only PAPMC/AME Managed AMPs direct expenses that will be included in the LIPH (Fund 001) financial statements are PHA's payment of Operating Subsidies. All other direct expenses are included in the PHA Audited financial statements as a discretely presented component unit.

## **G. Corporate Legal**

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

### **9. Direct Legal Expenses**

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

### **10. Indirect Legal Expenses for the Benefit of PHA Managed AMPs**

Indirect legal expenses that cannot be defined as costs for a specific AMP, but can be identified as providing benefits to the PHA Managed AMPs will be prorated across all AMPs.

### **11. Indirect Legal Expenses to Support MTW Objectives**

Indirect legal expenses that cannot be defined as costs for a specific AMP, and cannot be identified as providing benefits to the PHA Managed AMPs will be considered legal expenses to support the MTW objectives. The legal expenses will be charged to the Indirect Cost Departments. PHA will utilize interest income and MTW transfers to offset these expenses.

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## H. Maintenance Expenses

### 12. Payroll Expenses

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

### 13. Materials and Contract Costs

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

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

## I. Indirect Expenses

### 14. PHA Managed AMPs

PHA will be using an allocation to charge overhead from the Indirect Cost Departments to the AMPs. The Indirect Cost Departments expenditures will be allocated to all PHA Managed AMPs. (APPENDIX 3) PHA will create an account number for the overhead allocation. The overhead allocation account will always have a credit balance under the Indirect Cost Departments to offset the expenses

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allocated to the AMPs. PHA will have the ability to print reports that present the total revenues and operating expenses of the Indirect Cost Departments and show the overhead allocation amount as a contra to the operating expenses.

PHA anticipates establishing approximately 20 to 30 different allocation tables or allocation possibilities. Allocations will be based on many different criteria including but not limited to units, bedrooms, number of employees. PHA will review each Indirect Cost department to determine the appropriate allocation for the each department. PHA will review all of its allocations on an annual basis to determine if each of the PHA Managed AMPs is charged the proper amount of expenses. The review of the allocations will examine the financial affects of the allocations to each of the AMPs. PHA will reserve the right to adjust allocations as needed to assist the financial solvency of all of the PHA Managed AMPs.

PHA will need to implement the following accounting system updates in order to comply with the project based requirements. PHA anticipates completing the accounting system updates by March 31, 2009:

- Establish 20 to 30 different allocations
- Assign an allocation method to each of the Indirect Cost Departments
- Setup an accounts for Indirect Cost allocation expense
- Create reporting tools for printing reports for all departments and AMPs

### **15. PAPMC / AME Managed AMPs**

The Indirect Cost Departments expenditures will not be normally allocated to PAPMC / AME Managed AMPs. If expenditures are determined to benefit the PAPMC / AME Managed AMPs, those expenditures will be directly charged to the appropriate PAPMC / AME Managed AMPs.

## **J. Frontline Expenses**

### **16. PHA Managed AMPs**

PHA has certain frontline expenses that will be provided centrally since this is the most cost-effective way to provide these services. These services are provided to PHA Managed AMPs only. The proration of expenses to the AMPs will be determined on a department by department basis, so that the AMPs receiving services from the department are charged an appropriate percentage of the

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department expenses. (APPENDIX 2) Frontline expenses will be charged to the appropriate expense accounts for the AMPs.

PHA anticipates establishing approximately 20 to 30 different allocation tables or allocation possibilities. Allocations will be based on many different criteria including but not limited to units, bedrooms, number of employees. PHA will review each of the Frontline Expense departments to determine the appropriate allocation for the each department. PHA will review all of its allocations on an annual basis to determine if each of the PHA Managed AMPs is charged the proper amount of expenses. The review of the allocations will examine the financial affects of the allocations to each of the AMPs. PHA will reserve the right to adjust allocations as needed to assist the financial solvency of all of the PHA Managed AMPs.

PHA will need to implement the following accounting system updates in order to comply with the project based requirements. PHA anticipates completing the accounting system updates by March 31, 2009:

- Establish 20 to 30 different allocations
- Assign an allocation method to each of the Frontline Expense Departments
- Create reporting tools for printing reports for all departments and AMPs

### **17. PAPMC / AME Managed AMPs**

The Indirect Cost Departments expenditures will not be normally allocated to PAPMC / AME Managed AMPs. If expenditures are determined to benefit the PAPMC / AME Managed AMPs, those expenditures will be directly charged to the appropriate PAPMC / AME Managed AMPs.

## **V. Capital Fund Program**

PHA will apply all expenditures under the Capital Fund program to three areas, PHA Managed AMPs, PAPMC / AME Managed AMPs, and Capital Projects. Under PHA's MTW agreement, PHA is permitted flexibility with the expenditures of Capital Funds. Some of the expenditures that PHA will not be able to apply all expenditures made under the Capital Fund Program to a specific PHA Managed AMP or PAPMC / AME Managed AMP. PHA will create a separate category to charge these expenditures, Capital Projects.

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

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### **K. 1406 Expenditures**

1406 expenditures will be prorated across all PHA Managed AMPs. PHA has included in its annual plan Operating Transfers from the CFP Program into the Public Housing Program to offset operating expenses. PHA has determined that the appropriate treatment of Operating Transfers at the current time will be to allocate the Operating Transfers to all PHA Managed AMPs based on the number of available units. PHA will establish an account number for the CFP Operating Transfers. The Operating Transfers are made to assist the PHA Managed AMPs with its operations. PHA may need to adjust the allocation of the Operating Transfers in fiscal years to assist the operating needs of one AMP over another AMP that may not need the assistance. PHA will reserve the right to adjust the allocations of the Operating Transfers to meet the financial needs of all of the PHA Managed AMPs. PHA will not present expenditures for the CFP under the Capital Projects cost department for BLI 1406.

### **L. 1408 / 1410 / 1430 Expenditures**

PHA utilizes CFP Grant Funds in many different ways to support PHA's MTW objectives. PHA will analyze grant expenditures in these three Budget Line Items (BLIs) to determine the appropriate treatment of the expenditures. The three treatments are as follows:

#### **18. Direct Expenditures**

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

#### **19. Indirect Expenditures for the Benefit of PHA Managed AMPs**

Indirect costs that cannot be defined as expenditures for a specific AMP, but can be identified as providing benefits to the PHA Managed AMPs will be prorated across all AMPs. This would include expenditures in the 1410 BLI. PHA utilizes a portion of each year's annual award to charge an allocated percentage of administrative salaries and benefits per PHA's OMB circular A-133 compliant Indirect Cost Allocation Plan. PHA will continue to allocate administrative salaries and benefits to this BLI; however, at this time the expenditures will be prorated across all the PHA Managed AMPs. PHA will review these expenditures on an annual basis to determine if any adjustments to the allocation are required.

#### **20. Indirect Expenditures to Support Capital Projects**

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Indirect costs that cannot be defined as expenditures for a specific AMP, and cannot be identified as providing benefits to the PHA Managed AMPs will be considered expenditures to support the Capital Projects. Some CFP expenditures that are included in this area would include Staff Training, Software Improvements and Database Management, and Pre-apprenticeship Job Training Programs.

### **M. 1501 Expenditures**

1501 expenditures are related to the repayment and interest on Construction Bonds that were approved by HUD in prior fiscal years. PHA received 4 series of bonds. HUD repays the bonds and interest on different schedules for each of bonds on a semi-annual basis. PHA utilized the proceeds of the Construction Bonds for the benefit of several different PHA Managed AMPs, for Homeownership units that have been sold, and for PAPMC / AME Managed AMPs. PHA also utilized the interest earned on the proceeds for the benefit of construction projects. PHA will not be able to identify which specific PHA Managed AMP or PAPMC / AME Managed AMPs to charge the annual payments of principle and interest. PHA plans to charge the expenditures to the Capital Projects category.

### **N. All Other CFP BLIs**

PHA currently charges most of the grant expenditures under BLIs 1440 to 1499 to a specific PHA Managed AMP or PAPMC / AME Managed AMP. As with the other Capital Fund Program BLIs, there will be some expenditures made that PHA will not be able to charge to a specific PHA Managed AMP or PAPMC / AME Managed AMP. In these few cases, PHA will charge the expenditures to the Capital Projects category.

### **O. Project Based Budgeting**

PHA currently prepares project based operating budgets and operating budgets for all of the departments. PHA adds all of the budgets to the Automated Accounting System. The operating budgets are currently used in the procurement and accounts payable process. The operating budgets are consolidated for the purposes of preparing PHA's monthly financial statements. PHA needs to add to the operating budgets for each of the projects and departments budget amounts for the Indirect Cost and Frontline Expense Departments allocation account. PHA's operating budget process is currently in compliance with the HUD Project Based Budgeting requirements.

When PHA has prepared its Capital Fund Program Budgets, PHA determines specific capital work items that need to be completed at all or some of PHA sites. PHA does not

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establish a Capital Budget by site, but by work item. Then once PHA determines which sites PHA will perform the work item, PHA reclassifies the budget amount from a PHA Wide work item to the specific site. PHA will continue this process, however, the budget will be established at the Capital Projects category rather than PHA Wide.

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### APPENDIX 1

PHA MANAGED SITES			PAPMC / AME MANAGED SITES		
PROJECT NUMBER	PROJECT NAME	UNITS	PROJECT NUMBER	PROJECT NAME	UNITS
PA2-001	Johnson	525	PA2-053	Southwark	470
PA2-003	Allen	150	PA2-123	Ludlow SS	75
PA2-010	Rosen	506	PA2-126	"8 Diamonds"	152
PA2-013	Wilson	723	PA2-127	Spring Garden	86
PA2-014	Norris	322	PA2-128	New MLK	49
PA2-015	Harrison	299	PA2-129	Cambridge II	40
PA2-018	Arch	73	PA2-130	New Schuylkill	135
PA2-020	Spring Garden	202	PA2-131	St. Anthony	38
PA2-023	Liddonfield	270	PA2-132	Suffolk	137
PA2-024	Queen Lane	138	PA2-133	Allen 'Off-site'	178
PA2-029	Hill Creek	331	PA2-136	MLK	45
PA2-030	Abbottsford	235	PA2-137	Cambridge	44
PA2-031	Bartram	490	PA2-138	Mt. Olivet	161
PA2-032	Oxford	199	PA2-139	Tasker	245
PA2-034	Whitehall	248	PA2-143	Tasker II	184
PA2-035	Haddington	147	PA2-145	Lucien E Blackwell	80
PA2-039	Westpark	322	PA2-146	St. Ignatius	67
PA2-042	Champlost	102	PA2-147	Cambridge III	40
PA2-046	Haverford	24	PA2-148	Neuman North	67
PA2-049	Morton	248	PA2-149	MLK 4	42
PA2-050	Blumberg	497	PA2-150	LEB II	80
PA2-054	Parkview	20	PA2-152	Germantown House	133
PA2-055	Fairhill	263	PA2-153	LEB III	50
PA2-061	Paschall	218	PA2-156	Marshal Shepard	80
PA2-062	Pt. Breeze	71	PA2-158	Nellie Reynolds	64
PA2-063	Jackson	56	PA2-159	Angela Court II	54
PA2-065	Collegeview	54			
PA2-066	Holmecrest	84			
PA2-076	Emlen	155			
PA2-077	Bentley	95			
PA2-093	Westpark Plz	65			
PA2-100	Moore	29			
PA2-104	Arlene	32			
PA2-114	Jacobs	79			
PA2-117	Rosen Infill	45			
PA2-901	Scat. Sites	436			
PA2-902	Scat. Sites	360			
PA2-903	Scat. Sites	529			
PA2-904	Scat. Sites	376			
PA2-905	Scat. Sites	442			
PA2-906	Scat. Sites	461			
PA2-907	Scat. Sites	418			
PA2-908	Scat. Sites	419			
PA2-909	Scat. Sites	421			
PA2-910	Scat. Sites	332			
<b>Total</b>		<b>11,511</b>			<b>2,796</b>

# Appendix L – Local Asset Management Plan

## APPENDIX 2

### FRONTLINE DEPARTMENTS AND PRORATION METHODS

Department ID	Department Description	Proration Method
404404	Special Operations	Unit Percentage of PHA Managed AMPs Only
405405	Environmental Services	Unit Percentage of PHA Managed AMPs Only
406406	Inspections	Unit Percentage of PHA Managed AMPs Only
407407	Safety Office	Unit Percentage of PHA Managed AMPs Only
427427	Family Self Sufficiency	Unit Percentage of PHA Managed AMPs Only
441441	Public Housing Admissions	Unit Percentage of PHA Managed AMPs Only
442442	Public Housing Leasing	Unit Percentage of PHA Managed AMPs Only
455455	Conventional Sites Specialty Crews	Unit Percentage of PHA Managed AMPs Only
456456	Combustion	Unit Percentage of PHA Managed AMPs Only
462462	Force Account Programs	Unit Percentage of PHA Managed AMPs Only
463463	Work Order Center	Unit Percentage of PHA Managed AMPs Only
464464	Vector Control	Unit Percentage of PHA Managed AMPs Only
467467	Provisional Roofing	Unit Percentage of PHA Managed AMPs Only
468468	Roofing Inspections	Unit Percentage of PHA Managed AMPs Only
470470	Primary Electric	Unit Percentage of PHA Managed AMPs Only
471471	Elevators	Unit Percentage of PHA Managed AMPs Only
472472	Lock Shop	Unit Percentage of PHA Managed AMPs Only
473473	Specialty Plumbing	Unit Percentage of PHA Managed AMPs Only
494494	Fleet Management	Unit Percentage of PHA Managed AMPs Only
496496	Risk Management Insurance	Unit Percentage of PHA Managed AMPs Only
512512	Lease Enforcement/Compliance	Unit Percentage of PHA Managed AMPs Only
601601	Call Center	Unit Percentage of PHA Managed AMPs Only
651651	Customer Support Services	Unit Percentage of PHA Managed AMPs Only
602602	Events	Unit Percentage of PHA Managed AMPs Only
709712	End User Support Services	Unit Percentage of PHA Managed AMPs Only
440440	Office, General Manager, Scattered Sites Mgmt	Unit Percentage of Scattered Sites AMPs Only
450450	Office, General Manager, Conv. Sites Mgt & Maint.	Unit Percentage of Conventional AMPs Only
460460	Office, GM, Scattered Sites Maint.	Unit Percentage of Scattered Sites AMPs Only
431431/451451	North Area Management	Unit Percentage of North Region AMPs Only
432432/452452	Northeast Area Management	Unit Percentage of Northeast Region AMPs Only
433433/453453	South Area Management	Unit Percentage of South Region AMPs Only
434434/454454	West Area Management	Unit Percentage of West Region AMPs Only
438438/458458	North Central Area Management	Unit Percentage of North Central Region AMPs Only
431431/451451	North Area Vacancy Crew	Unit Percentage of North Region AMPs Only
432432/452452	Northeast Area Vacancy Crew	Unit Percentage of Northeast Region AMPs Only
433433/453453	South Area Vacancy Crew	Unit Percentage of South Region AMPs Only
434434/454454	West Area Vacancy Crew	Unit Percentage of West Region AMPs Only
438438/458458	North Central Area Vacancy Crew	Unit Percentage of North Central Region AMPs Only
490490-493493	PHA Police	Unit Percentage of PHA Managed AMPs Only

## Appendix L – Local Asset Management Plan

### APPENDIX 2 (CONTINUED)

#### PHA FRONTLINE PRORATION RATE CALCULATIONS

Project Number	Project Name	Units	Percentage
PA2-001	Johnson	525	4.5610%
PA2-003	Allen	150	1.3030%
PA2-010	Rosen	506	4.3960%
PA2-013	Wilson	723	6.2810%
PA2-014	Norris	322	2.7970%
PA2-015	Harrison	299	2.5980%
PA2-018	Arch	73	0.6340%
PA2-020	Spring Garden	202	1.7550%
PA2-023	Liddonfield	270	2.3460%
PA2-024	Queen Lane	138	1.1990%
PA2-029	Hill Creek	331	2.8760%
PA2-030	Abbotsford	235	2.0420%
PA2-031	Bartram	490	4.2570%
PA2-032	Oxford	199	1.7290%
PA2-034	Whitehall	248	2.1540%
PA2-035	Haddington	147	1.2770%
PA2-039	Westpark	322	2.7970%
PA2-042	Champlost	102	0.8860%
PA2-046	Haverford	24	0.2080%
PA2-049	Morton	248	2.1540%
PA2-050	Blumberg	497	4.3180%
PA2-054	Parkview	20	0.1740%
PA2-055	Fairhill	263	2.2850%
PA2-061	Paschall	218	1.8940%
PA2-062	Pt. Breeze	71	0.6170%
PA2-063	Jackson	56	0.4860%
PA2-065	Collegeview	54	0.4690%
PA2-066	Holmecrest	84	0.7300%
PA2-076	Emlen	155	1.3470%
PA2-077	Bentley	95	0.8250%
PA2-093	Westpark Plz	65	0.5650%
PA2-100	Moore	29	0.2520%
PA2-104	Arlene	32	0.2780%
PA2-114	Jacobs	79	0.6860%
PA2-117	Rosen Infill	45	0.3910%
PA2-901	Scat. Sites	436	3.7880%
PA2-902	Scat. Sites	360	3.1270%
PA2-903	Scat. Sites	529	4.5960%
PA2-904	Scat. Sites	376	3.2660%
PA2-905	Scat. Sites	442	3.8400%
PA2-906	Scat. Sites	461	4.0050%
PA2-907	Scat. Sites	418	3.6310%
PA2-908	Scat. Sites	419	3.6400%
PA2-909	Scat. Sites	421	3.6570%
PA2-910	Scat. Sites	332	2.8840%
<b>PHA Managed AMPs Only Total</b>		<b>11,511</b>	<b>100.00%</b>

## Appendix L – Local Asset Management Plan

### APPENDIX 2 (CONTINUED)

#### PHA FRONTLINE PRORATION RATE CALCULATIONS

Project Number	Project Name	Units	Percentage
<b><u>Germantown Region</u></b>			
PA2-024	Queen Lane	138	15.718%
PA2-030	Abbotsford	235	26.765%
PA2-042	Champlost	102	11.617%
PA2-049	Morton	248	28.246%
PA2-076	Emlen	155	17.654%
<b>Germantown Region Total</b>		<b>878</b>	<b>100.000%</b>
<b><u>North Central Region</u></b>			
PA2-001	Johnson	525	31.475%
PA2-010	Rosen	506	30.336%
PA2-050	Blumberg	497	29.796%
PA2-077	Bentley	95	5.695%
PA2-117	Rosen Infill	45	2.698%
<b>North Central Region Total</b>		<b>1,668</b>	<b>100.000%</b>
<b><u>Northeast Region</u></b>			
PA2-023	Liddonfield	270	23.852%
PA2-029	Hill Creek	331	29.240%
PA2-032	Oxford	199	17.580%
PA2-034	Whitehall	248	21.908%
PA2-066	Holmecrest	84	7.421%
<b>Northeast Region Total</b>		<b>1,132</b>	<b>100.000%</b>
<b><u>North Region</u></b>			
PA2-003	Allen	150	11.407%
PA2-014	Norris	322	24.487%
PA2-015	Harrison	299	22.738%
PA2-020	Spring Garden	202	15.361%
PA2-055	Fairhill	263	20.000%
PA2-114	Jacobs	79	6.008%
<b>North Region Total</b>		<b>1,315</b>	<b>100.000%</b>
<b><u>South Region</u></b>			
PA2-013	Wilson	723	44.547%
PA2-031	Bartram	490	30.191%
PA2-061	Paschall	218	13.432%
PA2-062	Pt. Breeze	71	4.375%
PA2-063	Jackson	56	3.450%
PA2-093	Westpark Plz	65	4.005%
<b>South Region Total</b>		<b>1,623</b>	<b>100.000%</b>

## Appendix L – Local Asset Management Plan

### APPENDIX 2 (CONTINUED)

#### PHA FRONTLINE PRORATION RATE CALCULATIONS

Project Number	Project Name	Units	Percentage
<b><u>West Region</u></b>			
PA2-018	Arch	73	12.898%
PA2-035	Haddington	147	25.972%
PA2-039	Westpark	322	56.891%
PA2-046	Haverford	24	4.240%
<b>West Region Total</b>		<b>566</b>	<b>100.000%</b>
<b><u>Scattered Sites</u></b>			
PA2-054	Parkview	20	0.462%
PA2-065	Collegeview	54	1.247%
PA2-100	Moore	29	0.670%
PA2-104	Arlene	32	0.739%
PA2-901	Scat. Sites	436	10.072%
PA2-902	Scat. Sites	360	8.316%
PA2-903	Scat. Sites	529	12.220%
PA2-904	Scat. Sites	376	8.686%
PA2-905	Scat. Sites	442	10.210%
PA2-906	Scat. Sites	461	10.649%
PA2-907	Scat. Sites	418	9.656%
PA2-908	Scat. Sites	419	9.679%
PA2-909	Scat. Sites	421	9.725%
PA2-910	Scat. Sites	332	7.669%
<b>Scattered Sites Total</b>		<b>4,329</b>	<b>100.000%</b>

## Appendix L – Local Asset Management Plan

### APPENDIX 2 (CONTINUED)

#### PHA FRONTLINE PRORATION RATE CALCULATIONS

Project Number	Project Name	Units	Percentage
<b><u>Conventional Sites</u></b>			
PA2-001	Johnson	525	7.3100%
PA2-003	Allen	150	2.0890%
PA2-010	Rosen	506	7.0450%
PA2-013	Wilson	723	10.0670%
PA2-014	Norris	322	4.4830%
PA2-015	Harrison	299	4.1630%
PA2-018	Arch	73	1.0160%
PA2-020	Spring Garden	202	2.8130%
PA2-023	Liddonfield	270	3.7590%
PA2-024	Queen Lane	138	1.9210%
PA2-029	Hill Creek	331	4.6090%
PA2-030	Abbotsford	235	3.2720%
PA2-031	Bartram	490	6.8230%
PA2-032	Oxford	199	2.7710%
PA2-034	Whitehall	248	3.4530%
PA2-035	Haddington	147	2.0470%
PA2-039	Westpark	322	4.4830%
PA2-042	Champlost	102	1.4200%
PA2-046	Haverford	24	0.3340%
PA2-049	Morton	248	3.4530%
PA2-050	Blumberg	497	6.9200%
PA2-055	Fairhill	263	3.6620%
PA2-061	Paschall	218	3.0350%
PA2-062	Pt. Breeze	71	0.9890%
PA2-063	Jackson	56	0.7800%
PA2-066	Holmecrest	84	1.1700%
PA2-076	Emlen	155	2.1580%
PA2-077	Bentley	95	1.3230%
PA2-093	Westpark Plz	65	0.9050%
PA2-114	Jacobs	79	1.1000%
PA2-117	Rosen Infill	45	0.6270%
<b>Conventional Sites Total</b>		<b>7,182</b>	<b>100.00%</b>

## Appendix L – Local Asset Management Plan

### APPENDIX 3

#### INDIRECT COST DEPARTMENTS OVERHEAD ALLOCATION RATES

Project Number	Project Name	Units	Percentage
PA2-001	Johnson	525	4.5610%
PA2-003	Allen	150	1.3030%
PA2-010	Rosen	506	4.3960%
PA2-013	Wilson	723	6.2810%
PA2-014	Norris	322	2.7970%
PA2-015	Harrison	299	2.5980%
PA2-018	Arch	73	0.6340%
PA2-020	Spring Garden	202	1.7550%
PA2-023	Liddonfield	270	2.3460%
PA2-024	Queen Lane	138	1.1990%
PA2-029	Hill Creek	331	2.8760%
PA2-030	Abbottsford	235	2.0420%
PA2-031	Bartram	490	4.2570%
PA2-032	Oxford	199	1.7290%
PA2-034	Whitehall	248	2.1540%
PA2-035	Haddington	147	1.2770%
PA2-039	Westpark	322	2.7970%
PA2-042	Champlost	102	0.8860%
PA2-046	Haverford	24	0.2080%
PA2-049	Morton	248	2.1540%
PA2-050	Blumberg	497	4.3180%
PA2-054	Parkview	20	0.1740%
PA2-055	Fairhill	263	2.2850%
PA2-061	Paschall	218	1.8940%
PA2-062	Pt. Breeze	71	0.6170%
PA2-063	Jackson	56	0.4860%
PA2-065	Collegeview	54	0.4690%
PA2-066	Holmcrest	84	0.7300%
PA2-076	Emlen	155	1.3470%
PA2-077	Bentley	95	0.8250%
PA2-093	Westpark Plz	65	0.5650%
PA2-100	Moore	29	0.2520%
PA2-104	Arlene	32	0.2780%
PA2-114	Jacobs	79	0.6860%
PA2-117	Rosen Infill	45	0.3910%
PA2-901	Scat. Sites	436	3.7880%
PA2-902	Scat. Sites	360	3.1270%
PA2-903	Scat. Sites	529	4.5960%
PA2-904	Scat. Sites	376	3.2660%
PA2-905	Scat. Sites	442	3.8400%
PA2-906	Scat. Sites	461	4.0050%
PA2-907	Scat. Sites	418	3.6310%
PA2-908	Scat. Sites	419	3.6400%
PA2-909	Scat. Sites	421	3.6570%
PA2-910	Scat. Sites	332	2.8840%
<b>Total</b>		<b>11,511</b>	<b>100.00%</b>

# Appendix L – Local Asset Management Plan

## APPENDIX 3 (CONTINUED)

### INDIRECT COST DEPARTMENTS

Department ID	Department Description
100100	Office, Executive Director
110110	Office, Senior Deputy Executive Director
200200	Office, Inspector General
338338	Office, Assistant Executive Director, Supply Chain Mgmt
339339	Contracts Administration
340340	Contracts & Procurement
341341	Affirmative Action
342342	Purchasing
343343	Office Services
400400	Office, AED for Operations
401401	Office, Executive General Manager
496496	Risk Management
500500	Office, General Manager Human Resources
501501	Recruitment & Replacement
502502	Compensation & Benefits
503503	Labor/Employment Relations
504504	Student Interns
505505	Technical Aides
507507	Temporary Personnel
508508	Payroll
510510	Corporate Legal
511511	Real Estate Investment
521521	Strategic Management
522522	Organizational Development
523523	Quality Assurance
600600	Communications
630630	Program Compliance
700700	Office, Assistant Executive Director, Finance
701701	Finance
707707	Budget
709709	Office, Chief Information Officer, ISM
709711	Enterprise Systems
709714	ISM Financial Information Systems
800800	Office, Assistant Executive Director, Real Estate Services
810811	Program Management
810812	Program Development
810813	Policy
344344-344345	Inventory - Warehouses