PHILADELPHIA HOUSING AUTHORITY

MOVING TO WORK ANNUAL PLAN YEAR EIGHT

CARL R. GREENE EXECUTIVE DIRECTOR

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MOVING TO WORK PLAN
PART ONE: OVERVIEW

MOVING TO WORK ANNUAL PLAN YEAR EIGHT OVERVIEW

Introduction

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

Congress has passed the appropriations bill for fiscal year 2008 for the U.S. Department of Housing and Urban Development (HUD), and reductions in funding for HUD programs continues. This reduction further strains PHA systems, which have been coping with substantial federal budget cuts from prior years. In year six, PHA was forced to reduce its workforce by 22%. Subsequently, PHA continues to make other operational adjustments in response to reduced funding

During the first seven 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:

- 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. In Year Eight, PHA will focus additional efforts on repositioning its scattered site portfolio including proceeding with some planned disposition efforts.
- 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. The Community Partners program will continue to expand during MTW Year Eight. New initiatives including a rent simplification program are being implemented to support residents in building equity and saving for homeownership, education and other productive purposes. Ongoing initiatives including the seven-year time limit on Housing Choice

Voucher program participation continued in support of PHA's overall self-sufficiency objectives.

- **Process simplification**: Through MTW, PHA continued its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications 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 2003 through 2006. Further, PHA continued to implement a 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 Eight, PHA will implement new initiatives including:

- Implementation of assisted living 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 eighth Annual Plan submitted by PHA under the MTW Demonstration Program. PHA is one of 32 participants nationwide in the program, of which 25 are currently active participants. 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.

The content of the MTW Annual Plan is defined by HUD. In addition to submission of an Annual Plan, PHA is required to submit to HUD an MTW Annual Report summarizing the accomplishments for each MTW program year.

This MTW Year Eight Annual Plan summarizes PHA's major plans and initiatives for Fiscal Year 2008, which begins on April 1, 2008. 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 Eight Annual Plan is organized into three sections:

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

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

MTW Extension

PHA continues to seek an extension of its MTW Agreement, which will expire on April 1, 2008. The regulatory flexibility, accountability and entrepreneurial approach allowed by PHA's MTW program have now been embedded throughout PHA's operations. In several cases, assuming adequate federal funding, the programs and policies implemented as part of MTW will take many years to achieve their full transformation potential, including programs such as HCV time limits, implementation of alternative procurement procedures, utilization of program

income to support citywide housing development, streamlined demolition and disposition procedures, and others. These policies have been developed in consultation with PHA's residents and the local community, and these parties therefore have an investment in the continuation of successful MTW programs and the systems that support these policies.

The additional funding flexibility that PHA receives under MTW has enabled the agency to leverage millions of dollars in private funds to reposition aging housing stock. In prior years, it has also allowed PHA to partially mitigate the negative impacts of continued federal funding reductions. PHA has made great strides to redevelop its portfolio in a manner that has dramatically improved the quality and type of housing opportunities available to low-income families while simultaneously creating housing that will ultimately be more cost-effective to operate. However, the full repositioning of PHA's housing stock in this manner will take several more years to fully complete. As federal funding for public housing continues to decline precipitously, this private investment, combined with a more streamlined regulatory structure, will be critical to creating a high-quality housing program that is ultimately more efficient to operate.

For these reasons, obtaining HUD approval for extension of PHA's MTW program beyond its initial term is a critical objective for PHA in the coming months.

Recent HUD actions suggest that this request for an extension is quite reasonable. HUD has extended the participation of all MTW housing authorities who have requested such an extension. In total, HUD has executed seventeen (17) MTW participation extensions, the last one as recently as 2007.

Congressional actions similarly support continuation and extension of PHA's MTW program. The FY 2008 Omnibus appropriations bill admitted four new agencies into MTW, thereby expanding the total number of MTW participants to thirty-six agencies. Additionally, Congress is presently considering reauthorizing MTW. The House recently passed legislation to reauthorize MTW, which would extent current MTW agreements with a few modifications. The Senate Committee on Banking, Housing, and Urban Affairs has indicated it will consider the bill this session. In light of this, the Senate Banking Committee asked HUD to extend any expiring MTW contracts under the same terms and conditions, including PHA's, for one year while Congress makes a decision regarding MTW's reauthorization. Given the extensions granted to other MTW agencies, and given the ongoing Congressional support for this program, PHA continues to seek an extension of its MTW Agreement for at least one year.

MTW Waiver Requests

An essential component of MTW involves providing local housing authorities with relief from statutory and regulatory restrictions in order to address critical local housing needs. PHA appreciates the support of HUD in responding favorably to previous waiver requests. Several additional waivers are required, however, as PHA

continues to test initiatives in response to local needs and in order to develop programs that meet the Congressionally established goals for MTW.

In Year Five, PHA submitted a waiver request to HUD for a streamlined demolition and disposition process, which is still pending HUD approval. Subsequent to PHA's waiver request, HUD issued a final rule for 24 C.F.R. Part 970 that exempts mixed-finance transactions from that rule and makes available a streamlined process for those approvals. To the extent that PHA engages in dispositions or demolitions outside of the mixed-finance context, however, PHA reiterates its request for a further streamlined demolition and disposition process.

Copies of correspondence with HUD related to this matter are included in Attachment K.

In Years Six and Seven, PHA requested the following additional MTW related waivers, for which it still seeks approval:

- Unit-Based Program: Transitional Housing/Blueprint to End Homelessness Program - Section 9(e)(1) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(1) - This Section requires PHAs to use Operating Funds "for the operation and management of public housing." In order to provide operating subsidy to units in the Unit-based Program for Transitional Housing as described in the Plan, certain public housing operation and management requirements must be waived. PHA therefore requests a waiver from the public housing requirements for 12-month lease terms and requirement that PHA automatically renews leases and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of this program only. This program requirement is further described at 42 U.S.C. § 1437d(l)(1) and 24 C.F.R. § 966.4(a)(2). Upon receipt of the waiver described in this paragraph, PHA plans to implement annual leases for this program which have a 6-month renewal option. At the conclusion of the initial lease term and/or the 6month renewal option, PHA will not renew participants' leases. residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.
- Unit-Based Program: Operating Subsidy and Transitional Housing/Blueprint to End Homelessness Programs Section 9(e)(3) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(3) Waiver of requirement that developments receiving operating subsidy continue to operate as public housing for ten years following the last date on which operating subsidy was received and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of these programs¹ and waiver of any other

HUD has statutory authority to eliminate this requirement under Section 9(m)(2) of the U.S. Housing Act of 1937, as amended. <u>See</u> Notice PIH 2004-5 (HA), HUD PIH Notice for Mixed-Finance Development of Operating Subsidy-Only Projects (Apr. 9, 2004).

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

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

For Year Eight, PHA Requests the Following MTW Waiver:

- MOU with Pennsylvania Department of Public Welfare. PHA has been negotiating a Memorandum of Understanding (MOU) with the Commonwealth of Pennsylvania's Department of Public Welfare that proposes multiple innovative initiatives in partnership with the Pennsylvania Department of Public Welfare (DPW) to provide services and affordable housing to elderly residents. As these programs develop, the need for waivers may arise to enable these programs to best serve residents and function cost effectively. There are three elderly service and housing initiatives in which waivers might be needed: the Commonwealth's Living Independently for Elders (LIFE) Program, the Nursing Home Transition Initiative, and the development of an Assisted Living program within a public housing development. PHA seeks any and all waivers necessary to implement these programs, as described in more detail, below.
 - The LIFE Program provides services and access to medical care funded with Medicaid or Medicare funds to nursing-home eligible seniors through DPW-licensed LIFE Program sites.
 - The Nursing Home Transition Initiative (NHTI) is a partnership with DPW that assists persons transitioning out of nursing home to access affordable housing. As part of NHTI, DPW will provide a monthly subsidy for households transitioning out of nursing homes to public housing units
 - 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. PHA plans to seek licensing of a portion its units as Assisted Living units.

Entrepreneurial Initiatives

During Year Eight, PHA will continue to seek opportunities to act in a more entrepreneurial way. This flexibility is more critical than ever in light of HUD's announced cutbacks to the public housing operating subsidy and HCV Housing Assistance Payment budgets. 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.

As described in the correspondence at Attachment K, 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. These homes will be built near PHA's Martin Luther King, Jr., development.

In Year Eight, PHA plans to commence this project and to explore other opportunities for using its program income and proceeds from land disposition for entrepreneurial activities. This entrepreneurial approach is increasingly important as Federal subsidies continue to decline significantly. Only 82% percent of the amount of operating subsidy that HUD calculates is needed to run decent, safe public housing will be provided to PHA and other housing authorities unless the Congress intervenes. 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 Eight Initiatives

The remaining portions of this section include a summary of planned MTW Year Eight activities categorized by PHA's nine Strategic Operating Plan goals. Overall, Year Eight intends to continue activities initiated in previous years of the MTW Demonstration Program to the extent feasible with significantly reduced budget and staff resources. During Year Eight, PHA will continue to move its accounting and management systems toward a project-based model, even though the new Operating Fund Rule does not apply to PHA as an MTW agency. PHA understands that it will

continue to receive its Operating Subsidy as provided in Appendix A of its MTW Agreement, unless the calculated PELs under the new rule are higher, for the duration of its MTW Agreement.

PHA's planned Year Eight initiatives are dependent on the receipt of adequate federal operating subsidy. The ongoing and dramatic reductions in federal support for public housing combined with prorations to the HCV budget have required PHA to implement a broad series of cost reduction measures. The funding situation for the period covered by this Annual Plan 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.

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

During MTW Year Eight, 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 increase rent collections, improve property maintenance, and reduce vacancy turnaround time by converting rent collections to PeopleSoft's Accounts Receivable module and implementing Peoplesoft's Customer Relationship Management (CRM) support and field service modules. The recently implemented Interactive Voice Response (IVR) system will continue to be enhanced during Year 8. Through the IVR system, public housing residents can obtain updated information on their PHA accounts. Waiting list applicants can also obtain status information electronically.
- 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 will implement changes to the utility allowance policies in those instances where residents are responsible for paying their own gas heat. These changes will require residents to participate in the PGW Customer Responsibility Program, which will link customer payments to overall household income.
- Two and Three-Year Recertifications. In public housing, PHA has transitioned from the annual recertification system to a two-year recertification cycle for

residents paying income-based rents. This is a part of the overall rent simplification proposal previously submitted. Low-Income Housing Tax Credit (LIHTC) properties are not subject to this initiative; however, they are subject to minimum rents. Residents choosing ceiling rents are recertified every three years.

- Simplified Rent System. PHA will continue implementation of a new rent calculation system for public housing residents that modifies the current deduction system. The new system, which is based on family size, decreases the percentage of income paid towards rent and provides incentives for resident savings. At the outset, LIHTC properties will not be subject to this initiative. See also discussion of Child Support Amnesty Program. 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 valuate 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 includes 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.
- Enhanced unit rehabilitation efforts that allow PHA with the Home Selection Day process to reoccupy vacant housing units in a more efficient manner.
- Enhanced lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods. Activities include the implementation of the PeopleSoft CRM module and the creation of "quality of life" software applications such as complaint, investigation, incident and risk tracking.

- Training and asset management initiatives including activities to ensure full LIHTC program compliance at Alternatively Managed Entity (AME) sites.
- Quality Control. PHA will continue to utilize an internal File Audit Procedure in MTW Year Eight 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.
- Child Support Amnesty Initiative As reported in the Year 6 Annual Plan, PHA is jointly working with certain state and local governmental entities, including DPW and the Philadelphia District Attorneys Office, to create, develop and operate a program that provides opportunities to reunite families where a custodial parent and child currently reside in PHA property and the non-custodial parent is delinquent in making child support payments. The program will create incentives for delinquent parents to obtain gainful employment and make future child support payments while, at the same time, encouraging those parents to legally acknowledge that they are living at PHA property and to report their true household income.

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 Eight 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.
This initiative is pending receipt of additional funding from the Commonwealth
of Pennsylvania. It will be implemented in collaboration with local disability
organizations.

- 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 which will require HCV participants who pay their own gas heat to enroll in the PGW Customer Responsibility Program.
- Implementation of HCV requirements, including a seven-year time limit on HCV benefits for all households except for those headed by elderly or disabled persons unable to work, and other defined circumstances.
- Continuation of a two-year recertification process.
- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking software.
- Continuation of Tenant Integrity Program training for all program participants.
- Continuation of a comprehensive staff training program and implementation of a revised procedures manual.
- Continuation of new landlord training and outreach programs.
- Continuation of direct deposit for Housing Choice Voucher payments.
- Continued operation of a network of Community-Based Housing Choice Voucher offices at five locations throughout the city.
- Continuation of the "Good Neighbors Make Good Neighborhoods" program to provide case management and transitional services, in partnership with the City and local transitional housing agencies.
- Dislocated Worker Program. In an effort to reduce the impact of lay-offs and plant closings, PHA has established a housing allowance program for dislocated workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation, and mergers. PHA will determine whether to continue this pilot program during the next year.
- Family Economic Development Action Plan (FEDAP). Housing Choice Voucher Program participants work with PHA staff to develop and implement a

Family Economic Development Action Plan as a condition of their continued participation in the program.

- Rent Simplification. To promote the goals of economic self-sufficiency and administrative efficiency, PHA has simplified the rent calculation system for Housing Choice Voucher participants. The system eliminates most deductions while reducing the standard percentage of gross income paid towards rent. In addition, as with the public housing program, the minimum rent was implemented following a 90-day grace period for hardship cases.
- 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.

Strategic Operating Plan Goal 3: Develop Quality Affordable Housing that Supports Balanced Communities

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. Program 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. Subject to funding availability, PHA will continue work at sites throughout the City, including Marshall Shepherd Village, Nellie Reynolds Gardens, Martin Luther King Plaza, Wilson Park, Ludlow Scattered Sites, Mantua, Warnock, Mill Creek Extension, Passyunk, Liddonfield and Schuylkill Falls.
- 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 which, to date, has leveraged a total of \$255 million in bond funding and new funding through HOPE VI and other non-PHA capital funds, low-income housing tax credits, and government special purpose revenue bonds. PHA relied upon alternative funding streams to provide multiple phases of redevelopment financing for Ludlow Scattered Sites, Greater Grays Ferry Estates (formerly known as Tasker Homes), Richard Allen, Cambridge Plaza, Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments), Wilson Park, Martin Luther King Plaza, Falls Ridge (formerly known as Schuylkill Falls), Raymond Rosen, Blumberg Apartments, Suffolk Manor, Germantown House and Mt. Olivet, Mantua, Warnock, Marshall Shepherd Village, Passyunk and Liddonfield.
- In response to PHA's fiscal crisis, PHA will implement 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 be severely strained in Year Eight due to recent agency-wide reductions in staff, including lay-offs of 20 PHA Police and 10 Lobby Monitors. Initiatives in this area that PHA will attempt to continue during MTW Year Eight 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 and implement a series of new initiatives during MTW Year Eight. 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.
- 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. Subject to availability of adequate federal funding, PHA plans to award additional community partner program contracts in the coming year in order to maintain the range and quality of training initiatives available to PHA residents. See Section 10 for additional information on Community Partner activities.
- 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.

- Three additional centers have also been developed; the John F. Street Center for youth services; the Conswillar B. Pratt LIFE Center for nursing home eligible seniors; and the Wilson Park Center that will provide computer technology, recreational and supportive services to youth and seniors.
- Implementation of Learnscape Computer-Based Training application to provide residents with basic learning skills.
- Implementation of youth development activities to complement existing career development programs that now serve more than 400 youth annually. 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.
- Continue to provide case management and referral services to frail elderly and/or disabled residents under the ROSS-Elderly/Disabled Service Coordinator Program.

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 Eight of the MTW Demonstration Program, PHA will continue to implement a series of improvement process initiatives including:

- Implementation of asset management protocols for Alternatively Managed Entities including extensive focus on Low-Income Housing Tax Credit (LIHTC) regulatory compliance.
- Initial implementation of public housing 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 8.8 CRM technology to create tracking databases such as complaint tracking, incident tracking, MTW client tracking, investigations tracking and risk management tracking.
- Implementation of NIKU's Clarity software to manage PHA's strategic operating plan and quality assurance project plans.
- 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.

Operations Training through a subscription and partnership with the Housing Television Network (HTVN), which offers a myriad of training and informational sessions focusing on Public Housing policy, ethics,

management, compliance, and maintenance issues. Development courses are also offered for housing commissioners that include professional development and leadership training workshops. Certificate programs are offered in computer applications, maintenance, human resources, and public housing management and occupancy.

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

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

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

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

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

PHA continuously seeks to enhance its services to residents and the community through the establishment of agreements with local, state and federal agencies and organizations and through the expansion of existing partnerships. Enhancing partnerships with other agencies is more important than ever in light of budget reductions. During MTW Year Eight, PHA will continue to expand the following:

- Working relationships with the Philadelphia Police Department and the City in support of PHA's Community Life Improvement Plan (CLIP) and Quality of Life programs.
- A working relationship with 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.

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., greater than 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, 2007, there were a total of 29,990 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.

Table 2-1. Year Eight Number and Unit Size for All PHA Households								
Housing Type/Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	313	1,406	2,389	2,194	515	77	11	6,905
Scattered Sites	25	164	638	2,301	572	517	194	4,411
LIHTC ¹	0	493	421	397	89	2	0	1,402
AME ²	7	363	266	378	74	9	0	1,097
HCV Housing	409	2,701	3,898	7,221	1,328	618	0	16,175
Program Total	754	5,127	7,612	12,491	2,578	1,223	205	29,990
Distribution %	3%	17%	25%	42%	9%	4%	1%	100%

Source: PHA CCS. September 30, 2007

<u>Family Type</u>. 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%).

¹Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

²AME – Alternatively Managed Entity (AME)

	Table 2-2. Year Eight Composition by Family Type for All PHA Households							
Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3,634	53%	1,656	24%	1,615	23%	6,905	100%
Scattered Sites	2,189	50%	1,261	29%	961	22%	4,411	100%
LIHTC ¹	752	54%	465	33%	185	13%	1,402	100%
AME ²	936	85%	95	9%	66	6%	1,097	100%
HCV	9,804	61%	2,109	13%	4,262	26%	16,175	100%
Program Total	17,315	58%	5,586	19%	7,089	24%	29,990	100%

Source: PHA CCS. September 30, 2007

<u>Income Groups.</u> As indicated in Table 2-3, 25,297 households (84%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 3,756 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.

	Table 2-3. Year Eight Income Levels for All PHA Households					
Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total	
Conventional	6,153	570	148	34	6,905	
Scattered Sites	3636	547	183	45	4,411	
LIHTC ¹	1038	305	54	5	1,402	
AME ²	697	317	79	4	1,097	
HCV Housing	13,773	2,017	369	16	16,175	
Program Totals	25,297	3,756	833	104	29,990	
Percentage	84%	13%	3%	0%	100%	

Source: PHA CCS. March 31, 2007.

Housing Type. The Housing Choice Voucher Program had a total of 16,175 units leased as of September 30, 2007, representing 54% of the total households served by PHA (Table 2-4). PHA's portfolio of occupied public housing units includes 4,411 scattered site units representing approximately 15% of the total units. Conventional public housing

¹Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

² Alternatively Managed Entity (AME)

¹ Low-Income Housing Tax Credit (LIHTC) properties PHA managed

² AME – Alternatively Managed Entity

consists of 6,905 occupied units, representing 23% of the households served. LIHTC and Alternatively Managed sites make up the balance of the occupied portfolio.

Table 2-4. Year Eight Program/Types for All PHA Households						
	Year Eight					
Housing Type/Program	Total	%				
Conventional	6,905	23%				
Scattered Sites	4,411	15%				
LIHTC ¹	1,402	5%				
AME ²	1,097	4%				
HCV Housing	16,175	54%				
Program Total	29,990	100%				

Source: PHA CCS. September 30, 2007.

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.

Table 2-5. Race of Heads of Households of Public Housing and HCV Program in Year Eight						
Housing Type/Program	African-American	White	Spanish American	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	6,578	179	125	11	12	6,905
Scattered Sites	4,008	34	360	3	6	4,411
HCV Housing	13,748	1,649	550	22	206	16,175
LIHTC 1	1,374	9	15	1	3	1,402
AME ²	892	181	0	2	22	1,097
Program Totals	26,600	2,052	1,050	39	249	29,990
Percentage Distribution	89%	7%	4%	0%	1%	100%

¹ Low-Income Housing Tax Credit (LIHTC) properties. PHA managed ² AME – Alternatively Managed Entity

Table 2-6. Ethnicity of Heads of Households of Public Housing and HCV Program in Year Eight						
Housing Type/Program	Hispanic	Non-Hispanic	Total			
Conventional Housing	138	6,767	6,905			
Scattered Sites	326	4,085	4,411			
HCV Housing	673	15,502	16,175			
LIHTC 1	20	1,382	1,402			
AME ²	245	852	1,097			
Program Totals	1,402	28,588	29,990			
Percentage Distribution	5%	95%	100%			

¹ Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

¹ Low-Income Housing Tax Credit (LIHTC) properties. PHA managed

² AME – Alternatively Managed Entity

² 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, 2007, there were 44,568 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 41% of all applicant households were requesting two-bedroom units, (Table 2-7). Approximately 79% of all applicant households for public housing units are families (Table 2-8), 15% are households with disabilities, and 6% are senior households. Ninety-two percent of all public housing applicants reported incomes of less than 30% of the area median income (Table 2-9). Note also that PHA is in the process of updating the waiting list. Thus, future waiting list counts are likely to substantially differ as a result of the projected large number of applicants likely to be dropped from the waiting list for failure to respond to PHA's notices.

Applicants for HCV Program. As of September 30, 2007, there were 4,951 applicants for the Housing Choice Voucher program. Approximately 69% of applicant households are families, 19% are households with disabilities, and 12% are senior households. Ninety-one percent of all HCV applicants had reported incomes of less than 30% of the area median. The waiting list is currently closed.

Table 2-7. Year Eight Co	mposition b	ov Redroom	Size Need	for All Waitii	ng List Annl	icants for I	PHA Housi	ng
Housing Type/Program	•			Three Bdrm				Total
Public Housing ¹	8,464	4,137	18,436	11,244	2,050	207	30	44,568
HCV Housing	1,233	134	1,683	1,487	368	41	5	4,951
Program Totals ¹	9,697	4,271	20,119	12,731	2,418	248	35	49,519
Percentage Distribution	20%	9%	41%	26%	5%	1%	<1%	100%

Source: PHA CCS. September 30 2007.

¹ Public Housing program includes conventional, scattered and LIHTC sites.

Table 2-8. Year Eigl	nt Compo	sition by Fa	mily Type	e for All Wa	iting Lists	Applicants f	or PHA H	lousing
Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total	Percent Program Totals
Public Housing	35,296	79%	2,729	6%	6,543	15%	44,568	100%
HCV Housing	3,410	69%	607	12%	934	19%	4,951	100%
Program Totals	38,706	78%	3,336	7%	7,477	15%	49,519	100%

Source: PHA CCS. September 2007.

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¹ Public Housing program includes conventional, scattered and LIHTC sites.

Table 2-9.	Year Eight Inco	ome Levels for All Wait	ting List Applicants for PH	A 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	40,903	3,193	432	40	44,568
HCV Housing	4,498	417	32	4	4,951
Program Totals	45,401	3,610	464	44	49,519
Percentage	92%	7%	1%	<1%	100%

Source: PHA CCS. September 2007.

1 able 2-10. Yea	r Eight Program/Typ Baselin		Year	
Housing Type/Program	Total	%	Total	%
Public Housing	7,191	28%	44,568	90%
HCV Housing	18,587	72%	4,951	10%
Program Total	25,778	100%	49,519	100%

Source: PHA CCS. September 2007.

Housing Type/Program		of Heads of Meads of	Households on Waiti Spanish American	Asian/Pacific Island & Native	ht Other	Total
Public Housing	40,466	1,318	2,341	201	242	44,568
HCV Housing	4,256	501	106	28	60	4,951
Program Totals	44,722	1,819	2,447	229	302	49,519
Percentage Distribution	90%	4%	5%	<1	1%	100%

Table 2-12. Ethnicity of Heads of Households on Waiting List in Year Eight						
Housing Type/Program	Hispanic	Non-Hispanic	Total			
Public Housing	2,576	41,992	44,568			
HCV Housing	165	4,786	4,951			
Program Totals	2,741	46,778	49,519			
Percentage Distribution	6%	94%	100%			

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 4,951 Housing Choice Voucher household applicants on the waiting list. PHA will regularly review the number of applicants on the list and consider whether to reopen the waiting list to new applicants. In addition, the following waiting list related actions are proposed for Year Eight:

- 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 Eight, 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

<u>Public Housing Households.</u> PHA projects that it will serve 13,656 households in the public housing program by March 31, 2009. In Year Eight, 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, 2009. 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.

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 (referred to as "PAPMC" sites) are defined in individual ACOPs and Leases. In MTW Year Eight, 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 PAPMC 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 and. 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 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.

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 preapplications 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 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.
- 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 for non-renewal of the lease.
- Residents will be required to sign an 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.

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.
- Participants who port in to PHA are subject to PHA's two-year recertification requirement and rent simplification.
- 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.
- 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 has decided <u>not</u> to implement the one request for third party verification policy that was described in the Year Six MTW Annual Plan. It is anticipated that PHA will soon be utilizing the MTW 50058 modules that will 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 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 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.
- 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.
- PHA intends to implement a new initiative in coordination with the Commonwealth of Pennsylvania and Liberty Resources, Inc. (LRI) Under this initiative, PHA will provide 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.

C. PAPMC Documents

PHA will continue to work with its Limited Partners to modify the ACOP, Grievance policy, and lease documents at the PAPMC (Tax Credit) sites. Major changes intended for MTW Year Eight include:

- Revisions to rent policy, including the implementation of new minimum rents which correspond with the teiring structure of each unit.
- PAPMC will implement a revised ceiling rent structure consistent with PHFA rents.
- Revisions to utility and appliance policy
- Implementation of criminal background checks at annual recertification for household members 18 years of age and older
- Initiation of criminal background checks at interim recertification for household members 18 years of age and older, at the discretion of management
- Implementation of a no smoking policy
- Revisions to the maintenance fee schedule and resident charge policy

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, 2009.

A. Existing Number of Housing Units Available As of September 2007

Housing Choice Voucher PHA has approximately 17,525 MTW vouchers available as of September 2007. An additional 730 Non-MTW Vouchers (FUP, Designated Housing, Fairmount Manor, Mainstream and Project Based vouchers) and 751 Mod Rehab units are also available.

<u>Public Housing</u> PHA has approximately 15,789 available units at conventional and scattered, PHA managed entities - PAPMC and privately managed entities - AME sites as of September 2007.

B. Projected Number of Housing Units Available by March 31, 2009.

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, 2009 (See Tables in Section 2 for Households Served

<u>Housing Choice Voucher</u>. PHA projects that it will lease 14,850 tenant-based vouchers, 751 Moderate Rehab and 679 Non-MTW vouchers by March 31, 2009. 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.

<u>Public Housing</u>. PHA projects that it will have approximately 14,237 family public housing, PAPMC and private AME units available by March 31, 2009. Changes are a result of a) the opening of new developments at Marshall Shepherd Village, Ludlow II, and Nellie Reynolds Gardens; and, b) disposition of Liddonfield, Mantua 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 Eight of MTW

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Sept 07	Sept 07	31-Mar-09	31-Mar-09
MTW Tenant-Based Vouchers	17,525	14,850	17,635	14,850
MTW Activity Vouchers ¹		2,675		2,785
MTW Voucher Subtotal	17,525	17,525	17,635	17,635
Section 8 Moderate Rehabilitation	751	736	751	751
Non-MTW Vouchers ²	730	589	679	679
Non-MTW Voucher Subtotal	1,481	1,325	1,430	1,430
Voucher Total	19,006	18,850	19,065	19,065
Public Housing Units	15,789	13,815	14,237	13,656
TOTAL PHA UNITS	34,795	32,665	33,802	32,721

¹See Table 9-1. "Currently Available" and "Projected Available" are reflected in the MTW Tenant Based Voucher line item total.

² Special purpose vouchers for the Family Unification Program, Designated Housing; Fairmount Manor, Elrae Gardens, (both opt-outs); mainstream and project based vouchers.

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. As previously noted, PHA faces a fiscal crisis as a result of ongoing HUD cutbacks in federal public housing operating subsidy and HCV Housing Assistance Payments. Note that, to conform to the agreed upon reporting format, the HCV and Operating Subsidy amounts shown on the charts below do <u>not</u> reflect these reductions.

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 Eight that are eligible for consolidation as the MTW Block Grant. Sources of funds include the following:

- <u>Dwelling Rental Income</u>. Derived from rent payments by public housing residents.
- <u>Interest Income</u>. Derived from funds held in interest bearing accounts.
- <u>Housing Choice Vouchers</u>. 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. As noted, the amounts shown in the table do not reflect recently announced federal funding reductions.
- <u>Capital Funds</u>. 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. As noted, the amounts shown in the table do not reflect recently announced federal funding reductions.

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

Revenue Sources	MTW Year Six Budget	MTW Year Seven Budget	MTW Year Eight Budget
Dwelling Rental Income	\$19,426,341	\$19,000,000	\$19,000,000
Interest Income	767,168	1,427,601	1,800,000
MTW Housing Choice Voucher ^{1, 2}	134,864,984	142,666,872	145,000,000
Capital Subsidy including Replacement Housing Factor	75,640,828	71,117,569	77,214,716
Operating Subsidy ¹	111,059,689	112,576,177	115,647,398
Total Revenues	\$341,759,010	\$346,788,219	\$358,662,114

Subject to appropriation. The Capital Funds total includes all funds described in Appendix D, \$59,214,716 plus Replacement Housing Factor funds of \$18,000,000.

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

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

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

Revenue Sources	MTW Year Six Budget	MTW Year Seven Budget	MTW Year Eight Budget
Resident Opportunity and Family Self- Sufficiency Grants	\$575,212	\$350,484	\$350,000
Other Federal Grants	118,045	243,707	195,000
Non-Federal Sources: City of Philadelphia, Child Care Food Program, Summer Food Service Program, Senior Program, Job Retention	245,936	186,277	116,000
Subtotal	939,193	780,468	661,000
Non-MTW Vouchers/ Mod Rehab/Special Allocations/ Administrative Fee/Interest	15,770,106	10,126,227	9,474,118
Total Revenues	\$16,709,299	\$10,906,695	\$10,135,118

² Excludes Non-MTW Vouchers, Mod Rehab and Special Allocations.

C. Consolidated Budget Statement.

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

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

Revenue Sources	MTW Year Six Budget	MTW Year Seven Budget	MTW Year Eight Budget
Dwelling Rental Income	\$19,426,341	\$19,000,000	\$19,000,000
Interest Income	1,863,631	1,477,293	1,800,000
HCV Subsidy ¹ and Admin Fee	149,538,627	152,743,407	154,474,118
Capital Subsidy ¹ including Replacement Housing Factor	75,640,828	71,117,569	77,214,716
Operating Subsidy ¹	111,059,689	112,576,177	115,647,398
Other Grants	363,981	780,468	661,000
Total Revenue	\$357,893,097	\$357,694,914	\$368,797,232

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 Eight 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

Project	MTW Year Eight Budget
Public Housing Activities	\$135,447,398
Capital Activities ¹	77,214,716
Housing Choice Voucher Program	155,474,118
Other Grant Activities	661,000
TOTAL	\$368,797,232

All funds subject to appropriations: The Capital Funds total includes all funds described in Appendix D, \$59,214,716, plus Replacement Housing Factor funds of \$18,000,000. HCV Funds, include \$1,000,000 in interest income (HCV Budget).

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

<u>Capital Funds</u>. Includes unit rehabilitation, vacancy reduction, new unit development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering services, and management improvements. Of PHA's total funds for MTW Year Eight, \$77,214,716 from all sources may be applied to capital projects. This estimate does not include possible inter-fund transfers or projects identified in prior plan years that continue into this fiscal year.

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

- Capital Projects: Deferred maintenance, Mantua Hall demolition
- Family Program/Quality of Life: Includes HCV complaint response, public housing lease enforcement, and activities in support of self-sufficiency efforts in the HCV and Public Housing programs (See Section 10 for complete description of the Family Program). Family Program activities include:
 - Relocation services;
 - Community Partners;
 - Family Self-Sufficiency Centers;
 - Youth Development;
 - Pre-Apprenticeship Program;
 - Employment Training;
 - Economic Development;
 - Homeownership Counseling; HCV Down Payment Assistance; and
 - Support Staffing.
- Management Efficiencies: Includes software enhancements, energy management, technical assistance, and staff training.

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

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

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

- Reform of the existing Housing Choice Voucher Program;
- Revitalization of neighborhoods where PHA residents and PHA-eligible residents reside:
- Development of a Family Program to provide comprehensive self-sufficiency services to eligible residents;
- Establishment of a Quality of Life Program that fosters community values, resident and landlord participation and better neighborhoods; and
- Establishment of efficient operating procedures and the implementation of costsaving 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, 2007, PHA's Low Rent Operating Reserve was \$2.3 million.

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 Eight. PHA's Capital Plan for FY 2008 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, and Spring Garden, Mantua, Warnock, St. Ignatius, and Brown Street.

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

B. 2008 Capital Fund Program

The FY 2008 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 2008 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 2008 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 2008 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 the 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 2008 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. A physical needs assessment of conventional sites will be conducted and \$500,000 has been budgeted for this effort. Salaries for inhouse technical positions, such as architects, engineers, and inspectors, will also be funded from this account. Environmental testing for lead-based paint and other environmental testing is budgeted at \$200,000, and \$2 million is budgeted for consulting, legal, and professional services.

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

Site Improvements. The Capital Fund Program commits \$2.3 million for site improvement activities at both scattered sites and conventional sites. An estimated \$1 million is committed to comprehensive site improvements at 79 scattered site units. The FY 2008 plan also provides \$1 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 78 units.

Conventional Site Renovations. Electrical upgrades are planned for Westpark, Norris, and Holmecrest. Heating plant upgrades are scheduled for Point Breeze, G.B. Jacobs, Haddington, Fairhill, Collegeview, Holmecrest, Johnson Homes, and Harrison Plaza.

Other initiatives for the capital fund include interior wall repair at Morton Homes and canopies at Hill Creek.

The FY 2008 Program also provides \$3.8 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 \$1.7 million 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. Both computer hardware and related equipment and telephone infrastructure are each budgeted at \$500,000. Maintenance equipment purchases are budgeted at \$100,000; administrative and office furniture and equipment 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.

Mandatory Conversion/HOPEVI. As indicated in Table 7-1, PHA has planned for several years to reconfigure Liddonfield Homes. Two 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 to be included as a mandatory conversion candidate on HUD's Required Conversion Candidates list. PHA addressed this matter in more detail in its Year Seven MTW Plan.

By letter to PHA dated July 20, 2007, HUD indicated that PHA had several options for addressing conversion of Liddonfield, and that the selected option must be addressed in this Year Eight MTW Plan. PHA has determined that it is in the best interest of the agency and its tenants to select the third option, which is submission of an application for disposition or demolition of Liddonfield in accordance with the regulations at 24 C.F.R. part 970. Accordingly, on November 13, 2007, PHA submitted a demolition application for the property to HUD's Special Applications Center. In Year Seven, PHA also issued

a Request for Proposals (RFP) for redevelopment of the site, and is presently considering the responses to the same.

The FY 2008 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.

Table 7-1. Capital Investment Strategy

Property		timated PHA nding Need	Proposed Time Schedule	
Abbottsford	\$	24,000,000	2006-2012	
Arch Homes	\$	5,000,000		
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 ¹	\$	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 ¹ (formerly Mill Ck)	\$	15,500,000	2002-2006	
Ludlow HOPE VI	\$	8,000,000		
Mantua Hall	\$	18,000,000		
Martin Luther King ¹	\$	1,500,000		
Millcreek Extension	\$	36,000,000		
Morton Homes	\$	15,000,000		
Neumann North (67 ACC units) ¹	\$	2,000,000		
Norris (high/low rises)	\$	10,000,000		
Oxford Village	\$	13,000,000		
Paschall Apts.	\$	16,756,000	2006, 2016, 2017	
Plymouth Hall	\$	7,000,000		
Point Breeze	\$	1,445,000		
Queen Lane	\$	6,000,000		
RDA acquisitions and rehab	\$	8,000,000		
Scattered Site Modernization	\$	200,000,000		
Scattered Site Development	\$	150,000,000		
Scattered Site Modular Housing	\$	60,000,000		
Spring Garden Apts.	\$	14,500,000		
St. Ignatius ¹	\$	1,000,000		
Warnock	\$	22,500,000		
West Park Apts.	Ф	39,800,000		
West Park Apis. Westpark Plaza	\$	12,000,000		
Wilson Park	\$	8,000,000		
IVVIISUIT AIN	Φ	6,000,000	2010	
Debt Service Repayments ²	<u>\$</u>	310,000,000	2002-2022	

Section 7: Development and Capital Planning MTW Year 8 Plan January 31, 2008 TOTAL \$ 1,273,063,000

Table 7-2. MTW Year Eight Capital Programs

Development Name	Scope of Work	Construction Cost	Completion Date
PHA-Wide	Security Upgrades	\$1,000,000	Apr-08
Third Party Capital Requests	New Development	\$5,000,000	Dec-08
Johnson Homes	Utilities upgrade	\$6,000,000	Dec-08
Croydon (Bond)	New Development	\$48,600,000	Dec-09
Millcreek Extension ¹	New Development	\$8,000,000	Dec-09
Marshall Shephard Village ¹	New Development	\$10,000,000	Dec-08
Ludlow HOPE VI Scattered Sites ¹	New Development	\$8,000,000	Mar-08
Nellie Reynolds Garden	New Development	\$11,000,000	Dec-08
Scattered Sites Modular	New Development	\$2,500,000	Dec-08
Warnock ¹	New Development	\$7,700,000	Dec-08
PHA-Wide	Accessibility Improvements	\$500,000	Ongoing
PHA-Wide	Energy Conservation	\$500,000	Ongoing
PHA-Wide	Sparkle Plus	\$23,000,000	Ongoing
	TOTAL	\$131,800,000	
¹ Capital Funding needs for HOPE VI and	d Mixed-Finance Developments.		

Capital Funding needs for HOPE VI and Mixed-Finance Developments. See table in Appendix E for more details.

Bond Funded Developments: Tasker, Blumberg, Wilson III and Westpark (Exterior/Unit Improvements).

³ See Table in Appendix E for more details on 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 Eight.

D. Homeownership Activities.

Section 32 HOPE VI and Major Redevelopment Sites. PHA is developing 443 new homeownership units. To date, three hundred and twenty nine (329) units have been sold at Martin Luther King, Lucien E. Blackwell Homes, Greater Grays Ferry Estates and Falls Ridge Homes. For the period 10/1/06 to 9/30/07, PHA sold a total of 86 homes under New Development. Additional units are in the pipeline at Ludlow Scattered Sites. Extensive efforts are underway to ensure that public housing residents have the opportunity to purchase many of these units. Please refer to Section 10 for additional details on PHA's homeownership activities under the Housing Choice Homeownership Program, 5(h) and Turnkey III.

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. 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. PHA will not perform an energy audit on its scattered sites inventory due to the excessive cost of such an analysis, which costs would not be offset by savings gained though implementation of the possible energy conservation measures recommended in the audit.

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, 2007.

PHA's public housing portfolio PHA has approximately 15,789 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.

<u>Conventional Sites</u> PHA owns and manages a total of 34 conventional sites throughout Philadelphia.

<u>Scattered Sites</u> 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 fifteen (15) Limited Partner Properties managed by its subsidiary, PAPMC. Two additional properties will be added to the portfolio in January 2008. Ludlow II, LP and Marshall Shepard Village IV will yield an additional 155 affordable housing rental properties to our inventory. Nellie Reynolds Gardens consisting of 64 units is scheduled for completion late in 2008.
- 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, 2009. Changes are a result of a) the opening of new developments at Marshall Shepherd Village, Ludlow II, and Nellie Reynolds Gardens; and, b) disposition of Liddonfield, Mantua and scattered site units that are currently pending HUD approval.

During Year Eight, 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; Section 8: Owned and Managed 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 Eight. 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. <u>Vacancy Rates by Property as of September 30, 2007</u>. Vacancy rates for each development are presented in Appendix F. As of September 30, 2007, PHA had an actual vacancy rate of 12.5% and an adjusted vacancy rate of 7.07%. 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. <u>Issues and Proposed Actions</u>. 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. <u>Target Rates.</u> PHA intends to achieve an actual vacancy rate of 4.08% and an adjusted vacancy rate of 2.48% by March 31, 2009. Continued federal budget reductions may impact the overall vacancy rate.

B. Rent Collections

- 1. <u>Uncollected Rents</u>: PHA's percentage of billed rent uncollected as of September 30, 2007 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. <u>Issues and Proposed Actions:</u> 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, 2009: For MTW Year Eight, PHA intends to achieve a rate of 2.45% for billed uncollected rents.

C. Work Orders

- 1. <u>Work Order Response</u>. Appendix H provides the percentage of emergency and routine work orders responded to within the respective prescribed times.
 - Percentage of Responses for Emergencies Work Orders within 24 Hours. As of September 30, 2007, PHA responded to 99% of emergency work orders within 72 hours.
 - Percentage of Responses for Routine Work Orders within 35 days. PHA responded to routine maintenance work orders within an average of 57 days as of September 30, 2007.
- 2. <u>Issues and Proposed Actions</u>. 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. <u>Target Projection for Response Times as of March 31, 2009</u>. 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. <u>Description of Inspection Strategy</u>. PHA will continue to inspect all public housing units, public areas, grounds and systems annually, using the most stringent requirements from both the Uniform Physical Condition Standards (UPCS) and REAC inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health and safety violations and deficiencies within the units. PHA's comprehensive inspections protocol calls for four (4) inspections per year, per unit: two (2) housekeeping, one (1) UPCS, and one (1) preventive maintenance inspection.
- 2. <u>Planned Inspections for Year Eight</u>. Appendix I provides the percentage of units inspected in Year Seven to date. PHA has inspected 97% of the required inspections for the period ending September 30, 2007. PHA projects that it will complete inspections for 100% of units during Year Eight.

E. Security

- 1. <u>Security Issues and Proposed Actions</u> 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. While these actions have been very effective to date, PHA has recently conducted an agency-wide staff layoff that significantly impacted the PHA Police Department (PHAPD). Accordingly, the efforts of Year 8 will be to sustain the gains that have been made in community safety, while maintaining as many of the programs discussed below as feasible.
- 2. Security Systems Security systems have been installed at Harrison Plaza, and West Park Apartments. Security system upgrades are planned for Fairhill, Norris, Queen Lane, Gladys B. Jacobs, Wilson Park Seniors, Bentley, Emlen, and Katie B. Jackson this plan PHAPD works in cooperation with residents, the Design and Construction vear. Departments, and Major Systems to conduct site surveys to enhance physical security at all PHA facilities. State of the art surveillance cameras and digital video equipment have been approved for installation at numerous locations to remotely monitor our sites. These web-enabled cameras are capable of broadcasting to a remote location. Authorized personnel view the images via the Internet. Security systems have also been installed at the Wilson Park Community Center and the John F. Street Community Center. Additionally, upgraded security systems that are comprised of digital color surveillance cameras and digital video recorders capable of remote viewing have been recommended for Queen Lane and Wilson Park. Tax credit sites, such as Suffolk Manor, Greater Grays Ferry, Germantown House and Mount Olivet had these systems installed and operational during Year 5.
- 3. Continued Coordination and Cooperation with the Philadelphia Police Department (PHAPD) and the US Attorney's Office PHAPD is now communicating through the Philadelphia Police Department's 800 Megahertz radio system, using hand held radios and a console in the PHAPD radio room. PHAPD and the Philadelphia Police meet weekly at COMSTAT to address police-related issues. PHAPD and the Philadelphia

Police also are now live with a data sharing system enabled by Aventcia. As part of the Public Housing Safety Initiative, PHA entered into an agreement with the US Attorney in 2006 to fund additional security enhancements at Pascal and Lucien E. Blackwell.

- 4. Lease Enforcement and Compliance Unit In FY 2000, PHA established a Lease Enforcement and Compliance Unit that has contributed significantly to improving the acceptance of the Housing Choice Voucher Program in communities, since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. PHA continues to partner with the Citizens Crime Commission that operates a TIPS line for PHA, allowing residents and others to call in anonymous tips on criminal activity for a reward of up to \$500.00 for an arrest and conviction.
- 5. <u>Quality of Life Program</u> 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 timeline 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 Eight, PHA plans to investigate the feasibility of using LiveScan technology, which matches fingerprints to national crime databases, as an alternative to the existing criminal records check process for job applicants, applicants and residents.

- 6. Community-Based Policing The PHAPD is fully committed to providing services to our residents through law enforcement and collaborative problem solving to address the causes of crime as well as other community issues. Cooperative problem solving also reinforces trust, facilitates the exchange of information, and leads to the identification of other areas that could benefit from the mutual attention of the police and the community. Effective community-based policing depends on optimizing positive contact between our officers and residents. The PHAPD has supplemented the traditional role of crime prevention with community-based policing programs such as the following:
 - Foot Patrol. Subject to funding availability, and with significantly reduced staff, PHA intends to continue the community-based policing initiatives at the

developments of West Park Apartments, Wilson Park and Blumberg. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as the Lease Enforcement and Compliance Unit (LECU) and Strike Teams from the Philadelphia Police Department, Drug Enforcement Agency (DEA) and the Bureau of Alcohol, Tobacco and Firearms (ATF), as needed.

- **Bike Patrol.** Due to funding reductions, bike patrols have been drastically reduced so that PHA is only able to provide coverage at one site.
- DARE, GREAT and Explorer Programs. The Drug Abuse & Resistance Education Program (DARE) represents the single largest prevention effort directed at reducing the use of drugs and other harmful substances among school-aged children. PHAPD has administered this community program to over 1,900 school age children in eleven schools and eight housing developments.

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

The Explorer Program is designed to build character, promote good citizenship, and develop personal and mental fitness by exposing young people to the fundamentals of law enforcement. Participating teens are exposed to law enforcement operations such as traffic control, arrest and safety procedures, and the workings of the criminal justice system. Also offered is an Explorer Camp, which is a three-day experience of structured activities, held in the Pocono Mountains for PHA youth. Under the supervision of PHA Police Officers, campers enjoy swimming, hiking, fishing and horseback riding.

- Mobile Computer Labs. Two large vans have been converted into mobile computer labs that have been specially outfitted by the PHAPD with computers equipped with wireless Internet access. Lack of funding has resulted in reduced usage of these mobile labs, which are used to familiarize and train our residents to use the latest computer programs.
- 7. Neighborhood Town Watch Groups A very important component of our community policing effort is the establishment of the Neighborhood Town Watch. The Town Watch model empowers residents to actively patrol their neighborhood to report suspected criminal activity and quality of life issues to the Police Department. PHA continues to partner with the City of Philadelphia's Managing Director's Office in promoting town watch programs at PHA developments. Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town Watch networks and patrols. Currently, the PHAPD has two (2) active Town Watch Groups in operation: Raymond Rosen and Johnson Homes.

- 8. <u>Police Advisory Board</u> A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHAPD and the PHA community, and to provide advice and assistance in the reduction of crime. PHAPD established the Police Advisory Board in partnership with Tenant Support Services, Inc. (TSSI). The mission of the Board is to:
 - Provide professional responses and strategic initiatives to the challenges and concerns of all PHA residents.
 - Provide recommendations to PHAPD regarding policies, programs and initiatives.
 - Coordinate programs and projects that contribute to the betterment of our community.
 - Provide advice and assistance to the PHA community regarding public safety issues and ideas in crime prevention.
 - 9. <u>Fleet Tracking</u> PHA has installed Global Positioning Systems on selected police patrol vehicles. In effect, the GPS acts as an electronic supervisor that monitors driver behavior, vehicle location and vehicle performance.
 - 10. <u>Project Level Systems</u> During Year Eight, 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.
 - 11. <u>Pest Control Initiative</u>. 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

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 Eight 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. <u>Units Under Lease.</u> Total vouchers available and in use as of the submission date of this Plan (January 2008) are detailed in Table 4-1 of Section 4.
- 2. <u>Target Lease Rate Year Eight.</u> PHA expects to lease 14,850 MTW tenant-based vouchers by March 31, 2009 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 Eight.

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 Community Partners Program Self-sufficiency programs	7,250,000		
Quality of Life Program	1,450,000		
Management Efficiencies	3,350,000		
Subtotal	13,050,000	2,785	100%
Total ²	145,000,000	17,635	100%

¹This number represents the tenant-based leasing goal for MTW Year Eight (3/31/09). This goal is a conditional commitment based on funding availability.

<u>NOTE:</u> 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).

²Baseline 17,635 MTW Vouchers with anticipated income of \$145,000,000

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. Reinspections 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.

E. Administrative Plan Changes and Clarifications

PHA is in the process of revising its Administrative Plan in MTW Year Eight 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 Eight follows:

- Customer Responsibility Program: PHA intends to implement a change 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 PHA will utilize the capped amount to calculate Utility utility payments. 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.
- Access for Persons with Disabilities. PHA intends to implement a new initiative in coordination with the Commonwealth of Pennsylvania and Liberty Resources, Inc. (LRI) Under this initiative, PHA will provide 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.** Currently PHA MTW participants who port to other housing authorities have their rents calculated according to regulatory requirements of the receiving HA. Conversely, PHA will calculate rents of port-ins being administered by PHA under PHA's MTW rent simplification methodology. This will relieve the staff burden of administering two different sets of rent calculation rule. PHA plans to convert existing port in rent calculation to rent simplification at their next scheduled recertification.
- 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. Clients who port in to PHA under portability are subject to the two-year recertification requirement.
- 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 100 more vouchers exclusively for the Family Unification Program. The expansion of 100 vouchers was done in conjunction with the Blueprint to End Homelessness Program, which is a coalition of 15 transitional housing providers.
- 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.
- Selection from Waiting List. PHA is proposing to 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 verify 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.

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 Eight, 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 at the Economic Self Sufficiency Center North, located at Blumberg Apartments, 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.

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 the Healthy Homes Asthma Intervention and Reduction program; and, coordinates the Resident Council election processes. In MTW Year 8, 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 Eight, 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 Eight PHA's new community partners will continue previous successful programs and expand training opportunities for eligible residents to obtain a commercial driver's license, develop resident owned businesses, and provide training for Administrative Assistants, Financial Services, Customer Service, and cable installation.

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 Eight 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 a job search and placement.
- 2. <u>TANF Recipients</u>. 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 a job search and placement.
- 3. <u>Part-Time or Seasonally Employed Heads of Households</u>. PHA assists these individuals and households to obtain full-time employment with benefits through training programs to improve career skills and job referrals.
- 4. <u>Full-Time Employed Heads of Households</u>. PHA assists these individuals and households to obtain a living wage with benefits and to achieve homeownership through Career Awareness workshops and job referrals.
- 5. <u>Elderly and Disabled Households</u>. 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 Eight. Note that, in some cases, continuation of program operations is subject to availability of external funding sources.

1. <u>Pre-Apprenticeship Program</u>. As of September 30, 2007, a total of five hundred eighty (580) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. Three hundred twenty-nine (329) of these graduates entered the construction trades and twenty (20) 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 skills.

- 2. <u>Section 3 Compliance Program.</u> 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.
- 3. <u>Certified Nursing Assistant Program.</u> Nine hundred ninety eight (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. <u>Pharmacy Technician Program.</u> 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. <u>Medical Billing</u>. 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. <u>Additional Community Partner Job Training and Entrepreneurial Programs</u>. 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 tow types of commercial drivers licenses, Class A (Tractor Trainer) or Class B (small trucks and buses);
- 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. 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 you 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. <u>Skills for Life Program</u>. One hundred sixty-five (165) youth are enrolled in the program, of which 133 regularly attend. Eighty-nine percent (89%) of the Skills for Life students matriculated to the next grade level, which exceeds the Philadelphia School District rate by as much as 29%. Youth receive stipends and transit passes to attend academic enrichment and career exploration programs.
- 9. <u>Senior Programs.</u> 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.

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 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 total grant.

10. <u>Homeownership</u>. PHA recognizes that homeownership is a significant milestone on the road to self-sufficiency. To date a total of 844 homeowners purchased homes under homeownership programs during the current reporting period from 10/1/06 to 9/30/07.

Homeownership Division had 154 home closings. 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 following homeownership programs:

Housing Choice Voucher Homeownership Program. This program allows participants in the Housing Choice Voucher (HCV) Program to use their voucher for mortgage payments. To date, a total of 190 families have purchased homes under the Housing Choice Voucher Program, of which 48 are disabled families. A total of 61 families purchased homes between 10/1/06 and 9/30/07. PHA currently has approximately 1400 families preparing to purchase a home through the Housing Choice Voucher Program. PHA recently sent invitations to approximately 5,017 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 399 residents attended the workshops. A total of 3,468 disabled residents were invited and a total of 256 of these residents attended.

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 3 units remain 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 homerepairs 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 is introducing 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 constriction 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. <u>Summer Food Services.</u> 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.
- 12. <u>Healthy Homes.</u> PHA operates a demonstration Healthy Homes program in partnership with TSSI and Drexel University to reduce asthma related hazards in HCV properties. The primary focus is on households with children between 0 to 6 years old.
- 13. <u>GREAT Programs.</u> 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.
- 14. <u>Conflict Resolution; Domestic Violence Prevention and Assistance.</u> Residents needing assistance to resolve a dispute in their family or neighborhood can get such assistance from PHA Police Department staff trained in conflict resolution.
- 15. 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 scheduled for site visits at developments that do not yet have labs.

- 16. <u>Health Clinics</u>. 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.
- 17. 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), Ramsey Educational Development Institute, Inc (REDI), and The Enterprise Center (TEC). 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 an services. HOPE VI links residents to available community services and provide specific training, example, the Enterprise Center provides its array of business development and incubation services. APM provides human service placements.
- 18. <u>Grantsmanship and Resource Development.</u> 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.

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 foe 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.

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 initial seven-year term of the MTW Demonstration Program. These objectives are:

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

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

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

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

As noted in the narrative portion of the Annual Plan, is operating with a substantially reduced level of funding and staffing. The uncertainty of funding for calendar years 2008 and 2009 adds to 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

MTW Local Objective	MTW Major Initiatives
Objective 1: Reform The Existing Housing Choice Voucher And Public Housing Programs To Improve And Increase The Supply Of Quality Affordable Housing Throughout The City Of Philadelphia.	Dislocated Worker Housing Allowance Program. Streamline Recertification and Other Administrative Processes for Housing Choice Voucher and Public Housing Programs. Market-Based Rent Cap Program. Time Limits For Housing Choice Voucher Participation. Voucher Complaint Tracking and Expedited Hearing Process. Simplify Rent Calculation Procedures and Policies. Revise Admissions and Continued Occupancy Policy. Establish Site-Based Waiting Lists for Conventional and Scattered Sites. Increase Diversity of Population Served by PHA. Child Support Amnesty Program. Blueprint Program to End Homelessness. LIFE Program at Greater Grays Ferry. LIFE Program at Germantown. Pest Control Initiative
Objective 2: Revitalize Neighborhoods Where MTW and MTW-Eligible Residents Reside.	Fixed Subsidy Unit-Based Leasing and Development Program. Strategy for Development Activities. Streamline Acquisition Process. Streamline Demolition and Disposition Process. Replace Affordable Housing Units Lost To Demolition. Streamline the Mixed-Finance Development Process. Total Development Cost Limits and Housing Cost Caps. Design Standards. Sparkle Plus Program. Revise Criteria for Obtaining Operating Subsidy. PHA Management Fee.
Objective 3: Develop A MTW Family Program To Furnish Comprehensive Family Self-Sufficiency Services To Eligible MTW Families.	Community Partners Program. Enhanced Comprehensive Family Support Services. One-Stop Family Self-Sufficiency Centers for Employment and Training Services. Employment and Training Services. Affordable Homeownership Opportunities and Mortgage Assistance Program.
Objective 4: Establish A Quality Of Life Program To Promote A Living Environment That Fosters Community Values, Encourages Resident Participation, and Reinforces The Responsibilities Of Public Housing Residents, Housing Choice Voucher Participants, Housing Choice Voucher Landlords, And The PHA To One Another and To The Broader Community.	Good Neighbors Make Good Neighborhoods Program. Quality Of Life Program.

MTW Local Objective	MTW Major Initiatives
Objective 5: Establish Efficient Operating Procedures And Implement Cost- Saving Strategies.	Energy Conservation Program for all Tenants Receiving Utility Allowances; and Review of Utility Allowances to Encourage Energy Conservation and Utility Cost Savings. Revise Procurement Policies. Physical Inventories at PHA Central Warehouse. Routine Inventories for Warehouse Off-Site Locations.
	Fixed-Assets/Bar Coding Improvements. Affirmative Action in Contracting and Subcontracting.

MTW MAJOR INITIATIVE 1-1 DISLOCATED WORKER HOUSING ALLOWANCE PROGRAM

Program Description

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

In MTW Years 4, 5 and 6, PHA worked with the Pennsylvania Bureau of Employment Security (PBES), and the Philadelphia Workforce Development Corporation (PWDC) to develop a program statement and Memorandum of Understanding.

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

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

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

Program Description

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

<u>Ceiling Rent Updates</u> –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.

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

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

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

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

- 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 1-4 TIME LIMITS FOR HOUSING CHOICE VOUCHER PARTICIPATION

Program Description

PHA has implemented a seven-year limit on participation in the Housing Choice Voucher program for household members who are able to work. 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.

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 or 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.

- 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 1-5 ENHANCED VOUCHER COMPLAINT TRACKING AND EXPEDITED HEARING PROCESS

Program Description

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

- 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 1-6 SIMPLIFY RENT CALCULATION PROCEDURES AND POLICIES

Program Description

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

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

PHA's rent simplification system includes the following components:

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

The new rent system incorporates current provisions of the Housing Choice Voucher program that provide participants with the option of spending additional household income for rents that exceed PHA's payment standards.

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 1-7 REVISE ADMISSIONS AND CONTINUED OCCUPANCY POLICY

Program Description

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

Projected Outcomes

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

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

Program Description

As part of its MTW initiative, PHA will implement site-based waiting lists at all conventional sites and scattered site areas.

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

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

Program Description

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

Projected Outcomes

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

MTW MAJOR INITIATIVE 1-10 CHILD SUPPORT AMNESTY PROGRAM

Program Description.

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

Projected Outcomes.

Support family unification

Create incentives for delinquent parents to obtain gainful employment and make future child support payments.

Encourage families who live in PHA property to report true household income.

MTW MAJOR INITIATIVE 1-11 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 presently operating at 110% capacity. In order to address this situation, PHA and the private sector will form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months. These families will be required to sign annual leases with a 6 month extension option. Families' tenure in the facilities during this lease term and extension option will be subject to continued participation in services and compliance with program rules. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants' leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.

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

Projected Outcomes.

Reduce the homeless population located in the Philadelphia area.

Reach regulatory and operating agreements with private sector partners, including local CDCs, to operate service-intensive facilities, to be built jointly by local CDCs and PHA.

Distribute homeless facilities across Philadelphia to avoid concentration.

Regionalize the program to the Philadelphia metropolitan region.

MTW MAJOR INITIATIVE 1-12 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 1-13 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 2-1 FIXED SUBSIDY UNIT-BASED LEASING AND DEVELOPMENT PROGRAM

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

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.

MTW MAJOR INITIATIVE 2-2 STRATEGY FOR DEVELOPMENT ACTIVITIES

Program Description

PHA has adopted a *Development-Asset Management Strategy for Public Housing* that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

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

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

As 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 2-3 STREAMLINE ACQUISITION PROCESS

Program Description

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

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

Projected Outcomes

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

MTW MAJOR INITIATIVE 2-4 STREAMLINE DEMOLITION AND DISPOSITION PROCESS

Program Description

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

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

Projected Outcomes

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

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

Program Description

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

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

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

Projected Outcomes

Use an established set of criteria approved by HUD for qualifying and selecting developers, partners or projects so that PHA will be able to initiate discussions with developers for participation in revitalization efforts rather than be restricted to the normal RFP process.

Assemble developable tracts, partly with the acquisition of properties from the RDA.

Through the Admissions and Continued Occupancy Policy (ACOP), establish site-based and neighborhood/area based waiting lists wherever possible to reduce vacancy rates. Develop assisted living facilities.

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

Program Description

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

Projected Outcomes

Administrative functions will be streamlined.

Management efficiencies will be maximized.

Record keeping will become more uniform.

Reporting functions, such as, tax-credit compliance, will be less onerous.

Delivery of community social services will be improved.

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

Program Description

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

Projected Outcome

Reduction of the complexity of TDC and HCC calculations for unit types and scope. Establishment of a clear definition of what costs will be included within the TDC/HCC and what costs will be outside of, and therefore not applicable to, TDC/HCC (e.g., extraordinary, environmental costs).

Creation of TDC/HCC tables which reflect construction and development costs in the City of Philadelphia.

MTW MAJOR INITIATIVE 2-8 DESIGN STANDARDS

Program Description

PHA will continue to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21st 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 2-9 SPARKLE PLUS PROGRAM

Program Description

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

PHA has operated Sparkle Plus Program for the past four years, and intends to continue these efforts as part of the Year 8 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 2-10 REVISE CRITERIA FOR OBTAINING OPERATING SUBSIDY

Program Description

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

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

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

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

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

Projected Outcomes

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

Reduce the need for initial operating deficit reserves.

MTW MAJOR INITIATIVE 2-11 ESTABLISH A PHA MANAGEMENT FEE

Program Description

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

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

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

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

Projected Outcomes

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

MTW MAJOR INITIATIVE 3-1 COMMUNITY PARTNERS PROGRAM

Program Description

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

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 3-2 ENHANCED COMPREHENSIVE FAMILY SUPPORT SERVICES

Program Description

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

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

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

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

Projected Outcomes

Adult members of participating families will achieve employment and educational self-sufficiency goals.

Social and economic isolation of families will be reduced.

Youth will achieve higher education or sustainable employment opportunities, or both.

Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.

Provide college and vocational school scholarships to eligible PHA students through partnership with the HOPE VI Community Supportive Services Program.

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

Program Description

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

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

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

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

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

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

Projected Outcomes

Increased number of PHA residents enrolled in educational, employment, training, health, homeownership, recreational, cultural and social services programs.

Increased leveraged resources from local partners in support of resident economic self-sufficiency.

Increased number of PHA residents obtaining jobs and purchasing homes.

Reduced obstacles to employment and self-sufficiency.

MTW MAJOR INITIATIVE 3-4 EMPLOYMENT AND TRAINING SERVICES

Program Description`

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

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

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

Increase the number of HCV households who are participating in employment or educational training programs.

Increase the average household income of HCV households so that families can afford rent or mortgage payments without a rental subsidy.

Increase savings among HCV households in order to support first time homeownership.

Reduce the average length of time for HCV program participation so that more low-income households can be served.

Connect residents to local support services to address family needs and obstacles to self-sufficiency.

Coordinate PHA efforts with statewide Welfare to Work initiatives.

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

Projected Outcomes

Residents will access employment training and placement services that offer entry into long-term, higher skilled, employment opportunities consistent with local employer needs.

Appendix B: Major Initiatives MTW Year 8 Plan January 31, 2008 Employers will fill their workforce needs with qualified residents expeditiously.

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

Program Description

Expanding homeownership opportunities to public housing and voucher participants continues to be a major objective of PHA's MTE program. PHA is actively developing homeownership units throughout the City of Philadelphia. 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 4-1 GOOD NEIGHBORS MAKE GOOD NEIGHBORHOODS PROGRAM

Program Description

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

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

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

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

Projected Outcomes

Provide housing assistance to those who are homeless and in immediate need. Match families in need with supportive services to facilitate a successful tenancy.

Reduce social and economic isolation of families in need.

Provide adult members of participating families with employment and educational self-sufficiency training.

MTW MAJOR INITIATIVE 4-2 QUALITY OF LIFE PROGRAM

Program Description

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

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

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

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

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

Projected Outcomes

Establish a Quality of Life program with clear guidelines and sanctions incorporating PHA and city ordinances.

Increase community partnerships and community policing to promote public safety at PHA sites. Promote resident-police partnerships through a Police Advisory Board.

MTW MAJOR INITIATIVE 5-1 IMPLEMENT AN ENERGY CONSERVATION PROGRAM FOR ALL TENANTS RECEIVING UTILITY ALLOWANCES;

REVIEW AND CALCULATE UTILITY ALLOWANCES TO ENCOURAGE ENERGY CONSERVATION AND UTILITY COST SAVINGS.

Program Description

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.

Also, 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.

Projected Outcomes

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

MTW MAJOR INITIATIVE 5-2 REVISE PROCUREMENT POLICIES

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

Projected Outcomes

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

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

Program Description

PHA will conduct physical inventories at its warehouse locations.

Projected Outcomes

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

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

Program Description

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

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

Projected Outcomes

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

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

Program Description

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

Projected Outcomes

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

MTW MAJOR INITIATIVE 5-6 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.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
James Weldon Johnson House PA002001	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.
Greater Grays Ferry Estates (Formerly known as Tasker Homes) PA002002 PA002008 New PA#s: PA002139 PA002151 PA002151 PA002143 PA002144 PA002155	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.
Richard Allen Homes Phase II PA002003	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.	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Richard Allen Homes Phase III PA002133 PA002134	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 tay credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	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.	
	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/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.	
	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, subjec Section 32 of the USHA of 1937 wil include lease purchase, conventional sale a Housing Choice vouchers.
ndix C: Public Housi Year Eight Plan	ng Asset Management	t Table			and/or open space.	vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Harrison Plaza PA002015	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.
Cambridge Plaza Phase I PA-002137	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.			
Cambridge Plaza Phase II PA- 002129	40 LIHTC Rental Units	Development completed.				
Cambridge Plaza Phase III PA- 002016 New PA# PA002147	40 LIHTC Rental Units	Development completed.				
Lucien E. Blackwell Homes Phase I PA002145	80 LIHTC Rental Units	Development activities completed.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase I	40 Replacement Homeownership Units	Development completed, all units sold.				All units sold.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Lucien E. Blackwell Homes Phase II PA002150	80 LIHTC Rental Units	New construction of 80 rental units completed.				
Lucien E. Blackwell Homes Phase II	25 Homeownership Units.	New construction of 25 Homeownership units completed.				All units sold.
Lucien E. Blackwell Homes Phase III PA002153	50 LIHTC Rental Units	New construction of 50 rental units completed.				
Lucien E. Blackwell Homes Phase III	35 Homeownership Units	New construction of 35 Homeownership units underway.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase IV (Marshall Shepard Village)	80 LIHTC Rental Units	Completion of new construction of 50 rental units. And rehabilitation of 25 rental units anticipated March 2008.			Possible conversion of 6 units to reduce number of bedrooms per unit.	
Arch Homes PA002018	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.

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

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Hill Creek Apts I & II PA002029 PA002038	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.
Abbottsford Homes PA002030	Phases I & II; 688 Family Units	Possible site for additional redevelopment including commercial space, through mixed financing. Demolition of 402 units 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.
Bartram Village PA002031	492 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.	
Oxford Village PA002032	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.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitehall Apartments I PA002034	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.
Haddington Homes PA002035	150 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Martin Luther King Plaza PA002036 New PA#s: PA002128 PA002136 PA002149	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.
Morton Homes PA002037	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.	47 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.	A A	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Westpark Apartments PA002039	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.	
Norris II Apartments PA002040	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.
Champlost Homes PA002042	102 Family	Site improvements and community center renovation.				Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane Homes II PA002043	19 Family	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 proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Mantua Hall PA002045	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.			
Haverford Homes PA002046	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.	
Morton Homes II PA002049	185 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.	Conditional elderly housing designation. approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.	Two units converted for tenant council use. Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	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/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.	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units sold.	117 Units Sold.			
Passyunk Homes PA002052	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.			
Courtyard Apartments at Riverview PA002053 New PA#: PA002121	470 LIHTC Rental Units			165 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.		
Fairhill Apartments PA002055B	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.	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Liddonfield Homes II PA002058	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.	65 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.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	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.
Cassie Holly (Point Breeze Court) PA002062	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/Amendm ent.		
Katie B. Jackson PA002063	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/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.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitehall Apartments II PA002064	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.
Collegeview Homes PA002065	54 Elderly	Major systems and unit upgrades.		54 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.		
Holmecrest Apartments PA002066	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/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.	
Emlen Arms PA002076	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/Amendm ent.		
Bentley Hall PA002077	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/Amendm ent.		

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Plymouth Hall PA002079	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/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.	
Germantown House PA0020 New PA#: PA002152	220 Elderly High Rise	Development activitites completed.	Interior demolition of existing units and disposition in connection with mixed-finance development.	219 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.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
West Park Plaza PA002093	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.	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Brown Street Village PA002096	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.
Herbert Arlene Homes PA002104	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.
Gladys B. Jacobs PA002114	80 Elderly	Possible renovation for delivery of enhanced senior support services.	Possible disposition application to be submitted.	80 Elderly Units approved in 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.	
Eight Diamonds PA00126 PA00141 (Formerly known as Raymond	Phases A & B; 152 Family	Development activities completed.				

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Spring Garden Revitalization: Phase 1 PA002127	97 LIHTC Rental Units	Development activities completed.				
Spring Garden Revitalization: Phase 2	58	Mixed-finance development.	Probable disposition by ground lease to developer.			Section 32 of USHA of 1937.
Scattered Sites PA002004	1,869 Family	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/dispostion 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.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/dispostion 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.

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

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

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

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

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlment reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/dispostion 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.
St Anthony's Senior Residence: PA002131	38 Elderly LIHTC Units			38 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.		
Inglis House	TBD	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.		Disabled Housing Designation being considered.		
City-Wide	To be determined	Provision of ACC subsidy, capital funds or HCV.	Dispo/Demo application to be submitted to HUD.	Possible Elderly or Disabled Housing Designation.		
Scattered Site Acquisition: City- Wide	To be determined	Acquisition Plan to be developed and implemented. Acquisition of properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Scattered Site Disposition: City- Wide	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.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development PA002123	117 Family Units	Development work completed.	Demo/Dispo applications completed.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Suffolk Manor PA002132	137 LIHTC Rental Units	Development activities completed.		77 Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm		
Mt. Olivet PA002138	161 LIHTC Rental Units	Acquisition and renovation work completed.		161 Elderly Units approved in 2007 Senior Housing Designation Plan		
St Ignatius Phase I (Angela Court) PA002146	Phases I; 67 Elderly Units	Development activities completed.		Elderly Units approved in 2007 Senior Housing Designation Plan Renewal/Amendm ent.		
Neumann North PA002148	67 LIHTC Rental Units	Development activities completed.		Conditional elderly housing designation. approved in 2007 Senior Housing		

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081 New PA #s: PA002154	Phases I, II, III, IV & V; 139 LIHTC and Homeownership units	All phases anticipated to be complete September 2008.			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.
Marshall Shepherd Village PA002157						
Nellie Reynolds Garden PA002158	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/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.	
St Ignatius (Angela Court) PA002159	Phases II; Elderly Units	In connection with Mill Creek HOPE VI, St. Ignatius will develop 180 assisted living units. 67 units completed. ACC/Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Conditional elderly housing designation. approved in 2007 Senior Housing Designation Plan Renewal/Amendm		

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Warnock	Phase I; TBD	Acquisition, new development for 80 units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Warnock	Phase II Transitional housing; units TBD	Acquisition, new development for transitional housing units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	Conditional elderly housing designation. 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.	
Poplar to Oxford: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

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

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

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Mill Creek Extension East	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.
Mill Creek Extension West	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.
Oak Lane	TBD					
Transitional Housing	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.	

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Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Transitional Housing	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.	
Kensington North	TBD.	Acquisition, new development for 80 units 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.
		* Approximately 374 Scattered Site Properti	es have been identified for demolition or dispos	ition for Master Plar	nning purposes.	

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MOVING TO WORK PLAN APPENDIX D

Annua	ll Statement/Performance and Evaluation Repor	rt							
Capita	l Fund Program (CFP) Part I: Summary								
PHA Nai		Grant Type and Number			Federal FY of Grant:				
PHILADE	LPHIA HOUSING AUTHORITY	Capital Fund Program Grant No:	PA26P00250108	3	2008				
	Original Annual Statement	Revised Annual Statement (Revision No:)							
☐ Line No.	Performance and Evaluation Report for Program Year Ending: Summary by Development Account	Final Performance and Evaluation	on Report Total Estimated Cost						
Line No.	Summary by Development Account		1						
	T	Original	Revised	Revised	Revised				
1	Total Non-CFP Funds								
2	1406 Operations	10,000,000	0	0	0				
3	1408 Management Improvements	5,975,314	0	0	0				
4	1410 Administrative Costs	5,875,025	0	0	0				
5	1411 Audit	0	0	0	0				
6	1415 Liquidated Damages	0	0	0	0				
7	1430 Fees and Costs	3,800,000	0	0	0				
8	1440 Site Acquisition	100,000	0	0	0				
9	1450 Site Improvements	2,302,377	0	0	0				
10	1460 Dwelling Structures	16,457,000	0	0	0				
11	1465.1 Dwelling Equipment-Nonexpendable	0	0	0	0				
12	1470 Non-Dwelling Space	300,000	0	0	0				
13	1475 Non-Dwelling Equipment	1,405,000	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					
19	1501 Collaterization or Debt Service	12,000,000	0	0					
20	1502 Contingency								
21	Amount of Annual Grant (Sum of lines 2-20)	59,214,716	0	0					
22	Amount of Line 21 Related to LBP Activities								
23	Amount of Line 21 Related to Section 504 Compliance								
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								

Capital Fund Program (CFP)

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250108							2008
i madeipina i rouging i ratiority									
Development Number / Name HA- Wide Activities	Line Item#	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estim	ated Cost	ed Cost		
					Original	Revised	Revised	Revised	Comments
000 PHA-Wide	701100	Operating Subsidy	1406		10,000,000				
		Total Operating Subsidy Cost			10,000,000				
		Management Improvements							
000 PHA-Wide	700787	Lobby Monitors: Program to enhance site security.	1408		622,800				
000 PHA-Wide	700169	Police Officers Salaries and Benefits	1408		2,662,514				
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				
		Total Management Improvement Cost			5,975,314				
		Administrative Costs							
000 PHA-Wide	700183	Administrative Salaries and Benefits	1410		5,875,025				
		Total Administrative Cost	1410		5,875,025				
		Fees and Costs							
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		500,000				
		Total Professional Services Costs and Fees			3,800,000				
		Site Acquisition							
000 PHA-Wide	700165	Acquire properties below TDC	1440		100,000				
		Total Site Acquisition Costs			100,000				
]	

Capital Fund Program (CFP)

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250108							2008
Development Number / Name HA- Wide Activities	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost				
					Original	Revised	Revised	Revised	Comments
		PHA- Wide Site Improvements							
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	250,000				
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				
000 PHA-Wide	900675	Sparkle-Siding	1450	Varies	100,000				
		Total PHA-Wide Site Improvements			1,305,000				
		Scattered Sites Site Improvements							
004 Scattered Sites	700881	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000				
005 Scattered Sites	701400	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	2	20,000				
012 Scattered Sites	701401	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	14	169,377				
025 Scattered Sites	701494	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	0	5,000				
060 Scattered Sites	701409	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	2	20,000				
067 Scattered Sites	701410	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	0	5,000				
069 Scattered Sites	701411	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	6	75,000				

Capital Fund Program (CFP)

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250108							2008
Development Number / Name HA- Line Item # Wide Activities		# General Description of Major Work Categories		Quantity	Total Estimated Cost				
vide / tell vides			Acct No.		Original	Revised	Revised	Revised	Comments
078 Scattered Sites	701413	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000				
O80 Scattered Sites	701414	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	5	60,000				
81 Scattered Sites	701415	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	5	60,000				
Scattered Sites	701417	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	17	200,000				
987 Scattered Sites	701418	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	0	5,000				
988 Scattered Sites	701419	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000				
091 Scattered Sites	701420	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	8	100,000				
992 Scattered Sites	701421	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment	1450	2	20,000				
		Total Scattered Site Improvements		79	947,377				
		Conventional Site Improvements							
955 Fairhill	700856	Underground Storage Tank Removal & Inspections	1450		50,000				
		Total Conventional Site Improvements			50,000				
		PHA Wide Dwelling Structures							
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				
PHA-Wide	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	60 Units	1,000,000				
000 PHA-Wide	701098	504 Unit Modification/Fair Housing	1460	13 Units	200,000				
000 PHA-Wide	701081	Flooring	1460	20,000 sf	100,000				

Capital Fund Program (CFP)

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250108							2008
Development Number / Name HA- Line Wide Activities		ine Item # General Description of Major Work Categories		Quantity	Total Estimated Cost				
					Original	Revised	Revised	Revised	Comments
000 PHA-Wide	700878	Plumbing Upgrades	1460	35 Units	100,000				
000 PHA-Wide	700875	Electrical Upgrades/Distribution	1460	250 Units	200,000				
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				
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				
		Total PHA-Wide Dwelling Unit Improvements			3,775,000				
		Scattered Sites Dwelling Unit Renovation							
OO4 Scattered Sites	700453	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	64	4,800,000				
O05 Scattered Sites	700454	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	0	12,000				
O12 Scattered Sites	700455	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3	210,000				
O25 Scattered Sites	700456	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	0	10,000				
O60 Scattered Sites	700457	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	40,000				
O67 Scattered Sites	700458	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	0	20,000				
Scattered Sites	700459	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3	200,000				
O78 Scattered Sites	700462	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
O80 Scattered Sites	700460	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
O81 Scattered Sites	700461	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
085 Scattered Sites	700463	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				

Capital Fund Program (CFP)

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250108							2008
Development Number / Name HA-Wide Activities	Line Item#	# General Description of Major Work Categories		Quantity	Total Estimated Cost				
					Original	Revised	Revised	Revised	Comments
087 Scattered Sites	700464	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	50,000				
088 Scattered Sites	700465	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
091 Scattered Sites	700466	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	75,000				
092 Scattered Sites	700467	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1	50,000				
		Scattered Site Unit Renovation Total		78	5,842,000				
		Conventional Site Dwelling Unit Renovation							
014 Norris Homes	700875	Electrical Upgrades/Distribution	1460		125,000				
039 Westpark Apts.	700875	Electrical Upgrades/Distribution	1460		300,000				
066 Holmecrest	700875	Electrical Upgrades/Distribution	1460		120,000				
062 Point Breeze	701166	Heating Plant Upgrade	1460		300,000				
114 G.B. Jacobs	701166	Heating Plant Upgrade	1460		400,000				
035 Haddington	701166	Heating Plant Upgrade	1460		375,000				
055 Fairhill	701166	Heating Plant Upgrade	1460		520,000				
054 Collegeview	701166	Heating Plant Upgrade	1460		200,000				
066 Holmecrest	701166	Heating Plant Upgrade	1460		500,000				
001 Johnson Homes	701166	Heating Plant Upgrade	1460		1,300,000				
015 Harrison Plaza	701166	Heating Plant Upgrade	1460		1,500,000				
066 Morton Homes	701438	Interior Wall Repair	1460		200,000				
029 Hill Creek	700979	Canopies	1460	115 Canopies	1,000,000				
		Total Site Specific Dwelling Unit Work Items			6,840,000				
		Non-Dwelling Structures							

Capital Fund Program (CFP)

PHA Name:		Grant Type and Number							
Philadelphia Housing Authority		Capital Fund Program Grant No: PA26P00250108							2008
madespina frousing frautorie,									
Development Number / Name HA- Vide Activities	Line Item#	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estim	ated Cost			
					Original	Revised	Revised	Revised	Comments
000 PHA-Wide	701486	Modernization of Non-Dwelling Space	1470		300,000				
		Total Non-Dwelling Structures			300,000				
		Non-Dwelling Equipment							
000 PHA-Wide	700035	Equipment for Security Upgrades	1475	5 Bldgs	200,000				
000 PHA-Wide	700614	Telephone Infrastructure Upgrades	1475	10 Sites	500,000				
000 PHA-Wide		Computer Infrastrucure Upgrades, Computer Lab Support, PHA Office and ISM Support Services	1475	Varies	500,000				
000 PHA-Wide		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				
		Total Non-Dwelling Equipment			1,405,000				
000 PHA-Wide	700882	Demolition Costs to Remove Hazardous and/or Collapsed Buildings in Response to	1485	8-11 Units	300,000				
000 IIIA-Wide	700002	City Inspectors Total Demolition		0-11 Omts	300,000				
		rotai Demontion			300,000				
000 PHA-Wide	700854	Relocation	1495	Varies	200,000				
		Total Relocation			200,000				
000 PHA-Wide	701490	New Development	1499	Varies	500,000				
000 IIIA-Wide	701470			varies					
		New Development			500,000				
000 PHA-Wide	701498	Bond Debt Service	1501		12,000,000				
		Total Debt Service			12,000,000				
		GRAND TOTAL			\$59,214,716				

PHILADELPHIA HOUSING AUTHORITY

RHF PLAN

DEVELOPMENT DESCRIPTIONS

DEVELOPMENT DESCRIPTION	TOTAL UNITS	DEVELOPMENT METHOD	STRUCTURE TYPE
117 SCATTERED SITE INFILL UNITS		Acquisition with New construction	Row and Walk-up
	117	Construction	
RICHARD ALLEN - 178 RENTAL UNITS		New construction - Mixed Finance	SemiDetach, Row and Walk-up
	178		,
Mt OLIVET - 161 UNITS		Acquisition with rehab	Walk-up
	161		
MILLCREEK ONSITE - 80 UNITS		New construction - Mixed Finance	Row and Walk-up
	80	i inance	
MILLCREEK ST. IGNATIUS - 67 UNITS		New construction - Mixed	Elevator
	67	Finance	
CAMBRIDGE III - 40 RENTAL UNITS		New construction - Mixed	Semi-detach, Row and
	40	Finance	Walk-up
TASKER I - 245 UNITS	140	New construction - Mixed	Semi-Detach, Row,
		Finance	Elevator and Walk-up
	245		
NEUMANN NORTH - 67 UNITS		Acquisition/Rehab - Mixed Finance	Elevator
	67	T HIGHOO	

PHILADELPHIA HOUSING AUTHORITY

RHF PLAN

DEVELOPMENT DESCRIPTIONS

MILLCREEK OFFSITE - 80 UNITS		New construction /	Row and Walk-up
		Acquisition - Mixed Finance	
	80		
MILLCREEK OFFSITE - 50 UNITS		New construction /	Row and Walk-up
		Acquisition - Mixed Finance	-
	50		
MLK PHASE IV - 42 RENTAL		New construction - Mixed	Row and Walk-up
		Finance	
	42		
TASKER II - 309 UNITS		New construction - Mixed	Semi-Detach, Row,
		Finance	Elevator and Walk-up
	309		
SCAT. SITES MILLCREEK EXTENSION - 50 UNITS		Acquisition and/or New	Semi-detach, Row and
		construction	Walk-up
	50		
MARSHALL SHEPARD - 80 UNITS		New construction /	Semi-detach, Row and
		Acquisition/Rehab - Mixed	Walk-up
	80	Finance	
SCAT. SITES LUDLOW - 75 UNITS		New construction /	Semi-detach, Row and
		Acquisition/Rehab -	Walk-up
	75	Possible Mixed Finance	
SCAT. SITES WARNOCK STREET - 95 UNITS		New construction /	Semi-detach, Row and
		Acquisition/Rehab - Mixed	Walk-up/Elevator
	95	Finance	
SCATTERED SITES MODULAR UNITS		New construction	Walk-up - Semi
			Detached
	14		

PHILADELPHIA HOUSING AUTHORITY

RHF PLAN

DEVELOPMENT DESCRIPTIONS

ABBOTTSFORD - 112 UNITS		Acquisition and/or New	Semi-detach, Row and
		construction	Walk-up
	112		
LIDDONFIELD - 225 UNITS		New construction / -	Semi-detach, Row,
		Possible Mixed Finance	elevator and Walk-up
	225		·
MANTUA - 200 UNITS		New construction /	Semi-detach, Row and
		Acquisition/Rehab - Mixed	Walk-up
	200	Finance	
REYNOLD SR HOUSING - 64 UNITS		New construction - Mixed	Elevator/WalkUp
		Finance	
	64		
		New construction - Mixed	Semi-detach, Row and
PASCHALL - 116 UNITS		Finance	Walk-up
	116		·

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 twelve conventional sites: (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; and (12) Nellie Reynolds Garden. Using the mixed-finance strategy, PHA rehabilitated a thirteenth site, which is comprised of more than 97 scattered site units in the Spring Garden Neighborhood of Philadelphia. PHA plans to continue to use these financing methodologies in its next fiscal year for at least one additional conventional development and one Scattered Sites Area.

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

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

Replacement Housing

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

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

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

- method are St. Ignatius with 67 units within Mill Creek community, and Neumann North Senior Housing under construction.
- 4. Neighborhood redevelopment projects undertaken by PHA, utilizing scattered sites already owned by PHA and other acquired properties. An example of this method includes the 117 Scattered Site Unit Development, which has been completed. Development activities for Ludlow HOPE VI scattered site properties located in the Warnock and Brewerytown neighborhoods is underway.

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

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

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

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

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

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

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
Eight Diamonds	\$27,034,000	Jun-2003
Spring Garden Scattered Sites	\$14,665,000	Jun-2003
Cambridge Plaza Phase I	\$10,090,000	Dec-2003
Richard Allen (Phase III)	\$47,000,000	Dec-2003
Suffolk Manor	\$24,345,000	Dec-2003
Blumberg ¹	\$9,000,000	Dec-2003
Wilson Park ¹ (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 ¹	\$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
Subtotal	\$1,133,805,562	

REVITALIZATION	TOTAL	COMPLETION
ACTIVITIES	DEVELOPMENT COST	DATE
HOPE VI DEMOLITION ONLY		
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
Subtotal	\$11,811,000	
Grand Total	\$854,471,000	

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



Carl R. Greene

November 26, 2007

Mr. Dennis Bellingtier, Director, Office of Public Housing U.S. Department of Housing and Urban Development 100 Penn Square East, 11th Floor Philadelphia, 19107-3380

RE: Revised Replacement Housing Factor Funds

Dear Mr. Bellingtier:

Enclosed is the Revised Replacement Housing Factor Funds Proposal for Fiscal Year 1998-2011 for your approval. Please find spreadsheets illustrating the proposed revisions and detailing how the revisions vary from the previously approved schedule.

By Increment and fiscal year revision:

A. For first Increment:

- For Fiscal Year 2004, there is a \$120,863.50 reallocation in funding from Scattered Sites Modular Units to Warnock. The total funding proposed for this Fiscal Year is \$7,980,343. There is no total change in funding for the year.
- For Fiscal Year 2006, there is an increase in funding of \$225,732 for Warnock. The total funding proposed for this Fiscal Year is \$7,866,262. There is a \$225,732 total increase in funding for the year.
- For Fiscal Year 2007, there is a \$5,233,071 reallocation in funding from Abbottsford to Warnock and a \$1,978,741 reallocation from Abbottsford to Warnock, Second Increment, Fiscal Year 2007. The total funding proposed for this Fiscal Year is \$5,633,071. There is a \$1,978,741 total decrease in funding for this fiscal year increment.
- For Fiscal Year 2008, there is a \$3,379,803 reallocation in funding from Liddonfield to Paschall. The total funding proposed for this Fiscal Year is \$3,379,803. There is no total change in funding for the year.

 For Fiscal Year 2009, there is a \$3,351,503 reallocation in funding from Liddonfield to Paschall. The total funding proposed for this Fiscal Year is \$3,351,503. There is no total change in funding for the year.

For Second Increment:

- For Fiscal Year 2006, there is a \$152,713 increase in funding for Warnock. The total funding proposed for this Fiscal Year is \$5,321,694. There is a \$152,713 total increase in funding for the year.
- For Fiscal Year 2007, there are a \$2,013,969 reallocation in funding from Abbottsford to Warnock; \$4,628,298 increase in funding for Mantua; and a \$1,010,000 increase in funding for Ludlow. The total funding proposed for 2007 Fiscal Year is \$12,540,455 or a \$7,352,267 increase in funding for this fiscal year increment.
- For Fiscal Year 2008, there is a \$9,443,365 reallocation in funding from Liddonfield to Mantua. The total funding proposed for this Fiscal Year is \$9,443,365. There is no total change in funding for the year.
- For Fiscal Year 2009, there is a \$6,529,163 reallocation in funding from Liddonfield to Mantua and a \$620,197 reallocation in funding from Liddonfield to Paschall. The total funding proposed for this Fiscal Year is \$9,449,360. There is no total change in funding for the year.

Thank you for your consideration in this matter, and if you should have any questions or concerns, please contact me at (215) 684-4174.

Sincerely.

Carl R. Greene Executive Director

Attachments

Sources	SCAT. SITES - MILLCREEK EXT 50 UNITS	MARSHALL SHEPPARD 80 UNITS	SCAT. SITES - SCAT. SITES BREWERY TOWN LUDLOW H6 60 UNITS 75 UNITS	SCAT. SITES - LUDLOW H6 75 UNITS	SCAT. SITES - WARNOCK 95 UNITS	SCATTERED SITES 14 MODULAR UNITS	ABBOTTSFORD - 112 UNITS	LIDDONFIELD - 225 UNITS	MANTUA - 200 UNITS	CROYDON -	REYNOLD GARDENS PASCHALL - 64 UNITS UNITS	-PASCHALL - 116 UNITS	Total	
FIRST INCREMENT													-	\$440,993
Replacement Housing Fund - FY1998														\$536,988
Replacement Housing Fund - FY1999														\$2,816,153
Replacement Housing Fund - FY2000														\$6,371,123
Replacement Housing Fund - F12001					O\$									\$14,516,278
Replacement Housing Fund - FY2002														\$6,290,805
Replacement Housing Fund - FY2003		en 024 1102			\$120.864	\$2,379,137							S	1,980,3
Replacement Housing Fund - FY 2004		100.26		AND DOOR										\$9,601,71
Replacement Housing Fund - FY 2005		25, 101, 13		n'ann	COT 3CC3	The state of the s					\$5,738,817	7	D. STATE	\$7,866,2
ing Fund -	-	21,001,0	Section of the least	The special section is not a section in the section in the section is not a section in the section in the section is not a section in the section in the section in the section in the section is not a section in the s	CA COLOR	PERSONAL PROPERTY.	STATE STATE SALES	STANDARD STANDARD	日 からのはの子の日本	大田大田の大田大田	日本なない 生物はない	現代を対象を	のでは、	St. and
scament Housing Fund - EY 2007	Strain or other Designation of the last of	Section of the Party	STATISTICS OF THE PARTY OF THE	STATE STATE OF	100000	TOTAL PROPERTY.		CONTRACTOR DESCRIPTION OF THE PERSON OF THE				\$3,379,803	803	\$3,379,
splacement Housing Fund - FY 2008								Contract of the last	TO STATE OF THE PARTY OF	PROPERTY AND ADDRESS OF THE PARTY OF THE PAR	STREET, STREET	\$3.351.503	503	\$3,351
placement Housing Fund - FY 2009	Service of the servic			The state of the s										No. of Street, or other Persons
placement Housing Fund - FY 2010	The state of the s		The state of the s										F	
Replacement Housing Fund - FY 2011													-	
A 100 May 100	5	C7 R24 720		26.500.000	\$5.979,667	\$2,379,137		2	3	3	\$5,738,817	17 \$6,731,306	306	\$68,785,034
otal KHF Funds FIRST INC.													_	
SECOND INCREMENT													+	
900173														
Replacement Housing Form - F11999 Replacement Housing Fund - FY1999													-	
Replacement Housing Fund - FY2000													+	
Replacement Housing Fund - FY2001														
Replacement Housing Fund - FY2002													F	\$8,399,348
Replacement Housing Fund - FY2003		20 244 48	-											\$10,933,73
Replacement Housing Fund - FT Zour		£1 006 574	4	\$800,000	00						\$5,008,885	92	4	\$7,805,4
		all and a second		52 749 997	52 571 697							00		\$5,321,
-	Name and Address of the Owner, where	Contraction (Contraction)	THE PERSON NAMED IN	Set ben door	ALC:U	SECRETARIZED SELECTION	St. of very case of	STATE SALES OF PERSONS	54.83B	Service Sandara	一日本の日本の日本の日本の日本日	指数性の大変を	を基のを	\$12.540
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- pund bust				The second second	THE REAL PROPERTY.		CONTRACTOR STATE	TO STATE OF THE PARTY OF THE PA	\$8,629,163	163		X95	\$620,197	\$8,449.3
lacement Housing Fund - FY 2009						STATE OF THE PARTY	Section of the second	SECTION SECTION				\$10,053,126	126	\$10,063,
Replacement Housing Fund - FY 2011	\$8,283,776	9												\$8,283,776
otal RHF Funds SECOND INC.	\$8,283,776	76 \$4,337,974		\$4,559,997	197 \$9,473,854		8	3	\$0 \$22,900,826	828	\$0 \$5,008,885	85 \$10,673,323	323	\$82,230,316
				100 000	202 027 274	60 270 427		5	522 900 826	126	\$10,747,702	\$17,404,629	\downarrow	\$151,015,350
	48 284 778	78 512.172.703		R'RCO'LL*		_								

1 RHF fund of \$825,000 was used for Mt Olivet in year 1-5 plan to replace Modular

1	\$440,992	\$434,888	12,416,163	M.371.123	Brantage	\$4,780,604	17,480,340	14,401,713	WARRAN.		13,271,041	No. of Lot	2		VIV. C16. Act.				*		4		24,398,348	\$10,000,733	SPANNAN.	PE. STREET			***************************************	A11. COM 101			214,718,336	10.00	_
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MOVING TO WORK PLAN APPENDIX F

Appendix F: Vacancy Rates

		VACA	NCIES as of 0	0/20/07		3/31/2009
SITE NAME / NUMBER	Avoilable	Total Vacant			Adinated	
SITE NAME / NUMBER	Available Units	Units	Actual Rate %	Cond. mod.	Adjusted Rate %	*Projected Adjusted %
Nouth Control	Units	Units	Kate 76	mou.	Kate %	Aujusteu 76
North Central 001 Johnson Homes - vac. red.	532	20	3.76%		3.76%	3.76%
010 Raymond Rosen Manor - mod	506	9	1.78%	1	1.58%	1.58%
117 Raymond Rosen Manor - mod	46	1	2.17%	1	2.17%	2.17%
042 Champlost	102	4	3.92%		3.92%	3.92%
049 Morton Homes - vac. red	248	11	4.44%		4.44%	4.44%
050 Norman Blumberg Apts - comp mod	501	13	2.59%	1	2.40%	2.40%
077 Bentley - vac. Red	99	7	7.07%	1	6.06%	6.06%
Total	2,034	65	3.20%	3	3.05%	3.05%
North Area	2,00.		0.20 %		2.02 /c	2.02 /
003 Richard Allen Homes - reconfig.	150	3	2.00%		2.00%	2.00%
014 Norris Homes - vac. Red	324	21	6.48%	5	4.94%	4.94%
015 Harrison Plaza - comp mod/vac. red.	299	2	0.67%	-	0.67%	0.67%
020 Spring Garden - vac. red.	202	9	4.46%		4.46%	4.46%
055B Fairhill Apts	264	2	0.76%		0.76%	0.76%
114 Gladys B. Jacobs	80	3	3.75%		3.75%	3.75%
Total	1,319	40	3.03%	5	2.65%	2.65%
Northeast Area	<i>y-</i> ·-					
023 Liddonfield	461	201	43.60%	5	42.52%	NA
029 Hill Creek	334	12	3.59%	1	3.29%	3.29%
032 Oxford Village - vac. red.	200	4	2.00%		2.00%	2.00%
034 Whitehall Apts - comp mod	248	9	3.63%		3.63%	3.63%
066 Holmecrest - vac. red.	84	1	1.19%		1.19%	1.19%
079 Plymouth Hall	71	71	100.00%	71	0.00%	0.00%
Total	1,398	298	21.32%	77	15.81%	2.67%
South Area	,					
013 Wilson Park - Elderly	279	6	2.15%		2.15%	2.15%
113 Wilson Park - Multi-family (Mod.)	448	17	3.79%		3.79%	3.79%
031 Bartram Village - vac. red.	493	14	2.84%		2.84%	2.84%
061 Paschall Apts - vac. red.	221	19	8.60%	1	8.14%	8.14%
062 Cassie L. Halley	71	2	2.82%		2.82%	2.82%
Total	1,512	58	3.84%	1	3.77%	3.77%
West Area						
018 Arch Homes	73	0	0.00%		0.00%	0.00%
024 Queen Lane - vac. red.	138	3	2.17%	1	1.45%	0.00%
035 Haddington Homes -vac. red.	148	4	2.70%		2.70%	2.70%
039 Westpark Apts - vac. red.	327	13	3.98%		3.98%	3.98%
045 Mantua Hall - vac. red.	152	14	9.21%	14	0.00%	NA
046 Haverford Homes	24	0	0.00%		0.00%	0.00%
063 Katie B. Jackson(9 Units to S.S.)	59	3	5.08%		5.08%	5.08%
076 Emlen Arms	156	1	0.64%		0.64%	0.64%
093 Westpark Plaza	65	1	1.54%		1.54%	1.54%
Total	1,142	39	3.42%	15	2.10%	2.42%
TOTAL CONVENTIONAL	7,405	500	6.75%	101	5.39%	2.99%
Scattered Sites						
030 Abbottsford Homes - mod	254	22	8.66%	18	1.57%	1.57%
901 Haddington/Overbrook	477	48	10.06%	19	6.08%	0.23%
902 Mantua	474	118	24.89%	61	12.03%	1.82%
903 Kingsessing	564	40	7.09%	14	4.61%	0.00%
904 Germantown/Hunting Park	462	93	20.13%	38	11.90%	0.00%
905 Fairhill Square	538	102	18.96%	59	7.99%	0.67%
Total	2,769	423	15.28%	209	7.73%	0.62%
Scattered Sites						
054 Parkview Apartments	20	1	5.00%		5.00%	0.00%
065 Collegeview	54	1	1.85%		1.85%	0.00%
100 Cecil B. Moore Homes	30	3	10.00%		10.00%	0.00%
104 Arlene Homes	32	1	3.13%		3.13%	0.00%
906 Francisville	589	185	31.41%	94	15.45%	8.61%
907 Ludlow	533	122	22.89%	84	7.13%	3.23%
908 Susquehanna	613	206	33.61%	85	19.74%	2.15%
909 Strawberry Mansion	690	302	43.77%	154	21.45%	10.36%
910 Oxford/Jefferson	531	206	38.79%	131	14.12%	3.20%
Total	3,092	1,027	33.21%	548	15.49%	5.71%
TOTAL SCATTERED SITES	5,861	1,450	24.74%	757	11.82%	3.10%

Appendix F: Vacancy Rates

		VACA	NCIES as of 0	9/30/07		3/31/2009
SITE NAME / NUMBER	Available	Total Vacant	Actual	Cond.	Adjusted	*Projected
	Units	Units	Rate %	mod.	Rate %	Adjusted %
PHA Managed - PAPMC Sites						
129 Cambridge Plaza II	40	0	0.00%	0	0.00%	0.00%
132 Suffolk Manor	137	2	1.46%	0	1.46%	0.00%
133 Richard Allen Homes - Phase III	71	2	2.82%	0	2.82%	0.00%
134 Richard Allen Homes - Phase III	107	1	0.93%	0	0.93%	0.00%
137 Cambridge Plaza	44	0	0.00%	0	0.00%	0.00%
138 Mt. Olivet	161	3	1.86%	0	1.86%	0.00%
139 Greater Grays Ferry Estates I-A	245	2	0.82%	0	0.82%	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	0	0.00%	0	0.00%	0.00%
145 Lucien E. Blackwell	80	0	0.00%	0	0.00%	0.00%
147 Cambridge III	40	0	0.00%	0	0.00%	0.00%
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	1	0.75%	0	0.75%	0.00%
153 Lucien E. Blackwell III	50	0	0.00%	0	0.00%	0.00%
Total	1,414	12	0.85%	0	0.85%	0.00%
Alternative Management Entities	,					
121 Courtyard Apts. @ Riverview	470	4	0.85%	0	0.85%	0.85%
126 8 Diamonds	123	1	0.81%	0	0.81%	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	2	4.08%	0	4.08%	0.00%
130 Falls Ridge	135	0	0.00%	0	0.00%	0.00%
131 St. Anthony's Senior Residence	38	4	10.53%	0	10.53%	0.00%
136 Martin Luther King - Phase III	45	0	0.00%	0	0.00%	0.00%
146 St. Ignatius (Angela Court)	67	1	1.49%	0	1.49%	0.00%
148 Neuman North	67	0	0.00%	0	0.00%	0.00%
Total	1,109	12	1.08%	0	1.08%	0.36%
Combined AME Total	2,523	24	0.95%	0	0.95%	0.16%
	-					
GRAND TOTAL PHA & AME	15,789	1,974	12.50%	858	7.07%	2.52%
BASELINE GRAND TOTAL PHA & AME WITH						
ADJUSTMENTS FOR 3/31/2009	14,018	581	4.14%	228	2.52%	
156 Marshall Shepard Village	80	0	0.00%	0	0.00%	0.00%
157 Ludlow II	75	0	0.00%	0	0.00%	0.00%
158 Nellie Reynolds Gardens	64	0	0.00%	0	0.00%	0.00%
GRAND TOTAL PAPMC UNITS COMING	210		0.00%		0.00	0.00
ONLINE BETWEEN 10/1/2007 AND 3/31/2009	219	0	0.00%	0	0.00%	0.00%
MARCH 2009 GRAND TOTALS	14,237	581	4.08%	228	2.48%	2.48%
MARCH 2009 GRAND TOTALS	17,431	501	7.00 /0	220	4.40 /0	4.70 /0

MOVING TO WORK PLAN APPENDIX G

Appendix G: Uncollected Rent

SITE NAME / NUMBER	<u>Cumulativ</u>	e Rent from 10/1/06 to	9/30/07
	Rents	Rents	%
	Billed	Uncollected	Uncollected
North Central -			
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	133,077.30	included in Project	
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%
Total	5,941,755.95	251,207.67	4.23%
North Area	2,5 11,7 221,5 2	201,207107	1126 76
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%
Total	3,840,563.57	104,435.82	2.72%
Northeast Area	2,010,000		
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%
Total	3,240,170.19	34,862.37	1.08%
South Area	,		
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%
Total	3,765,313.03	96,821.76	2.57%
West Area			
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%
Total	2,852,251.76	56,086.95	1.97%
TOTAL CONVENTIONAL	19,640,054.50	543,414.57	2.77%

Appendix G: Uncollected Rent

SITE NAME / NUMBER		Rent from 10/1/06 to	
	Rents	Rents	%
	Billed	Uncollected	Uncollected
Scattered Sites			
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 Kingsessing	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.)	-	-	-
Total	3,747,170.15	103,482.63	2.76%
Scattered Sites	47.501.00	004.25	2.050
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%
Total	2,917,296.09	14,482.83	0.50%
TOTAL SCATTERED SITES	6,664,466.24	117,965.46	1.77%
TOTAL DILA	26 204 520 54	((1 200 02	2.516/
TOTAL PHA	26,304,520.74	661,380.03	2.51%
Alternative Management Entities DITA			
Alternative Management Entities - PHA	122 002 27	2 264 00	2.470/
129 Cambridge Plaza II 132 Suffolk Manor	132,092.27	3,264.99 -931.83	-0.22%
133 Richard Allen Homes - Phase III	422,269.76		1.46%
134 Richard Allen Homes - Phase III	177,246.00 372,306.07	2,595.48 20,239.11	5.44%
137 Cambridge Plaza 1	141,686.57	4,846.02	3.42%
137 Cambridge Flaza 1	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			-1.93%
150 Lucien E Blackweil II 152 Germantown house	241,230.67 426,519.17	-4,664.66 -5,726.16	-1.93%
153 Lucien E Blackwell III LP	94,161.97	-2,078.45	-2.21%
Total	4,130,545.47	48,330.06	1.17%
Alternative Management Entities	す9エンリッション・サ/	T0,550,00	1.1//0
121 Courtyard Apts. @ Riverview	737,557.00	-17,069.00	-2.31%
126 8 Diamonds	382,271.00	79,333.22	20.75%
141 8 Diamonds	·	ded in PA 126 - 8 Dian	
127 Spring Garden Scattered Sites	164,317.00	9,027.25	5.49%
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	58,160.00	6,807.00	11.70%
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%
Total	2,456,443.00	97,707.47	3.98%
Combined AME Total	6,586,988.47	146,037.53	2.22%
	· · · · · · · · · · · · · · · · · · ·		
GRAND TOTAL PHA & AME	32,891,509.21	807,417.56	2.45%

MOVING TO WORK PLAN APPENDIX H

Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders	as of 09/30/07
	Emergency	Routine
	% Completed Under 72 Hours	Average Days to Complete
North Central -		-
001 Johnson Homes - vac. red.	100%	23
010 Raymond Rosen Manor - mod	100%	83
117 Raymond Rosen Manor - mod	100%	72
042 Champlost	100%	6
049 Morton Homes - vac. red	100%	12
050 Blumberg Apts - comp mod	100%	66
077 Bentley - vac. Red	100%	41
Total	100%	47
North Area		
003 Richard Allen Homes - reconfig.	100%	56
014 Norris Apartments - vac. Red	100%	55
015 Harrison Plaza - comp mod/vac. red.	97%	49
020 Spring Garden - vac. red.	100%	62
055 Fairhill Apts	100%	14
114 Gladys B. Jacobs	100%	16
Total	99%	45
Northeast Area		
023 Liddonfield Homes	100%	18
029 Hill Creek	100%	22
032 Oxford Village - vac. red.	100%	2
034 Whitehall Apts - comp mod	100%	37
066 Holmecrest Homes - vac. red.	100%	27
079 Plymouth Hall	SITE IS VACANT	10
Total		16
South Area		
013 Wilson Park - Elderly	100%	51
113 Wilson Park - Multi-family (Mod.)	100%	73
031 Bartram Village - vac. red.	100%	44
061 Paschall Apts - vac. red.	93%	77
062 Cassie L. Halley	100%	21
Total	99%	58
West Area		
018 Arch Homes	100%	40
024 Queen Lane - vac. red.	100%	47
035 Haddington Homes -vac. red.	100%	22
039 Westpark Apts - vac. red.	100%	45
045 Mantua Hall - vac. red.	100%	79
046 Haverford Homes	100%	11
063 Katie B. Jackson(9 Units to S.S.)	0%	38
076 Emlen Arms	100%	13
093 Westpark Plaza	100%	59
Total		41
TOTAL CONVENTIONAL		42

Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders	as of 09/30/07
	Emergency	Routine
	% Completed Under 72 Hours	Average Days to Complete
Scattered Sites		
030 Abbottsford Homes - mod	100%	73
901 Haddington/Overbrook	100%	20
902 Mantua	100%	46
903 Kingsessing	100%	38
904 Germantown/Hunting Park	100%	103
905 Fairhill Square	100%	104
Total	100%	67
Scattered Sites		
054 Parkview Apartments	0%	66
065 Collegeview	100%	52
100 Cecil B. Moore Homes	100%	88
104 Arlene Homes	0%	51
906 Francisville	100%	63
907 Ludlow	100%	122
908 Susquehanna	100%	72
909 Strawberry Mansion	100%	113
910 Oxford/Jefferson	100%	106
Total	100%	97
TOTAL SCATTERED SITES	100%	81
TOTAL SCATTERED SITES	100 /6	01
ΓΟΤΑL PHA	99%	57
IOTALTHA	99%	51
DUA Managad DADMC Sites		
PHA Managed - PAPMC Sites 129 Cambridge Plaza II	100%	154
132 Suffolk Manor	100%	37
133 Richard Allen Homes - Phase IIIA	100%	98
134 Richard Allen Homes - Phase IIIB	100%	132
	100%	
137 Cambridge Plaza 138 Mt. Olivet	100%	148 23
139 Greater Grays Ferry Estates I-A	100%	
· ·		10
143 Greater Grays Ferry Estates II-A	100%	13
144 Greater Grays Ferry Estates II-B	100%	15
145 Lucien E. Blackwell	100%	64
147 Cambridge III	100%	121
149 Martin Luther King - Phase IV	100%	48
150 Lucien E. Blackwell II	100%	140
152 Germantown House *	100%	11
153 Lucien E. Blackwell III	100%	25
Total	100%	59
Alternative Management Entities	100 31	
121 Courtyard Apts. @ Riverview	100%	0
126 8 Diamonds	100%	0
141 8 Diamonds	0%	0
127 Spring Garden Scattered Sites	0%	0
28 Martin Luther King-Phase I	100%	0
130 Falls Ridge	100%	0
31 St. Anthony's Senior Residence	0%	0
36 Martin Luther King - Phase III	100%	0
146 St. Ignatius (Angela Court)	0%	0
148 Neuman North	100%	0
Total	100%	0
Combined AME Total	100%	51
		57

MOVING TO WORK PLAN APPENDIX I

Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/07	
	UPCS	UPCS
	Goal = 100%	Completed
North Central -		
001 Johnson Homes - vac. red.	100%	100%
010 Raymond Rosen Manor - mod	100%	100%
117 Raymond Rosen Manor - mod	100%	100%
119 Raymond Rosen Manor - New	100%	100%
042 Champlost - mod	100%	100%
049 Morton Homes	100%	100%
050 Norman Blumberg Apts - comp mod	100%	99%
077 Bentley	100%	100%
Total	100%	99%
North Area		
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%	99%
055B Fairhill Apts	100%	100%
114 Gladys B. Jacobs	100%	100%
Total	100%	99%
Northeast Area		
023 Liddonfield - vac. red.	100%	99%
029 Hill Creek - comp mod	100%	100%
032 Oxford Village - vac. red.	100%	100%
034 Whitehall Apts - comp mod	100%	99%
066 Holmecrest	100%	100%
079 Plymouth Hall	100%	0%
Total	100%	95%
South Area		
013 Wilson Park - Elderly	100%	100%
113 Wilson Park - Multi-family (Mod.)	100%	100%
031 Bartram Village	100%	99%
061 Paschall Apts - vac. red.	100%	100%
062 Cassie L. Halley	100%	100%
Total	100%	99%
West Area		
018 Arch Homes	100%	97%
024 Queen Lane	100%	100%
035 Haddington Homes	100%	99%
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%	99%
093 Westpark Plaza	100%	98%
Total	100%	99%
TOTAL CONVENTIONAL	100%	98%

Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/07	
	UPCS	UPCS
	Goal = 100%	Completed
<u>cattered Sites</u>		
30 Abbottsford Homes - mod	100%	98%
01 Haddington/Overbrook	100%	100%
002 Mantua	100%	92%
03 Kingsessing	100%	100%
004 Germantown/Hunting Park	100%	97%
905 Fairhill Square	100%	96%
Total	100%	97%
Scattered Sites		
954 Parkview Apartments	100%	100%
065 Collegeview	100%	100%
00 Cecil B. Moore Homes	100%	100%
04 Arlene Homes	100%	100%
906 Francisville	100%	100%
907 Ludlow	100%	99%
008 Susquehanna	100%	96%
009 Strawberry Mansion	100%	95%
O10 Oxford/Jefferson	100%	95%
Total		97%
TOTAL SCATTERED SITES	100%	97%
POTAL DILA	100.07	000
TOTAL PHA	100%	98%
PHA Managed - PAPMC Sites		
29 Cambridge Plaza II	100%	100%
32 Suffolk Manor	100%	100%
33 Richard Allen Homes - Phase III	100%	100%
34 Richard Allen Homes - Phase III	100%	97%
37 Cambridge Plaza I	100%	100%
38 Mt. Olivet	100%	100%
39 Greater Grays Ferry Estates I-A	100%	100%
43 Greater Grays Ferry Estates II-A	100%	100%
44 Greater Grays Ferry Estates II-B	100%	100%
45 Lucien E. Blackwell	100%	96%
47 Cambridge III	100%	100%
49 Martin Luther King Plaza IV	100%	100%
50 Lucien E. Blackwell II	100%	100%
52 Germantown House	100%	100%
53 Lucien E. Blackwell III	100%	93%
Total	4.0.0.1	99%
lternative Management Entities		
21 Courtyard Apts. @ Riverview	100%	100%
26 8 Diamonds	100%	0%
27 Spring Garden Scattered Sites	100%	100%
28 Martin Luther King-Phase I	100%	100%
30 Falls Ridge	100%	100%
31 St. Anthony's Senior Residence	100%	100%
36 Martin Luther King - Phase III	100%	100%
41 8 Diamonds	100%	100%
46 St. Ignatius (Angela Court)	100%	100%
48 Neuman North	100%	0%
Total	100%	82%
COMBINED AME TOTAL	100%	92%
GRAND TOTAL PHA & AME	100%	97%

MOVING TO WORK PLAN APPENDIX J

Appendix J

Resident Satisfaction Survey

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

				Resident ID:				
	Resident Address:							
				Site Name:	Site Name:			
		Site #:						
	Interviewer	Name:						
Dat					Date:			
Philadelphia Housing Authority Customer Service and Satisfaction Survey Hello, my name is I work with Tenant Support Services, Inc., a non-profit partner of the Philadelphia Housing Authority. The Housing Authority is conducting a survey to find out how satisfied you are with your living conditions and to help improve the quality of life in your development. Your participation in this survey is very important. Your answers to these questions will give PHA a good idea of how well the management of your development is meeting its commitments to you. The survey will only take about 15 minutes to complete. The answers you give will remain private. Your name will not be on the survey and will not be identified in any of the answers you give. A head of household should complete the survey. Please think of the past year when you answer each question. I want to thank you in advance for participating in the survey. (Interviewer: Fill in the box in the upper right corner. Do not write the resident's name on the survey. Verify that								
the respondent is the head of household. Indicate one response for each question by checking the resident's answer using a red pen or marker.) Overall Satisfaction								
1. How satisfied are you with the following:								
		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply		
Your unit/hon	ne?	<u></u> 1	<u></u>	□ 3	<u></u> 4	<u></u> 5		
Your develop	ment/building?	<u>6</u>	□ 7	□8	<u></u> 9	<u>10</u>		
Your neighbor	rhood?	<u></u> 11	<u>12</u>	<u></u> 13	<u></u> 14	<u></u> 15		
Maintenance and Repair								
2. Over the last ye	ar, how many	times have	e you called fo	r maintenanc	e or repairs?			
Have Never Called	1 to 3 Times	4 to 6 Times	More Than 6 Times	Does Not Apply				
<u></u> 16	<u></u> 17	<u></u> 18	<u> </u>	<u> </u>				
3. If you called for NON-EMERGENCY maintenance or repairs (for example, leaky faucet, broken light, etc.), the work was <u>usually</u> completed in:								
Have Never Called	Less Than 1 Week	1 to 4 Weeks	More Than 4 Weeks	Problem Nev Corrected	ver			

<u></u> 21	<u></u> 22	<u></u> 23	<u></u> 24	<u></u> 25					
4. If you called for EMERGENCY maintenance or repairs (for example, toilet plugged up, gas leak, etc.), the work was <u>usually</u> completed in:									
Have Never Called	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Ne Corrected	ever				
<u>26</u>	<u> </u>	<u>28</u>	<u> </u>	<u></u> 30					
5. Based on <u>your experience</u> , how satisfied are you with:									
		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply			
How <u>easy</u> it was to re	equest repairs?	<u></u> 31	<u></u> 32	33	<u></u> 34	<u></u> 35			
How well the repairs	were done?	<u></u> 36	□37	□38	<u></u> 39	<u></u> 40			
How well you were <u>treated by the person you contacted for repairs</u> ?		<u></u> 41	<u></u> 42	<u></u> 43	<u></u> 44	<u></u> 45			
How well you were <u>treated by the person doing the repairs</u> ?		<u></u> 46	<u></u> 47	<u></u> 48	<u></u> 49	<u></u> 50			
Communication	1								
6. Do you think m	anagement p	ovides you i	information a	about:					
		Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply			
Maintenance and repeated example, water shut-									
shut-down, moderniz		<u></u> 51	<u>52</u>	<u></u> 53	<u></u> 54	<u></u> 55			
shut-down, moderniz The rules of your leas	ation activities?	□51 □56	□52 □57	□53 □58	□54 □59	□55 □60			
	ation activities? se?		_						
The rules of your leas	ation activities? se?	56 61		58 	59	 □60			
The rules of your least	ation activities? se?	56 61		58 	59				
The rules of your least	ation activities? se? anagement is	56 61 : Strongly	□57 □62	58 63		 □60 □65			
The rules of your least Meetings and events? 7. Do you think meetings are represented to the rules of your least to your queen	ation activities? se? anagement is uestions and	5661 Strongly Agree66	□57 □62 Agree	□58 □63 Disagree	☐59 ☐64 Strongly Disagree	☐60 ☐65 Does Not			
The rules of your least Meetings and events? 7. Do you think management Responsive to your quencerns?	ation activities? se? anagement is uestions and ssional with you	5661 Strongly Agree66	☐57 ☐62 Agree ☐67	□58 □63 Disagree □68	□59 □64 Strongly Disagree				

Safety

9.	How safe do yo	ou feel:							
			Very Safe	Safe	Unsafe	Very Unsafe	Does Not Apply		
	In your unit/	home?	83	84	□ 85	86	87		
	In your build	ing?	88	89	<u></u> 90	91	92		
	In your park	king area?	93	94	<u></u> 95	<u></u> 96	97		
	Do you think a ork all that appl		lowing contrib	oute to crime	in your develo	opment?			
	Bad lighting	98			Residents don't	care 🔲 1	02		
	Broken locks	99			Resident screer	ning 🔲 1	03		
	Location of h	ousing develo	pment 🔲 100		Vacant units		04		
	Police do not	respond]101		Open-air drug a	activities 1	05		
	Don't 11. If residents in your development break the rules in the lease, does management take action? Yes No Know 106 107 108								
ava Wa	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)? Does Not Yes No Apply 110								
	<u>vices</u>								
13.	Over the last	year, how m	any problems,	if any, have	you had with	<u>electricity</u> o	r <u>heat</u> ?		
	Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply				
	□112	<u>113</u>	<u>114</u>	<u>115</u>	<u></u> 116				
	13a. If voi	u had a prob	lem with elect	ricity or heat	<u>t</u> , how long did	l it take to f	ix?		
	Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Nev				
	<u>117</u>	<u>118</u>	<u></u> 119	<u>120</u>	<u> </u>				
14.	Over the last example, stov			if any, have	you had with	kitchen app	<u>liances</u> (for		
	Never Had	1 to 3	4 to 6	More Than	Does Not				

	<u> </u>	<u></u> 123	<u> </u>	<u> </u>	<u> </u>				
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 Ne Corrected	ver			
	<u>127</u>	<u> </u>	<u> </u>	<u></u> 130	□131				
15.	Over the last example, toil			, if any, have	you had with	<u>water</u> or <u>plu</u>	mbing (for		
	Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply				
	☐132	<u></u> 133	<u> </u>	<u></u> 135	<u> </u>				
	15a. If yo	u had a prob	lem with <u>wate</u>	er or <u>plumbing</u>	լ, how long di	id it take to fi	x?		
	Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Ne Corrected	ver			
	<u></u> 137	<u></u> 138	<u></u> 139	<u></u> 140	<u> </u>				
16.	Over the last	year, how m	any problems	, if any, have	you had with	smoke detec	tors?		
	Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply				
	<u>142</u>	<u></u>	<u></u> 144	<u></u> 145	<u></u> 146				
	16a. If yo	u had a prob	lem with <u>smo</u>	ke 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 Ne Corrected	ver			
	<u></u> 147	<u></u> 148	<u></u> 149	<u></u> 150	<u></u> 151				
	i Davida								
	using Develo				_				
17.	How satisfied	are you witi		or the following	ig areas in yo	_			
			Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply		
	mon areas (for e ways, walkways,)? 🗌 152	<u>153</u>	<u></u> 154	<u>155</u>	<u>156</u>		
Exte	rior of buildings?	•	<u>157</u>	<u></u> 158	<u></u>	<u> </u>	<u> </u>		
Park	ing areas?		<u>162</u>	<u>163</u>	<u></u> 164	<u>165</u>	<u> </u>		
play	reation areas (for grounds and oth ities)?		□ 167	<u></u> 168	<u></u> 169	□ 170	<u></u>		

10. How orten, if at an, are any	Never	Sometimes	Often	Always	Does Not Apply
Abandoned cars?	<u></u> 172	<u>173</u>	<u></u> 174	<u></u> 175	<u></u> 176
Broken glass?	<u></u> 177	<u></u> 178	<u></u> 179	<u> </u>	□181
Graffiti?	<u> </u>	□ 183	<u> </u>	<u>185</u>	<u>186</u>
Noise?	<u> </u>	<u></u> 188	<u> </u>	<u></u> 190	<u>191</u>
Rodents and insects (indoors)?	<u> </u>	<u> </u>	<u></u> 194	<u> </u>	<u></u> 196
Trash/litter?	<u> </u>	<u></u> 198	<u></u> 199	<u>200</u>	<u>201</u>
Vacant units?	<u>202</u>	<u></u>	<u>204</u>	<u>205</u>	206
<u>Conclusion</u>					
19. If there is a person with a p in your household who has diffic around, did your management m changes to your unit if you reque example, grab bars, lowered ligh wheelchair access)?	ulty moving take necessa ested them (ary	t Yes □208	No □209	Does Not Apply 210
20. Since moving into your curr told by a doctor, nurse, or the local that any of your children (who lipoisoning or a high level of lead	cal health de ve with you)	epartment) have lead	Yes □211	No	Don't
21. Would you recommend you a friend or family member seeking			Yes 213	No ☐214	Know ☐215
General Information					
22. What is your gender?	Male ☐216	Female □217			
23. How old are you?	18-24	25-34	35-44	45-54	55-61 62+
24. What is your race/ethnicity Whit (mark all that apply)?	sian/ Ame e Bl <u>a</u>	rican- Asian, rican/ Pacific ck Islande 225 226	Americ er In <u>di</u> ar	an/ 1 Hi <u>sp</u> an	
25. How long have you lived in your housing development?	Less Thai 6 Months	to <u>2</u>			Over 5 Years 233
26. How much do you pay in rent each Less Than \$ month (including Per Montl utilities)?	h Per Mo		h Per Me	onth Per Mo	

MOVING TO WORK PLAN APPENDIX K

REQUEST FOR EXTENSION OF THE MOVING TO WORK AGREEMENT FOR THE PHILADELPHIA HOUSING AUTHORITY.

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JULY 21, 2004 (LETTER TO HUD). SEPTEMBER 7, 2004 (LETTER TO HUD). AUGUST 16, 2004 (LETTER FROM HUD). JUNE 7, 2005 (LETTER TO HUD).

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2550 M Street NW · Washington DC 20037 (202) 457-6000

Facsimile (202) 457-6315

Florence W. Prioless (202) 457-5686 fprioless@patronboggs.com

July 21, 2004

VIA FACSIMILE : (202) 708-2476

The Honorable Alphonso Jackson
Secretary
U.S. Department of Housing and Urban Development
451 7th Street, S.W.
Washington, DC 20410

Re: Request for Extension of the Moving to Work Program in the City of Philadelphia

Dear Secretary Jackson:

This firm represents the Philadelphia Housing Authority (PHA). I have been asked to provide some additional information to you regarding the extension of PHA's Moving to Work (MTW) program as requested by Mayor John Street and PHA Executive Director Carl Greene in their June 23rd meeting with you.

The MTW program is critically important to the City of Philadelphia. PHA has been able to use the flexibility granted by the MTW program to leverage federal funds to generate millions of dollars in private investment, which has facilitated the development of hundreds of quality new and renovated housing units and has transformed blighted neighborhoods into highly desirable places to live. Those accomplishments satisfied two of the three Congressionally-mandated goals of MTW – to increase housing choices for low-income families and to achieve greater cost-effectiveness of federal expenditures. The third goal requires that PHA provide incentives for families to become economically self-sufficient. PHA has embraced that goal with such initiatives as the Pre-Apprenticeship Training Program and a Family Self-Sufficiency Center which involve residents in establishing goals and opportunities for self-sufficiency and building their employment skills.

The achievements outlined in this letter are described in detail in the enclosed memorandum. This memorandum spells out why HUD should approve the request to extend PHA's participation in the MTW program for five additional years beyond the current March 31, 2008 expiration date. The MTW program has been the catalyst for major improvements in affordable sousing and deserves HUD's strong support.

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On behalf of the Philadelphia Housing Authority, thank you, Mr. Secretary, for considering this request. We look forward to hearing from you.

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To the Technology of Charles they be also because the control of a control of the control of the control of

Sincerely,

Patton Boggs LLP

Florence W. Priolesu

Enclosure

Carl R. Greene



2550 M Street NW Washington DC 20037 (202) 457-6000

acsimile (202) 457-6315

Memorandum

)ate:

July 14, 2004

Request to HUD to Extend the Philadelphia Housing Authority ubject:

Moving to Work Program

The purpose of this memorandum is to request that the Department of Housing and Urban evelopment ("HUD") extend the duration of the Moving To Work Demonstration Program (the ATW Program") for the Philadelphia Housing Authority (the "Authority"). According to the agreement between HUD and the Authority dated February 28, 2002 (the 'MTW Agreement'), the TW Program is scheduled to terminate on March 31, 2008. The Authority proposes to extend e program for another five years beyond that date.

As discussed in more detail in this memorandum, the Authority has successfully used the TW Program to leverage millions of dollars of private and other non-federal funds that have transformed the housing market by making available more housing choices at affordable prices for w and moderate income families in Philadelphia. Such success clearly justifies the extension. A view of the legislative history of MTW reveals no express or implied legislative, statutory or regulatory proscription that would prevent HUD from granting this request. Moreover, precedent is been established by HUD's extending the MTW Programs for other housing authorities.

HUD's Authority to Implement and Extend MTW Programs

The MTW program was established by Section 204 of the Omnibus Consolidated Rescissions and Appropriations Act of 1996 (Pub. L. 104-134)(the "1996 Appropriations Act" or e "Act"). In the Act, Congress stated the objectives of the MTW program:

The purpose of this demonstration is to give public housing agencies and the Secretary of Housing and Urban Development the flexibility to design and test various approaches for providing and administering housing assistance that reduce

Memorandum Page 2 of 7

cost and achieve greater cost effectiveness in Federal expenditures; give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and increase housing choices for low-income families.¹

The Act neither expressly nor impliedly limits the authority of HUD to extend MTW programs. Indeed, the Act emphasizes flexibility on the part of both HUD and the Authority. Legislation enacted subsequent to the Act, and regulations promulgated thereunder, do not terminate or diminish HUD's authority to implement or to extend these programs.

Congress clearly supports flexibility in public housing programs. In the Conference Report accompanying the 1996 Appropriations Act, Congress, in discussing the expansion of eligible uses of housing modernization funds, states what can be regarded as its vision for public housing:

The conferees agree that it is critical to deregulate the public and assisted housing portfolios by providing them with the greatest degree of flexibility possible, and therefore agree to expand the eligible uses of modernization funds to capital purposes." [Emphasis added.]

In complying with the spirit of the Act, and consistent with the Administration's policy objectives in other housing initiatives, HUD's Notice of Funding Availability emphasized flexibility in articulating the expectations for those housing authorities applying to participate in the MTW Program.

The MTW demonstration presents an opportunity to design and implement innovative housing and self-sufficiency strategies by giving [housing authorities] and HUD expansive new authority to use HUD assistance flexibly and to design demonstration programs outside the restrictions of the United States Housing Act of 1937.

HUD expects [housing authorities] to take the lead in meeting the opportunities and responsibilities presented by MTW to plan and implement innovative programs that effectively address locally identified needs.

HUD selected the Authority, among others, to participate in the program. HUD and the Authority memorialized the terms governing the Authority's participation in the MTW Agreement. There is nothing in the MTW Agreement that precludes an extension of the Authority's MTW Program. In fact, the MTW Agreement states that HUD will cooperate to extend successful MTW

¹ See Section 204 (2) of the 1996 Appropriations Act.

² Conference Report to Accompany H.R. 3019, Making Appropriations for Fiscal Year 1996 to Make a Further Downpayment Toward a Balanced Budget, and for Other Purposes, Rep. 104-537 (Apr. 25, 1996).

³ Federal Register, Vol. 61, No. 244, December 18, 1996, p. 66857.

Memorandum Page 3 of 7

Program activities even after the scheduled termination. HUD must have believed it had the authority to grant such an extension when it executed the Agreement with that provision in it.

Precedent for Extending the MTW Program

There is established precedent for the extension by HUD of MTW Program agreements. For example, the housing authorities of Portland, Oregon, Seattle, Washington, and Cambridge, Massachusetts each have extended their MTW programs through HUD.

The more recent MTW agreements HUD signed with King County, Washington, Oakland, California, Washington, DC and Atlanta, Georgia will keep HUD in the business of overseeing MTW at least until 2010 or 2011. Thus, extending the Authority's MTW Program, as requested, rould not pose a burden to HUD.

As the material below indicates, in the relatively short time since the MTW Program began the Philadelphia in April, 2001, the successes achieved by the Authority have been numerous and far-reaching, justifying HUD's extension of that program.

he Authority's Successful Track Record and Accomplishment of Statutory Objectives justify the Extension of Philadelphia's MTW Program

The Authority is in its fourth successful year of the MTW Program. Recognized as a nationwide leader in providing public housing, the Authority is the nation's fourth largest public housing authority. The Authority houses well over 79,000 residents in 12,696 occupied units in 43 nventional public housing developments, 15 scattered site developments and 5 alternatively managed developments.

Today, due in large part to the Authority's participation in the MTW Program, the Authority is a leader in the design and construction of affordable housing, as it continues to build and modernize homes throughout Philadelphia. In doing so, the Authority continues to accomplish the ee main statutory goals' of the MTW Program:

1. Achieving greater cost effectiveness in Federal expenditures. Under MTW, the Authority has leveraged MTW funds to generate millions of dollars in private investment. The MTW Program enables the Authority to operate more efficiently, which in turn attracts private investment and willing local and state government partners. For example, the Authority has

See Article II of the MTW Agreement.

i ladelphia Housing Authority 2003-2004 Accomplishments Report at 2.

T ladelphia Housing Authority 2003-2004 Accomplishments Report at 7.

See supra, sootnote 1 and accompanying text of Section 204 (a) of the 1996 Appropriations Act.

secured over \$55 million in funding to enhance resident-oriented programs. The MTW Program enables the Authority to enter into partnerships with state and local government. For example, the Authority continues to receive support from the Pennsylvania Housing Finance Agency through its Low-Income Housing Tax Credit program, which generated \$106 million in equity funds to support Authority projects, of which \$22 million was raised during 2003. The Authority is recognized as a leader in management and public housing program effectiveness. The Authority continues to receive Standard and Poors' highest credit rating. 10 Separately, S&P gave the Authority a "strong" rating for overall performance, the highest rating awarded to any public housing authority in the United States.11 S&P also noted that the Authority's "highly sophisticated technological capabilities" exceed those of any other housing authority that S&P evaluated.12 Strong management by the Authority enables it to improve public housing and initiate innovative and effective public housing programs. For example, the Authority began a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). The Authority is also commencing implementation of a recently-approved rent simplification system. With respect to other initiatives, the approval of the Tasker Homes bond financing indicates a high level of confidence in the Authority's implementation of the MTW Program and other housing initiatives.14

2. Providing incentives for families to become economically self-sufficient. Due in large part to the MTW Program, the Authority has successfully implemented numerous programs designed to help families become economically self-sufficient and less dependent on public housing. The Authority utilized the flexibility of the MTW Program to make changes to its Housing Choice Voucher ("HCV") program. The Authority implemented a new HCV measure, Family Economic Development Action Plans, in which the Authority established a seven-year time limit on HCV program participation with limited exceptions, which is

Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16 ("Key partnerships were implemented or continued with local banks, Temple University, Penn State University, the Philadelphia Health Institute, Department of Human Services, PCOA, PWDC and others.").

⁹ Philadelphia Housing Authority 2003-2004 Accomplishments Report at 25.

¹⁰ Philadelphia Housing Authority internal records.

¹¹ Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

¹² Philadelphia Housing Authority 2003-2004 Accomplishments Report at 23.

¹³ Philadelphia Housing Authority 2003-2004 Accomplishments Report at 19.

¹⁴ See Philadelphia Housing Authority 2003-2004 Accomplishments Report at 5 ("PHA's government and agency partners exhibited extensive, direct support for PHA's Strategic Operating Plan objectives. These partnerships are in evidence in every aspect of PHA operations from redevelopment activity, to public safety, to supportive services. MTW Designation, receipt of Low-Income Housing Tax Credit commitment and approval of the Tasker Homes innovative bond financing approach in recent years all indicate a high level of confidence in PHA by its agency partners."). The bond financing approach in recent years all indicate a high level of confidence in PHA by its agency partners.") original Tasker Homes included more than 1,000 units. The new Tasker units, when completed in 2006, will feature 554 original Tasker Homes included more than 1,000 units. The new Tasker developments, as well as many others, demonstrate the homes and a large community center. The Authority's Tasker developments, as well as many others, demonstrate the effectiveness of the Agency in planning and bringing about major public-and private supported housing investments.

intended to encourage self-sufficiency. As noted in a very favorable editorial in the Philadelphia Daily News, "[n]o other housing authority in the country is trying this approach, which was based in part on discussions with neighborhood advisory groups."15 The goal to encourage self-sufficiency comes with a commitment to help families make the transition. For example, the Authority established the MTW Family Services Department.16 This past year, the Authority continued to operate and enhance its Family Self-Sufficiency Center ("FSS"), which included ten partners that work with the Authority to operate a computer center and testing and training facilities where career counseling, GED preparation, childcare referrals and other services are provided.17 In the past two years of the Authority's MTW Program, 156 households have increased their income so that they no longer need HCV subsidies. Between August 2003 and March 31, 2004, 2,657 residents signed Authority Action Plans.18 These Action Plans help establish self-sufficiency goals for families. In addition to the Action Plan, families are required to sign an MTW agreement, which describes participant responsibilities. The Authority reports that, to date, 8,549 households have signed MTW agreements since April 2003. Moreover, in the Authority's continuing efforts to bring about economic mobility, the Authority has parmered with a range of organizations to commit over 700 vouchers under its new Unit-Based Subsidy RFP Program.20 The Authority's Pre-Apprenticeship Training Program is another example of graduating individuals into the workforce.21 The Authority made substantial progress toward fully implementing MTW family support services, including the development of new training partnerships, and hiring of Economic Self-Sufficiency Coordinators.22

3. Increasing housing choices for low-income families. The MTW flexibility has made it easier to address the City's overwhelming need for capital development which is estimated at beyond \$1 billion. Through vacancy reduction and revitalization efforts, a significant portion

¹⁵ ne 2, 2003, p. 17.

¹⁶ Philadelphia Housing Authority 2002-2003 Accomplishments Report at 14.

iladelphia Housing Authority 2003-2004 Accomplishments Report at 6.

⁸ Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16.

⁹ r alladelphia Housing Authority 2003-2004 Accomplishments Report at 16.

P iladelphia Housing Authority 2003-2004 Accomplishments Report at 5.

The Authority provides the successful Pre-Apprenticeship Training Program in partnership with building trade it is. Since the program's inception in 1999, 129 graduates have become full building trade union members. Another in the Laborers union. Aside from learning building trade skills, all students receive adult education and life skills raining. The program is comprised of 21 weeks of academic and hands-on training, that requires a rigorous 40 hour per reck commitment. It has two sessions per year graduating 60-65 students. 84% of the program graduates go on to full pibs. Since the programs inception in 1999, 129 graduates have become full building trade union members. Another in the Laborers union. Aside from learning building trade skills, all students receive adult education and life skills aining as well. About 30% of all graduates decide to use that training to move on to jobs in other fields. See generally, lelphia Housing Authority 2003-2004 Accomplishments Report at 6.

Memorandum Page 6 of 7

of which have been accomplished under the MTW Program, the Authority rehabilitated 296 previously-vacant scattered site public housing units and 833 conventional units. Through the Authority's model Home Selection Day initiative, approximately 1,100 families and individuals were able to select and move in to new affordable apartments. To help ensure successful tenancies, many of these families receive case management, employment training and other support services from partner agencies of the Authority. In addition, the Authority accelerated the pace of its Housing Choice Voucher Homeownership program with 39 sales in 2003 and plans to sell another 100 homes in 2004.

The foregoing achievements can be multiplied with extension of the MTW Program. Over the coming years, the Authority will continue its MTW Program initiatives, including rent simplification system changes, and the Unit Based and Community Partners programs, and will pursue the Dislocated Worker Voucher Program. There is more to learn from the MTW program. In fact, the Authority is just beginning to see positive results from the seven-year time limit placed on Housing Choice Vouchers which support the Authority's overall self-sufficiency objectives, such as the 2657 residents who signed Authority Action Plans as noted above, and the 500 persons who have participated in the homeownership counseling workshop over the past year. Extending these have participated in the Authority and HUD to determine if these and other efforts will result in programs will allow the Authority and HUD to determine if these and other efforts will result in cost savings. Most importantly, with reduced federal resources, the MTW Program extension is critical to enabling the Authority to raise funds from other sources to meet the need for quality affordable housing in Philadelphia.

Finally, the accomplishments of the MTW program have been touted in the local press. In a city where there is an insufficient supply of decent rental properties to support the Section 8 voucher program, the flexibility and leveraging aspects of MTW have created housing for under privileged families and "turned [the Philadelphia Housing Authority] into an economic engine of privileged families and "turned [the Philadelphia Housing Authority] into an economic engine of privileged families and "turned [the Philadelphia Housing Authority] into an economic engine of philadelphia Business Journal. The article goes on to discuss the impact of Tasker Homes, Mill Philadelphia Business Journal. The redevelopment projects that have transformed blighted Creek and Cambridge Plaza—three redevelopment projects that have transformed blighted neighborhoods into highly desirable housing choices, including new townhouses and duplexes. The Cambridge Plaza project was undertaken after the Authority failed to obtain a Hope VI grant. The Cambridge Plaza project was undertaken after the Authority failed to obtain a Hope VI grant. The project was accomplished with about \$10.6 million in MTW flexible funds (about 40% of the total project cost) which were leveraged to produce private funding for the project. Cambridge Plaza project cost) which were leveraged to produce private funding for the project. Cambridge Plaza project cost) which were leveraged to produce private funding for the project. Cambridge Plaza project cost of an article in the Philadelphia Inquirer titled "PHA Introduces New-Style Decame the focus of an article in the Philadelphia Inquirer

²² Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

²⁴ Philadelphia Housing Authority 2003-2004 Accomplishments Report at 5.

²⁵ Philadelphia Housing Authority 2002-2003 Accomplishments Report at 9.

²⁶ Philadelphia Business Journal, Vol. 22, No. 36, October 24, 2003, p. 1.

²⁷ Philadelphia Inquirer, October 1, 2003, p.B-6.

Memorandum Page 7 of 7

Conclusion

The Moving to Work Demonstration Program embodies what should be the long-term goal of all assistance programs—to encourage the rewards of economic self-sufficiency for needy amilies. At the same time, the administrative flexibility necessary to implement creative financing alternatives is a feature of MTW. In light of the absence of any legislative or statutory proscription on HUD's authority or ability to extend the duration of the MTW Program, the Authority submits is request for an extension based upon a successful track record of accomplishment under this program. Because HUD in the past has extended successful MTW programs, the Authority's equest does not establish new precedent, but seeks to take equal advantage of precedent that has lready been established by HUD. The request should be granted. t should be granted.

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Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

September 7, 2004

The Honorable Alphonso Jackson, Secretary U.S. Department of Housing and Urban Development 451 7th Street, S.W. Washington, D.C 20410

RE: Request for Extension of the Moving to Work Agreement for the Philadelphia Housing Authority

Dear Secretary Jackson:

I appreciate the Department's response to our request, by letter dated July 21, 2004, from Florence Prioleau, of Patton Boggs LLP, our outside counsel, for an extension of the Moving to Work Agreement (MTW) between the U.S. Department of Housing and Urban Development (HUD) and the Philadelphia Housing Authority (PHA) (the MTW Agreement). (Attached are copies of that request and the response letter dated August 16, 2004, from Milan Ozdinec, Deputy Assistant Secretary, Office of Public Housing Investments, to Florence Prioleau). As you know, the MTW program is essential to PHA's ability to continue its success in efficiently carrying out its overall strategic goals, including helping families achieve self-sufficiency, improving and increasing the stock of quality affordable housing, and revitalizing neighborhoods throughout the City of Philadelphia.

The purpose of this correspondence is to ensure that the Department fully appreciates why it is of critical importance to PHA that its MTW Agreement is immediately extended, rather than waiting until a time closer to our current expiration date of March 31, 2008. As stated in our earlier correspondence, a key element of our MTW program is our ability to leverage millions of dollars in private money to complete our \$1 billion capital investment program that is urgently needed to improve housing opportunities for low-income Philadelphians. Without the assurance that our MTW agreement will be in place for an additional five years, without the increasingly difficult and expensive for us to attract the necessary private investment to continue this transformation.

Another important aspect of our MTW demonstration is our innovative and cost-effective use of Section 8 funds to empower our residents to achieve self-sufficiency within seven (7) years, through the provision of intensive counseling, job training and other supportive services. Given that the term of our MTW Agreement is also seven (7) years, we will be unable to fully determine the effectiveness of this program, unless the term is extended, because our MTW authority will expire while many families are in the middle of the program. As a result, we will be unable to effectively help these families develop achievable self-sufficiency plans. Unless PHA receives an extension of our MTW

The Honorable Alphonso Jackson, Secretary
Request for Extension of the Moving to Work Agreement for the Philadelphia Housing Authority
September 7, 2004
Page 2 of 2

Agreement soon, we could not ensure our ability to fulfill our obligations to families that succeed in completing the requirements, and, therefore, may be forced to discontinue this important program that is already making a positive difference our community.

PHA has made significant up-front investments in developing and implementing its new way of doing business under MTW — we are already seeing positive results. However, the uncertainty of whether we will be able to extend this program will, as time goes on, impair our ability to realize all of the benefits MTW could yield. Our inability to plan for the coming years will make us less cost-effective and, as a result, less successful.

For these compelling reasons, and in the absence of a clear legal prohibition against granting an extension, I ask that you give immediate consideration to granting PHA's request. If you have any additional questions, please contact me at (215) 684-4174. I look forward to your response.

Respectfully,

Carl R. Greene Executive Director

Enclosure

cc: Mr. Michael Liu, Assistant Secretary, U.S. Department of Housing & Urban Development

Mr. Milan Ozdinec, Deputy Assistant Secretary, U.S. Department of Housing & Urban Development



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

NT SECRETARY FOR PUBLIC AND INDIAN HOUSING

AUG | 6 2004

Ms. Florence W. Prioleau Patton Boggs LLP Attorneys At Law 2550 M Street NW Washington, DC 20037

Dear Ms. Prioleau:

On behalf of Secretary Jackson, thank you for your letter of July 21, 2004, requesting an extension of the Philadelphia Housing Authority's (PHA) Moving to Work (MTW) demonstration program. The U.S. Department of Housing and Urban Development (HUD) has enjoyed working closely with PHA on its demonstration for the past four years, and supporting its efforts whenever possible.

As we move further away from the 1996 statute authorizing the MTW demonstration, HUD's General Counsel has cautioned that the ability to continue to waive statutes and approve amendments becomes much less clear. While I appreciate your arguments on behalf of PHA, the ability to extend Agreements indefinitely is not absolute. Due diligence requires that we consider potential impacts on existing policies and repercussions on limited resources. In fact, although the Congress proposed providing HUD with guidance regarding extensions for MTW participants, that language was deleted from the final appropriations bill.

As the Department seeks additional legislative guidance and works to develop an appropriate extension policy, HUD will take the request to extend the PHA's MTW Agreement under consideration, especially as HUD moves closer to the Agreement's March 31, 2008 termination date.

Thank you for your interest in the Department's programs. If I can be of further assistance, please let me know.

Sincerely,

Milan Ozdine

Deputy Assistant Secretary

Office of Public Housing Investments

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Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene

June 7, 2005

he Honorable Steven B. Nesmith, Assistant Secretary Congressional and Intergovernmental Relations 11.S. Department of Housing & Urban Development 51 Seventh Street, S.W. Room 10120
Washington, D.C. 20410

RE: PROPOSED STATE AND LOCAL HOUSING FLEXIBILITY ACT OF 2005

ear Assistant Secretary Nesmith:

Thank you again for joining us in Philadelphia for the HOPE VI check presentation. We were aware f your extremely tight schedule and very much appreciate your finding the time to work us in.

As we briefly discussed just before the news conference, there is no matter of greater importance to HA at this moment than the extension of our Moving To Work (MTW) agreement. The HOPE VI ward will give PHA and the Ludlow neighborhood another much needed jolt, but the MTW agreement has brought something even more significant to PHA: funding stability and predictability, hich has enabled us to leverage millions in private investment.

We believe that HUD's proposed State and Local Housing Flexibility Act of 2005 (SLHFA), .1777, may be the right program for some housing authorities, but we have compared that rogram's features with our version of MTW and, for PHA, at least, our MTW agreement much better facilitates our future success. As a result, we ask that you assist us in making permanent our arrent MTW agreement. Our key areas of concern regarding SLHFA include the proposed funding armula, income targeting and the assessment system.

The funding formula under the "new" MTW Program proposed in Title III of SLHFA would harm ur ability to revitalize distressed communities and would make leveraging private investment more difficult. PHA has worked very hard to earn its reputation as a first class developer and management rganization. We have formed numerous partnerships with private financial institutions, received tandard and Poor's top credit rating for our bonds, earned the highest "raises" on our LIHTC issues and have raised more than \$150 in private equity, enabling PHA to rebuild Philadelphia's eighborhoods at a rate few thought possible. The funding formula we have established under ITW, which ensures us a more consistent funding stream, has made all this possible. In contrast, while SLHFA allows PHA to continue combining its funding streams, its funding formula is less redictable. For example, under HUD's proposed operating fund rule, PHA would suffer an annual

Proposed State and Local Housing Flexibility Act of 2005

June 7, 2005

Page 2

12% decrease – that's \$8.6 million – based on current appropriations. We would be subject to similar or greater decreases each year thereafter. Most importantly, the change would undermine confidence among investors and lenders, resulting in a decrease of private funding opportunities.

This proposal from HUD would perpetuate a disturbing and unfair trend of draining dollars from the Northeastern states and allocating those dollars to the South and Southwest. This kind of change would penalize the low-income citizens of Pennsylvania for the mere fact that they happen to live in an older region of the country.

HUD's proposed income targeting included in SLHFA would have PHA seeking higher-income residents, a change we believe is unnecessary. Under MTW, PHA has implemented a plan that allows us to continue to serve the same number of low-income residents while still attracting more families of higher incomes. We have accomplished that feat through our ability to raise private investment and build more mixed-income communities, including several hundred affordable homeownership units.

HUD's proposed assessment system would require PHA to be measured against federally established standards instead of locally determined goals. The problem with this idea is that different markets call for differing approaches. For example, we have developed a locally-based Housing Choice Voucher Program that addressed concerns of housing advocates and community groups that even our former critics now concede works for Philadelphia's neighborhoods: We could not have made the dramatic reforms – such as requiring all voucher families to adhere to an economic self-sufficiency action plan – had we been tied to the "one size fits all" proposed assessment system.

With all this in mind, we propose that HUD allow housing authorities already designated as MTW to be given the option to make permanent their current MTW agreements or convert to the new SLHFA program. That would give agencies like PHA the opportunity to build on their successes, while providing other authorities, which may not be as successful, with new opportunities.

Thank you again for your support of PHA's latest HOPE VI project. We intend to quickly put that money to work. And, we appreciate your support of this request to help make our MTW agreement permanent. Please contact me at 215.684.4174 if you have any questions or wish to discuss this matter further.

Respectfully

Carl R. Greene

Executive Director

REQUEST TO USE PROGRAM INCOME FOR ENTREPRENEURIAL ACTIVITIES IN ACCORDANCE WITH MOVING TO WORK PLAN AND AGREEMENT.

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AUGUST 3, 2004 (LETTER TO HUD). OCTOBER 20, 2004 (LETTER TO HUD). JANUARY 7, 2005 (LETTER FROM HUD). SEPTEMBER 14, 2005 (LETTER TO HUD).



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene **Executive Director**

August 3, 2004

Mr. Milan Ozdinec Deputy Assistant Secretary Office of Public Housing and Urban Development U.S. Department of Housing and Urban Development 451 7th Street S.W. Room 4142 Washington, DC 20410

Re: Request for Waivers Pursuant to Moving to Work Authority

Dear Mr. Ozdinec:

It was a pleasure to host you and your staff last week. We were happy that you had an opportunity to tour our new developments and witness first hand the fruit of our collective labor. I was also pleased that we had the time to discuss some of the issues that we have encountered in connection with the development and management of our tax credit and homeownership developments. We found our discussions with you and your staff regarding expanding our entrepreneurial ventures very thought provoking. In fact, the Philadelphia Housing Authority ("PHA") would like to seize the moment to utilize its MTW authority to apply the expertise it has developed in connection with the development, construction and management of our various development projects, to become more entrepreneurial and undertake additional income-generating activities on a demonstration basis. The ultimate objective of such a demonstration program would be to make PHA less reliant on Federal funding and create a new model for the generation of income for housing authorities. However, as set forth more fully herein, in order to effectuate this program, PHA will need to obtain waivers from certain regulations and guidelines.

As you are aware, the PHA has always been cognizant of the need to function in an entrepreneurial manner, and, as a result, began self-developing its tax credit developments several years ago. PHA has been a pioneer in this regard, particularly in the manner in which we have been able to leverage millions of dollars in private funds and self-develop large-scale tax credit and homeownership projects. However, being a pioneer has some disadvantages. In many instances, the PHA structures development projects in a manner that are cost effective and expedient, such as the Tasker Homeownership project, which utilized low interest bond proceeds in order to reduce borrowing costs, but are not necessarily contemplated by the Federal regulations or require some level of interpretation to bring about the desired result - namely the cost effective development of replacement housing units for low-income individuals. As a result, in order to achieve our common objectives in certain situations, we find that we need to use our authority under our Moving To Work designation that allows us some statutory and regulatory flexibility.

As we discussed last week, there are several areas that we feel hamper our ability to develop and manage our tax credit developments and our ability to function in a more entrepreneurial fashion, and, as a result, pursue other income generating activities. Of particular issue are the program income restrictions found at 24 CFR Part 85.25, which limit our ability to utilize program income derived from developer fees and home sales, and HUD's Safe Harbor Standards that limit PHA's ability to receive a management fee in connection with its management of privately owned tax credit site. The restrictions on the use of these funds creates an uneven playing field that prevents the PHA from competing in the marketplace with private developers and property managers.

Over the next few years, PHA will be generating a significant amount of program income from its development activities, including developer fees received by PHA's developer affiliate, the Philadelphia Housing Authority Development Corporation ("PHADC"), repayment of bridge loans funded from public housing funds and proceeds from homeownership unit sales. PHA formed PHADC to develop, among other things, its tax credit developments; this was done for many reasons, but primarily to enable PHA to capture and use these development fees to strategically support its mission. PHA's developer fees for it's tax credit transactions have routinely been significantly below the Safe Harbor Standards, and hence what would be paid to a private entity for providing the same services.

Unlike fees paid to private developers, PHA's fees are used to support its activities. For example, PHA will be reinvesting its developer fees on MLK Phase II in order to close funding gaps. Additionally, however, PHA was also motivated to self-develop in order to earn program income to offset continuing reductions in its annual capital allocation and to provide capital for other income generating ventures. For example, to the extent that PHA is able to utilize program income to develop the market rate component of its mixed-income developments, such as the Schuylkill Falls and Martin Luther King Revitalization Projects, the need for PHA to bifurcate these transactions and bring in for-profit developers for the market rate component of these projects would be alleviated.

Current restrictions in the program income regulations that require program income first be reinvested in the particular project from which it was derived, and then to the extent of available funds, reinvested in other affordable housing projects, make it impossible to raise sufficient capital to participate in other profit-making ventures, including the market-rate component of mixed development projects. Further, given that there is no such corresponding limitation on private developers, the PHA is actually being placed at a competitive disadvantage and thereby making such entrepreneurial ventures impracticable, if not impossible, despite the fact that PHA has a proven track record of

developing projects on-time and within budget. Accordingly, PHA seeks to waive the requirements of 24 CFR Part 85.25, as it relates to developer fees and home sale proceeds received by PHA, pursuant to the provisions of the MTW Agreement with HUD dated February 28, 2002. As a result, PHA would have the ability to invest program income earned from developer fees and home sale proceeds in its other affordable housing programs or use such income for other purposes permitted by PHA's charter.

Even without MTW Authority, we believe that HUD already has sufficient latitude within the provisions of 24 CFR Part 85.25 to permit an exception with respect to the use of program income derived from developer fees and home sale proceeds. Specifically, Section (g) of 24 CFR Part 85.25, Use of Program Income, provides that Specifically, Section (g) of 24 CFR Part 85.25, Use of Program Income, provides that "Program income shall be deducted from outlays which may be both Federal and non-federal as described below, unless the Federal agency regulations or the grant agreement specify another alternative. In specifying alternatives, the Federal agency may distinguish between income earned by the grantee and income earned by subgrantees and between the sources, kinds, or amounts of income." Pursuant to the above language, HUD could permit the use of program income by PHA as described herein so long as specified in either the Federal agency regulations or permitted by the applicable grant agreement.

As mentioned above, PHA is also requesting a waiver from the Safe Harbor Standards as they apply to the payment of management fees in connection with the management of tax credit sites by PHA or an affiliate. As you know, PHA currently manages several of its properties developed with equity generated from low-income housing tax credits. Due to the additional reporting requirements imposed upon PHA by the limited partner investors in these transactions, the additional compliance requirements under the provisions of the Internal Revenue Code, as amended, and the policies of the Pennsylvania Housing Finance Agency, the management of these tax credits sites tends to involve an additional level of complexity. Consequently, PHA has had to develop significant expertise in the area and become very entrepreneurial in its approach to the management of these sites. Notwithstanding these additional compliance requirements, the additional expertise which PHA has had to develop in the tax credit area, and the fact that any management fee paid to PHA with respect to these developments would be paid out of the revenue of the partnership owner entity, which is 99.99% privately owned, the HUD Safe Harbor Standards prohibit both PHA and any nonprofit affiliate of PHA from receiving any fee. Moreover, the HUD Safe Harbor Standards do not preclude private managers from receiving fees for the management of these sites.

Once again, these Standards create a disincentive for PHA to undertake the management of these sites despite the fact that PHA has evidenced its ability to manage these sites more cost effectively than many of the private managers because of the economies of scale that exist given the number of these units under PHA's management and its extensive experience managing public housing. Accordingly, PHA requests that, pursuant to the authority provided to it under the MTW Agreement, HUD waive the Safe Harbor Standards that preclude PHA from receiving a management fee as it relates to PHA's management of low-income tax credit sites. We believe such a waiver will result

in a net benefit to both PHA and HUD. PHA further requests that any such monies realized from these activities be treated as program income with the same limited restrictions as program income derived from developer fees and home sale proceeds.

We appreciated your helpful input with respect to these matters at our meeting and we look forward to discussing any issues and answering any questions that you may have with respect to these requests. As always, we thank you in advance for your

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Sincerely.

Carl R. Greene

Executive Director



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

October 20, 2004

Mr. Michael Liu
Assistant Secretary for Public and Indian Housing
U.S. Department of Housing and Urban Development
451 7th Street SW
Room 4100
Washington, DC 20410

RE: Request to Use Program Income for Entrepreneurial Activities in

Accordance with Moving to Work Plan and Agreement

Dear Mr. Liu:

This past summer, the Philadelphia Housing Authority (PHA) was pleased to receive a visit from members of your staff, including Milan Ozdinec, Donna Keck, and Dominique Blom from Washington DC, and Malinda Roberts from our field office. Following a tour of a number of our redevelopment sites, we had a discussion regarding ways in which housing authorities could become more entrepreneurial by increasing their ability to generate and retain income which could be used to support their mission. In PHA's case, we have a number of plans to generate income to support our affordable housing we have a number of plans to generate income to support our affordable housing development, and eventually, perhaps other forms of development, that have been included in our annual Moving to Work (MTW) Plan, which is prepared in consultation with our residents and approved by HUD. (A copy of my letter to Milan Ozdinec, dated August 3, 2004, seeking waivers under our Moving to Work authority to effectuate these changes and describing the good cause justifications for the same is enclosed).

As the enclosed letter describes, PHA is seeking authority to (1) receive a fee for the management of low-income tax credit sites and other mixed finance properties; and (2) use program income derived from management fees, developer fees, home sales, loan repayments and related activities to support other affordable housing programs and other purposes permitted by PHA's charter, regardless of the restriction in some of our Program Income Certifications to first use the income for the specific project from which it is derived or for other affordable housing purposes. In addition, PHA would like to be able to deviate from the HUD Safe Harbor guidelines, which currently preclude a housing authority from earning management fees for managing tax credit developments, as we believe these guidelines create disincentives for PHA to undertake this role that has proven to be cost effective.

We have been advised by the HUD staff that, rather than seeking waiver under MTW, it is more appropriate to seek this flexibility under the Secretary's waiver authority included in 24 CFR Section 5.110. The Secretary's waiver authority provides "[u]pon determination for good cause, the Secretary may, subject to statutory limitations, waive any provisions" of Title 24 of the Code of Federal Regulations. As such, HUD has the authority to waive regulations for good cause, so long as the waiver does not create an inconsistency with the law. While 24 CFR 85.25 governs the restrictions on the use of program income, some of the specific flexibility PHA seeks is not specifically prohibited by the regulations, but rather in HUD's interpretations through restrictions included in Program Income Certifications related to various programs. Hence, as identified below, PHA seeks waivers of the following:

- A. 24 CFR 85.22, the HUD Safe Harbor Guideline, and any other relevant guidance that prevents PHAs from earning reasonable management fees;
- B. 24 CFR 85.25(g)(2) to allow PHA's program income to be used for projects other than those from which the income is derived, and other provisions in 24 CFR 85.25 and various Program Income Certifications to enable PHA to use it for any eligible purposes under its charter.

For the good cause justification included herein and in the attached letter, I ask that HUD exercise its power under 24 CFR 5.110 to waive the specified regulatory provisions, as well as waive enforcement of restrictions included in various Program Income Certifications executed by the PHA to enable PHA to use its funds as described above.

Thank you for your consideration of this request. Please feel free to contact me at (215) 684-4174 should you have any additional questions or require more information regarding the same.

Carl'R. Greene Executive Director

fully.

Enclosure (1)

cc: Mr. Milan Ozdinec, Deputy Assistant Secretary, U.S. Department of Housing & Urban Development

Ms. Jennifer Powers, Office of Policy, Program & Legislative Initiatives, U.S. Department of Housing & Urban Development



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT WASHINGTON, D.C. 20410-5000

ASSISTANT SECRETARY FOR PUBLIC AND INDIAN HOUSING

Mr. Carl R. Greene **Executive Director** Philadelphia Housing Authority 12 South 23rd Street Philadelphia, PA 19103

> Request to Use Program Income for Entrepreneurial Activities in RE: Accordance with Moving to Work Plan and Agreement

Dear Mr. Greene:

HUD has reviewed your letters of October 20, August 3, and December 3, 2004 seeking a waiver under 24 CFR 5.110 regarding the generation of management fees and the use of program income for various entrepreneurial activities undertaken by the Philadelphia Housing Authority (PHA) in accordance with its annual Moving to Work (MTW) Plan. HUD wishes to take this opportunity to acknowledge PHA's progress in the revitalization of distressed public housing. Regarding PHA's waiver request, HUD offers the following comments and recommendations.

Fee for Management of Low Income Tax Credit Sites and Other Mixed Finance Properties HUD recognizes the effort and resources required to raise the private funding, complete construction and manage the completed developments. In the area of property management, PHA has requested authority to deviate from HUD Safe Harbor guidelines, which currently preclude a housing authority from earning management fees for managing low-income housing tax credit (LIHTC) developments that are also public housing developments. Upon consideration of this request, the Department maintains the applicability of its current Cost Control and Safe Harbor Standards and operating fund regulations which prohibit the payment of management fees to housing authorities and their affiliates for the management of low-rent public housing units. Our reasoning is that a public housing authority's administrative expenses are covered under federally funded operating budgets and, therefore, a property management fee is not warranted.

To date, PHA's mixed finance development portfolio has included only LIHTC units which are also 100 percent ACC-assisted. If PHA's portfolio included projects with some nonpublic housing or LIHTC-only units, PHA or its non-profit management affiliate would be able to generate cash flow and earn management fees for those units.

Development Fees

PHA has also requested that the Department waive the requirements of 24 CFR Part 85.25 as it relates to developer fees to enable the PHA to use such income for other purposes permitted by PHA's charter. The Department has considered this request, but maintains the applicability of its Cost Control and Safe Harbor Standards and program income restrictions

under 24 CFR 85.25 regarding developer fees earned by PHA or its affiliate when it acts as developer of public housing tax credit projects. Specifically, PHA or its affiliate can receive development fees only if the fees are first returned to the project to pay for costs of the current phase or subsequent phases of a revitalization effort. To the extent that any funds remain at completion of the entire project, these funds continue to be classified as program income and must be used for affordable housing purposes.

Similarly, the Department upholds the applicability of its Cost Control and Safe Harbor Standards for Homeownership Development effective April 1, 2004 for developer fees earned by PHA or its affiliate when acting as the developer of homeownership projects. PHA or its affiliate can receive development fees only if the fees are first returned to the current phase of the project, subsequent phases of the project, or to the extent that funds are remaining at the completion of the project, subsequently used as program income for affordable housing purposes.

Program Income from Repayment of Bridge Loans and Proceeds from Homeownership Unit Sales

In its various letters, PHA has additionally requested relief from restrictions on program income earned from the repayment of bridge loans and proceeds from the sale of homeownership units in order to participate in profit-making ventures, including the market-rate component of mixed income development projects.

In accordance with 24 CFR 85.25, the Department has determined that PHA must use program income from the repayment of bridge loans only for eligible program costs as outlined in an approved Program Income Certification. The funds from repayment of bridge loans must be used for the eligible activities under the grant program from which the bridge loan was made. For instance, if PHA provided a HOPE VI loan to bridge later tax credit equity payments, the funds used to repay the HOPE VI bridge loan would have to be used for eligible HOPE VI purposes.

Restrictions regarding the use of home sales proceeds vary by program. Section 32, Middle-Income, and Section 24/9 programs permit the use of proceeds for purposes relating to low-income or affordable housing that are in accordance with a housing authority's homeownership plan. Given the design of PHA's various homeownership programs, the Department maintains the applicability of existing restrictions to the proceeds from the sale of homeownership units. Home sale proceeds generated under the Middle-Income and Section 24/9 programs, to the extent not needed for the current project or subsequent phases of the project, may be used for affordable housing purposes. On a case-by-case basis, the Department may entertain requests from PHA to use home sale proceeds for affordable housing purposes prior to completing the entire redevelopment effort. In addition, the Department may entertain the idea of the project for activities permitted under PHA's charter. To seek HUD approval of such requests, PHA should incorporate them in upcoming homeownership plans or amend its existing plans.

Recommendation

In its letters to the Department, PHA has cited its plans to generate income to support affordable housing development, as well as other forms of development to make PHA less reliant on federal funding and to create a new model for the generation of income for housing authorities. The Department suggests that PHA consider taking advantage of appreciating market conditions in some of Philadelphia's neighborhoods where PHA has owned conventional public housing, such as the former Schuylkill Falls and Martin Luther King Revitalization HOPE VI sites, and, either in partnership with other developer entities or exclusively through its own affiliate, develop projects that can generate cash flow and fees not subject to the restrictions outlined in the Cost Control and Safe Harbor Standards and 24 CFR 85.25. In addition, PHA should explore other opportunities to secure non-federal resources as a way to fund non-public housing activities that are permitted under PHA's charter.

HUD congratulates PHA on its aggressive mixed finance public housing development program, but encourages PHA to reexamine the opportunities for mixed income development as the appropriate avenue for entrepreneurial activities and independent income.

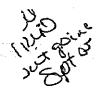
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Assistant Secretary

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Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

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September 14, 2005

Ms. Dominique Blom
Acting Deputy Assistant Secretary
Office of Public Housing Investments
U.S. Department of Housing & Urban Development
451 7th Street SW
Washington, DC 20410

RE: PHA MLK REVITALIZATION PLAN

Dear Ms. Blom:

Pursuant to our discussions during your visit to the Philadelphia Housing Authority ("PHA") last summer, PHA continues to seek opportunities to act in a more entrepreneurial way. This is increasingly important as Federal subsidies for the public housing program continue to decline significantly. PHA has already been moving in this direction for several years by acting as its own developer, which has saved millions of dollars in fees that have been reinvested in housing development. Through these ventures, PHA has proven that it is one of the most successful affordable housing developers in the region, both for homeownership and rental developments.

As we discussed in our recent telephone calls, PHA will be submitting a revised revitalization plan for the above-referenced project to include the development of an additional 40 market rate homeownership units and a 12-unit condominium building. These units would all be developed on PHA-owned land that is now the site of an obsolete community center that has already been replaced by a new city recreation facility. The addition of this development will provide an even better income mix in this neighborhood, thus better ensuring the long-term success of this revitalization effort.

While we are still evaluating various development options, it seems that one of the most advantageous would be for PHA to develop and sell these units and finance the construction with program income it has earned from developer fees and home sale proceeds. Our preliminary analysis indicates PHA could earn conservatively \$5.4 million dollars from this project, which PHA would then use to provide additional affordable housing and related services. Moreover, this approach would best ensure that the homes are built on time and at standards that will protect the Federal investment in this community.

This revised revitalization plan is yet another way that PHA can build on its success and capitalize on the increasing real estate values in the area around MLK that the HOPE VI

U.S. Department of Housing & Urban Development
September 14, 2005

Page 2 of 2

investment created to the benefit of low- and moderate-income households. Otherwise, PHA will be forced to leave those profits exclusively for private developers to enjoy.

We believe that HUD already has sufficient latitude within the provisions of 24 C.F.R. § 85.25 to permit PHA to use the specified sources of program income for this development. The regulations suggest that program income should be used for affordable housing purposes, however, we believe the proposed homeownership and condominium units meet that criteria as (1) it is part of an overall affordable housing development plan and will help ensure its success and (2) the temporary use of the program income will generate profits that will be spent directly on affordable housing development. HUD has discretion under its regulations to make determinations on program income and its uses. Moreover, our Moving to Work ("MTW") Agreement could be a vehicle for providing additional regulatory relief if the U.S. Department of Housing and Urban Development deems it necessary in order to approve this revised revitalization plan.

We would appreciate your consideration and would appreciate your feedback on this aspect of our proposal so that we can complete our revised revitalization plan and submit it for your consideration. Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Kaspeatfully,

Carl R/Greene
Executive Director

CHANGES TO PROCUREMENT REQUIREMENTS.

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JANUARY 16, 2004 (LETTER TO HUD). FEBRUARY 28, 2005 (LETTER FROM HUD).

Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene Executive Director

January 16, 2004

Mr. Milan M. Ozdinec
Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street, SW, Room 4130
Washington, D.C. 20410-5000

RE: Changes to Procurement Requirements

Dear Mr. Ozdinec:

As contemplated by the PHA's Moving to Work Agreement, I am requesting that PHA beauthorized to adopt alternatives to several aspects of the HUD requirements regarding procurement. This request is for the relief indicated in Appendix A, Paragraph X of PHA's Agreement: specifically, that PHA have authority to (1) utilize qualifications-based procurement, as described in 24 C.F.R. 85.36(d)(3)(v), for construction contracts and other procurement of services where PHA deems that system the most suitable (Paragraph 1 in the MTW Agreement); (2) utilize an alternative system of procurement where PHA certifies in relationship to each transaction that the contract price is reasonable for the goods, services or property which is the subject of the contract; the selected contractor is qualified to perform the terms of the contract; no individual member, officer, or employee of the PHA shall derive personal financial benefit from nor hold an interest in the contract; and reasonable efforts to obtain competitive prices and quality services were made (Paragraph 2 of the Agreement); and (3) procure subsidiaries through sole source procurement (Paragraph 3 of the Agreement). With respect to the contracting with subsidiaries, also as contemplated by paragraph (3) of the Agreement, PHA requests authority to contract with its subsidiaries for terms with renewals of up to five years, but not exceeding the term of the Agreement; and that a subsidiary be able to use the same alternative system of procurement requested for PHA. A justification for undertaking these steps is included as Attachment A.

This approval would be similar in scope to the approval recently granted the Atlanta Housing Authority by Article IX of Appendix A of its MTW Agreement. The ability of PHA to use qualifications-based procurement is a sub-category under the regulations of competitive proposal procurements (24 C.F.R. 85.36(d)(3)), and thus, PHA's request includes the ability to use competitive proposal procurements, as it deems appropriate. HUD's granting of the request also would supercede the requirement that procurements listed in Chapter 11, I.A.1., Items (a) through (h), of the Procurement Handbook for Public Housing Agencies, 7460.8 REV1, have to receive HUD's prior approval. Such relief was

Mr. Milan M. Ozdinec Changes to Procurement Process January 16, 2004 Page 2 of 2

granted to the King County Housing Authority in the Appendix, Part IX, of its MTW Agreement. The approval would also encompass the ability to enter into development and service contracts that exceed two years, to the extent PHA does not already have that ability.

I appreciate your consideration of this request. The proposal will improve the efficiency of both HUD and PHA operations and allow PHA to offer better quality low-income housing, without compromising requirements for reasonable competition to assure cost-effective procurement of goods and services.

Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Respectfully,

Carl R. Greene Executive Director

Attachment

cc: Ms. Jennifer Powers, Office of Policy, Program and Legislative Initiatives, U.S. Department of Housing & Urban Development

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Attachment A: Justification for Alternate System of Procurement

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1. <u>Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal</u> Procurement Methods

PHA will use competitive proposal procurement methods, including qualifications-based procurement, to procure construction services and other services where PHA deems this system the most suitable. PHA expects the discretionary use of this procurement method primarily to affect its procurement of general contractors for various construction-related projects, including among others, demolition projects, and also may use this method for detailed design projects or services that demand a substantial skill level. Consistent with the goals of the MTW program, PHA believes that this procurement method will result in substantial cost savings, without limiting competition.

As stated in 24 C.F.R. 85.36(d)(2), the "preferred method" for procuring constructing services is through the use of the sealed bids method of procurement. However, the regulation does not prohibit the use of the competitive proposal method for procuring construction services. Although the regulation limits qualifications-based procurement to architectural and engineering contracts, 24 C.F.R. 85.36(d)(3)(v), PHA's MTW Agreement acknowledges that it could be a beneficial use of the MTW demonstration to allow this method for procuring construction or other services. The use of these methods will allow PHA more flexibility to examine a contractor or other offeror's relevant qualifications and experience than the sealed bid method allows, and to negotiate a contract that is most advantageous to PHA, taking into account likely quality of the work as well as price.

This procurement method is more consistent with private sector business practices than the sealed bid method, and thus should attract a broader selection of contractors including some very high-quality contractors. PHA will continue to publicize its procurement to the public in an effort to attract a very broad range of potential offerors. The monetary savings obtained by broadening the pool of potential contractors could be substantial.

PHA has encountered substantial problems historically in its efforts to do business with contractors selected on the basis of lowest responsive and responsible bid. The technical responsibility check practiced under the sealed bid process has proved insufficient for evaluation of matters such as quality of staff, quality of work, and relevant experience. Such qualifications would be evaluated and made a basis for selection in the competitive proposal process, potentially including qualifications-based procurement. In too many instances, notwithstanding PHA's check for responsibility and responsiveness under the sealed bid method, contractors have not performed sufficiently, and have caused PHA to use additional management staff resources to overcome poor performance, incur legal expenses, suffer delays in completion of acceptable work, respond to unjustified claims for additional monies, terminate poorly performing contractors and re-procure replacement contractors.

By using the competitive proposals method, and possibly the qualifications-based procurement process, PHA should be able to achieve substantial cost savings and serve its residents better with the dollars available. Among other possible benefits, the use of high performing construction contractors obtained through the competitive proposals process will significantly reduce costs by alleviating the burdens of administering poor performing contractors through completion of their contracts. An additional critical component of the competitive proposals procurement method is the negotiation of the best price with the selected

contractor. This practice is very effective in the private sector and can result in substantial cost savings to AHA.

2. <u>Justification for Paragraph 2, Alternative Procurement System Subject to Certifications.</u>

Among other innovations, PHA could utilize an electronic procurement system. This would be particularly helpful with respect to procurement of supplies. Such a system may include, but would not necessarily be limited to the following:

- 1. On-line registration for vendors;
- 2. Website-based summarizing of PHA solicitations;
- 3. Electronic notifications to vendors of PHA solicitations;
- 4. On-line receipt of bids, quotes and proposals;
- 5. Procurement of products by browsing multiple on-line vendor catalogs made available to the general public and making product purchases based on the lowest listed price, or soliciting vendors using such catalogs for percentage discounts on representative supplies; and
- Procurement of products or services by open "reverse auctions," whereby bidders may submit multiple bids on PHA's website by viewing bids from other bidders and the lowest responsible bid is selected at the published deadlines.

The adoption of such a system of procurement would encompass PHA's ability to eview matters that otherwise would have required specific HUD approval under the procurement Handbook for Public Housing Agencies 7460.8 REV1, Chapter 11, 1.A.1, Items (a) through (h). This will prevent delays that sometimes have occurred regarding such matters, while assuring that PHA certifies to the appropriate review steps.

This system also would cover the ability to procure contracts in length longer than two years. PHA already has this ability under its annual contributions contract with respect personal services contracts, and under this proposal would be able to enter into such contracts for other purposes where this would be cost-effective. PHA would do this only after full notice to potential contractors, to assure appropriate competition.

PHA expects such steps to result in substantial administrative efficiencies and thus reduction in costs. This is particularly true of the use of the Internet to place solicitations, agister vendors, and receive goods and proposals. Savings could be realized through the generation of competitive pricing (lower cost to submit a bid or quote), consolidation of key suppliers into a centralized marketplace, a reduction in the acquisitions cycle and administrative efficiencies and reduction or elimination of requisitions, a reduction in the development of contract of contract (which would be self-contained in secure backed-up files with the electronic system) and a reduction in administration overhead.

PHA has created various subsidiaries to assist with its work. There is no point in PHA undertaking other than a sole source procurement, where the subsidiary will make available unique and tangible resources and other benefits that otherwise would not be available on the open market at competitive prices. PHA will keep appropriate documentation in its files that the subsidiaries will provide unique and tangible resources or other benefits. There is also no reason to limit such contracts to terms shorter than five years or the length of the MTW Agreement, whichever is shorter.

PHA proposes that these subsidiaries, including limited partnerships where PHA has a controlling interest in the general partner, be able to use the competitive negotiations method of procurement and the alternative system for procurement that is requested for PHA. If PHA is to receive the full benefit of the use of such subsidiaries, subsidiaries must have no less procurement flexibility than PHA. The same expectations of resulting cost savings and improved quality of services from providing the procurement flexibility to PHA would be true in some instances for the subsidiaries. This step is contemplated by PHA's MTW agreement and similar to relief contemplated for subsidiary or identity-of-interest joint venture parties under 24 CFR 943.150(b).

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U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT WASHINGTON, D.C. 20410-5000

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FEB 2 8 2005

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

Subject: Moving to Work - Alternate System of Procurement

Dear Mr. Greene:

I am pleased to inform you that under the Philadelphia Housing Authority's (PHA) Moving to Work Agreement (MTW), the Department has approved the justification for PHA's Alternate System of Procurement. The Alternate System of Procurement along with its justification will now become part of PHA's MTW Agreement and is attached for your reference.

If I can be of further assistance, do not hesitate to contact me.

Sincerely

Milan Ozdinec

Deputy Assistant Secretary

cc: Althea Forrester, HUD OGC

Melinda Roberts, Director, PIH Philadelphia Rosemary Hocking, HOPE VI Grant Manager

Enclosure

4

Attachment A: Justification for Alternate System of Procurement

1. <u>Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal Procurement Methods.</u>

PHA will use the competitive proposal procurement methods, for qualifications-based procurement, to procure construction services where PHA deems this system most suitable. PHA expects the discretionary use of this procurement method primarily to effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement of general contractors for various construction-related projects, effect its procurement method for detailed including among others, demolition projects, and also may use this method for detailed including among others, demolition projects, and also may use this method for detailed including among others, demolition projects, and also may use this method with the goals design projects or services that demand a substantial skill level. Consistent with the goals of the MTW program, PHA believes that this procurement method will result in substantial cost savings without limiting competition.

As stated in 24 C.F.R. §85.36(d)(2), the "preferred method for procuring construction services is through the use of the sealed bids methods of procurement. However, the regulation does not prohibit the use of the competitive proposal method for procuring construction services. Although the regulation limits qualifications-based procurement to architectural and engineering contracts, 24 C.F.R. §85.26(d)(3)(v), PHA's MTW architectural and engineering contracts, 24 C.F.R. §85.26(d)(3)(v), PHA's MTW agreement acknowledges that it could be a beneficial use of the MTW demonstration to Agreement acknowledges that it could be a beneficial use of the MTW demonstration to allow this method for procuring construction or other services. The use of these methods will allow PHA more flexibility to examine a contractor or other offeror's relevant qualifications and experience than the sealed bid method allows, and to negotiate a contract that is most advantageous to PHA, taking into account likely quality of work as well as price.

This procurement method is more consistent with private sector business practices than the sealed bid method, and thus should attract a broader selection of contractors, including some very high-quality contractors. PHA will continue to publicize its procurement to the public in an effort to attract a very broad range of potential offerors. The monetary savings obtained by broadening the pool of potential contactors could be substantial.

PHA has encountered substantial problems historically in its efforts to do business with contractors selected on the basis of lowest responsive and responsible bid. The technical responsibility check practiced under the sealed bid process has proved insufficient for evaluation of matters such as quality of staff, quality of work, and relevant experience. Such qualifications would be evaluated and made a basis for selection in the competitive proposal process. In too many instances, notwithstanding PHA's check for responsibility and responsiveness under the sealed bid method, contractors have not performed sufficiently and have caused PHA to use additional management staff resources to overcome poor performance, incur legal expenses, suffer delays in completion of acceptable work, respond to unjustified claims for additional monies, terminate poorly performing contractors and re-procure replacement contractors.

By using the competitive proposals method, PHA should be able to achieve substantial cost savings and service its residents better with the dollars available. Among other possibilities, the use of high performing construction contractors, obtaining through the possibilities, the use of high performing construction contractors, obtaining the burdens

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of administering poor performing contractors through completion of their contracts. An additional critical component of the competitive proposals procurement method is the negotiation of the best price with the selected contractor. This practice is very effective in the private sector and can result in substantial cost savings to PHA.

Justification for Paragraph 2, Alternative procurement System Subject to 2. Certifications.

PHA will utilize an electronic procurement system. This would be particularly helpful with respect to procurement of supplies. Such a system may include, but would not be limited to the following:

- On-line registration for vendors;
- Website-based summarizing of PHA solicitations;
- Electronic notifications to vendors of PHA solicitations;
- On-line receipt of bids, quotes, and proposals;
- Procurement of products by browsing multiple on-line vendor catalogs made available to the general public and making product purchased based on the lowest listed price, or soliciting vendors using such catalogs for percentage discounts on representative supplies; and
- Procurement of products or services by open "reverse auctions". whereby bidders may submit multiple bids on PHA's website by viewing bids from other bidders and the lowest responsible bid is selected at the published deadlines.

The adoption of such a system of procurement would encompass PHA's ability to review matters that otherwise would have required specific HUD approval under the Procurement Handbook for Public Housing Agencies 7460.8REV1, Chapter 11, 1.A.1, Items (a) through (h). This will prevent delays that sometimes have occurred regarding such matters, while assuring that PHA certifies to the appropriate review steps.

This system also would cover the ability to procure contracts in length longer than two years. PHA already has this ability under its annual contributions contract with response to personal services contracts, and under this proposal would be able to enter into such contracts for other purposes where this would be cost effective. PHA would do this only after full notice to potential contractors, to assure appropriate competition.

PHA expects such steps to result in substantial administrative efficiencies and thus reduction in costs. This is particularly true of the use of the Internet to place solicitations, register vendors, and receive goods and proposal. Savings could be realized through the generation of competitive pricing (lower cost to submit a bid or quote), consolidation of key suppliers into a centralized marketplace, a reduction in the acquisitions cycle and administrative review, a reduction or elimination of requisitions, a reduction in the

development of contract folders (which would be self-contained in secure backed-up files with the electronic system) and a reduction in administration of overhead.

Justification for Relief Regarding Contracting with Subsidiaries 3.

PHA has created various subsidiaries to assist with its work. There is no point in PHA undertaking other than sole source procurement, where the subsidiary will make available unique and tangible resources and economic benefits that otherwise would not be available on the open market at competitive prices. PHA will keep appropriate documentation in its files to support this position. In cases where the PHA chooses to select its nonprofit affiliate, the PHA must justify the selection. The PHA must retain for their records evidence that the PHA evaluated the selection and justified that the procurement of an entity other than an affiliate is infeasible based on a set of factors including but not limited to the fact that the no company will provide the goods and services devoid of profit or overhead costs. The PHA will evaluate the potential for improved financial instruments as well as labor - the abilities, talents, training and skills - the human capital of people that contribute to the production of goods and services. The unique and tangible resources offered by the subsidiaries and/or affiliates may include, but are not limited, to greater access to housing financing mechanisms, as well as enhanced human capital.

Therefore, the PHA will use sole source procurement of affiliates or subsidiaries where the sole source activities encourage or facilitate:

The building of capacity of PHA/Affiliate staff to develop and or manage both 1. public housing and non-public housing units.

Cost savings that would accrue directly to the PHA. Said savings could be associated with efficiencies afforded by the affiliate because of the lack of overhead and profit motivation.

The PHAs ability to access Low income housing tax credits whose benefits would 3.

accrue directly to the benefit of public housing.

- Efficiencies associated with contracting with a related entity whose interests are aligned with the PHA.he PHA will further document that in each instance, the selection of its affiliate will provide that PHA with resources and benefits including the following:
- a. Economic benefits of contracting with an existing subsidiary that has no profit motive, thereby eliminating costs associated with profit markups and additional overhead expenses, and which has unique knowledge of PHA systems, personnel, and operating structure and procedures.
- b. Subsidiaries which have a direct relationship with the customers being serviced reduce the time and cost associated with contract start-up. An example would be PHA's subsidiary TSSI (Tenant Support Services Inc.), which is operated under the direction of a resident leader, who is fully cognizant of all relevant resident issues and policies, thereby making it easier for TSSI to effectively engage residents from the outset on all related contract work. TSSI has the knowledge and interactions with residents to make it

uniquely qualified to offer services in connection with efforts such as resident services and tenant self-sufficiency initiatives.

Additional examples are evident in TSSI's other interactions with PHA, such as administering and managing all resident-iniatives grants on behalf of PHA's residents (e.g. Supportive Housing Grant – providing supportive services to 450 formerly homeless Section 8 families, including life skills training and case management, Job Retention Program – providing case management and supportive services for employed TANF or economically eligible residents to ensure they retain jobs, advance in current jobs, or are rapidly re-employed if they lose their jobs). TSSI also conducts an annual resident quality of life survey, the results of which PHA uses to improve resident services. Additionally, TSSI hosts an annual Resident Empowerment Conference that offers programming not only for PHA residents, but for public housing residents from across the country. This nationwide exposure permits TSSI to bring the newest ideas and concepts to bear on its work for PHA. TSSI is uniquely qualified to perform all of these tasks given the experience of its staff – including its resident leader – and its daily interaction and involvement with PHA residents. No other contractor could possibly perform this work as efficiently and cost effectively as TSSI, ultimately resulting in a cost savings to PHA.

c. In response to an Inspector General report, PHA established a separate subsidiary entity, to ensure the clear separation and tracking of all costs associated with the management of for-profit entities. Additionally, tax law requires PHA to separate the entities' activities, which are taxable events, from PHA's own activities, which are not taxable. PHA has established these subsidiary entities at those tax credit sites that we manage. Such entities, by virtue of their relationship with PHA and particular sites, are uniquely situated to provide programmatic, management, and operational services at these sites.

By way of further example, the subsidiary entity manages both public housing and low income housing in tax credit developments, and also manages commercial space in those developments. The management function includes both security and maintenance. The entity also monitors third party management entities as required by various Regulatory & Operating Agreements to ensure compliance with all public housing regulations. Those monitoring activities include oversight of lease-ups, vacancy management, and the earned income disregard. Only such a subsidiary entity has available the vast tangible resources and a track record of experience to be in a position to provide cost savings to PHA that are not available on the open market at competitive prices.

This justification is not inconsistent with the process for contracting with subsidiary or identity of interest joint venture parties under 24 CFR943.150(b).

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PHA STREAMLINED MIXED-FINANCE APPROVAL PROCESS.

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OCTOBER 15, 2004 (LETTER TO HUD). NOVEMBER 18, 2004 (LETTER TO HUD).

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Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

October 15, 2004

Mr. Milan Ozdinec
Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street SW, Room 4130
Washington, DC 20410-5000

RE: Streamlined Mixed Finance Development Review Process

Dear Mr. Ozdinec:

In connection with the Philadelphia Housing Authority (PHA) goal of expediting the Mixed Finance closing process, PHA has requested that PHA and HUD agree to a set of evidentiary submission and review procedures that will enable both sides to resolve questions and issues in a quicker, more coordinated and expedited manner. At HUD's request, we write this letter to detail the elements of our proposal, which we believe will simplify and expedite the HUD review process to the benefit of all parties.

1. Weekly Calls

Weekly calls are already part of our process, and are meeting the goals of:

- Keeping all key participants from PHA and HUD updated on the status of various developments;
- b. Providing a forum for questions, so that issues from either party may be raised (and, if an immediate answer is not available, to permit the parties to agree upon a path to resolution); and
- c. Enabling discussion about timelines and priorities, so that actions of both parties may be prioritized or staggered in the interest of keeping the submission and review process flowing. Coordination of the parties' timelines will help deadlines from competing with each other and enable submissions and reviews to take place efficiently.

2. Team Review

We are pleased to have a dedicated HUD review team for all of PHA's transactions, which we understand consists of Donna Keck as team leader; Rosemary Hocking for primary program review; and Celia Smoot, Ivy Prout, Anne Harrison, and Cheryl Johnson for legal review. We have found that having Ms. Hocking serve as our primary point of contact on the program side has helped us reach a level of consistency in comments and responses, as she has had the opportunity to become

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very familiar with PHA processes and documents. We believe this process has worked well for PHA and HUD and see no reason to change the process at this time. We suggest that perhaps designating a similar single point of contact for legal issues, or another process for coordinating our communications on the legal side, may also be helpful.

Simultaneous Submission of Rental Term Sheet and Evidentiaries

PHA requests the ability to submit the Rental Term Sheet at the same time that it submits a complete evidentiary package as described below.

Completeness of Submissions 4.

To the greatest extent possible, PHA will endeavor to submit to HUD evidentiaries in execution-ready form. Documents will be fully negotiated, subject only to HUD approval. Submissions will thus contain:

a. All evidentiaries (i.e., no incomplete submissions),

b. Business terms that are fully negotiated with all parties,

c. Any exhibits to documents that are critical to HUD review, such as legal descriptions, budgets, etc. (although certain non-substantive exhibits or blanks to be filled in at closing may remain).

Hard copies of all submissions will be sent as follows: one (1) copy to Rosemary Hocking, and one (1) copy to the designated legal review contact. The cover letter for submissions will be copied to Donna Keck and Dominique Blom, or others as designated by HUD. Any originals that HUD requires, such as certifications, will be submitted in the binder sent to the designated legal review contact.

Use of Models 5.

To the extent possible, documents will be generated using previously approved model documents, such as those approved for Cambridge Phase III. The first submission will include blacklines of the documents against the previously approved models. HUD review of the underlying forms can thus be minimized, and attention focused on the deal-specific terms and compliance with regulatory requirements.

As requested by HUD, PHA will forward, under separate cover, a copy of the model documents.

Comments and Responses 6.

We propose that both HUD and PHA commit to the following processes to enable efficient review and responses:

The HUD review team, both program and legal, will coordinate their comments internally, and will transmit to PHA all comments from all reviewers at one time, in writing.

Mr. Milan Ozdinec Streamlined Mixed Finance Development Review Process October 15, 2004 Page 3 of 3

b. HUD comments will be sent to the designated PHA attorney, as identified by PHA to HUD with respect to the specific transaction, who will coordinate with all involved parties to turn around a response as soon as possible.

. To the greatest extent possible, the HUD review team will return comments on Rental Term Sheets and evidentiaries in no more than 30 days from receipt.

d. While there may be interim and informal communications on some issues, PHA will return one set of formal and final responses from PHA and its development partners (and their respective counsel) to HUD, at one time and in writing.

e. Follow-up submissions of documents in response to comments may be transmitted initially by email for efficiency, but will also promptly be followed by hard copies to the people designated above to receive submission materials.

f. Communications of all kinds should flow only between HUD and the designated PHA counsel and PHA staff and consultants, rather than between HUD and the private developers or developer's counsel. Any inquiries made to/from development partners or their counsel will be re-directed by HUD to PHA, as PHA serves as the primary link between those partners and HUD.

We very much appreciate your commitment and that of the HUD review team in assisting PHA in closing its many and varied transactions. We are pleased with the efficiencies and procedures that we have already been put into practice, and look forward to further simplifying the HUD review and approval process as described above, to the benefit of our residents and all others involved. We welcome other suggestions and possibilities for further streamlining this process.

Thank you for your attention to this proposal. Should you have any questions, or require additional information, please contact me at (215) 684-4174.

Respectfully,

Carl R. Greene Executive Director

cc: Ms. Dominique Blom, Director of Public Housing Investment, U.S. Department of Housing and Urban Development



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene Executive Director

November 18, 2004

Mr. Milan Ozdinec
Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing & Urban Development
451 7th Street SW, Room 4130
Washington, DC 20410-5000

Re: PHA Streamlined Mixed Finance Approval Process

Dear Milan:

We appreciate HUD's agreement to streamline PHA's mixed finance approval process in a manner similar to the proposal forwarded to you by letter of October 15, 2004. Per our discussion with your staff on October 27, 2004, HUD and PHA agreed to the following elements of our proposal:

- (1) Weekly Calls: Weekly calls have been helpful and will continue.
- (2) <u>Team Review</u>: Your staff noted that, given the departure of Celia Smoot, a Field Office attorney assigned to PHA matters, Jonathan Anderson at Headquarters will be the point person for legal review of PHA deals.
- (3) Simultaneous Submission of the Rental Term Sheet and Evidentiaries: HUD stated that it has no objection to receiving the Rental Term Sheet and evidentiaries together no less than 45 days prior to anticipated closing, but noted that receiving the term sheet first allows for issues to be raised and addressed before the evidentiaries are complete. While we appreciate HUD's concern, as we explained, the 90-day lead time forced PHA on occasion to submit documents before they were ready, which created confusion. Rosemary Hocking noted that she would try to provide an immediate turnaround, but that this would be difficult if there were multiple submissions at one time. As you know, PHA receives excellent support from Rosemary Hocking, and understands that she has in the past, and will continue in the future, to process our documents as quickly as possible.
- (4) <u>Completeness of Submissions</u>: HUD made no objection to the PHA proposal as written.

(5) <u>Use of Models</u>: PHA noted that, as we are now using model form documents that can be blacklined to show changes, review of PHA submissions should not be onerous.

(6) Comments and Responses:

- (a) Rosemary Hocking agreed to lead the coordination of HUD comments to be transmitted to PHA and noted that she had used this method for Neumann North;
- (b) HUD agreed to use a designated PHA attorney as the sole point of contact for comments and responses Monique DeLapenha;
- (c) HUD noted that they would establish a goal of returning comments on Rental Term Sheets and evidentiaries within 2 weeks of receipt, and that the outside date would be 30 days;
- (d) PHA agreed that it would set a goal of formally responding to HUD comments within a 2 week time period;
- (e) HUD agreed that follow-up submissions may be done by e-mail followed by hard copies;
- (f) HUD indicated that it did not fully agree with PHA's proposal limiting its ability to discuss issues with PHA's developers and developer's counsel without the PHA present. Given that there have been mishaps in the past when there is communication between HUD and developers, we prefer that PHA at least have a representative present during any such discussion. Dominique Blom suggested that HUD inform PHA of any such communication, but such a policy could undermine PHA's ability to hold its developer partners accountable under our various contracts and agreements. Hopefully we can develop a policy for HUD communications with PHA's developers and developer's counsel that is mutually satisfactory.

You and your staff have been essential partners in helping PHA create more quality housing for low income Philadelphians. We appreciate the opportunity to become even more effective by having a more streamlined HUD review process. Thank you for your efforts and we look forward to continuing to refine and improve our working relationship.

Sincerely

Carl R. Greene Executive Director grades, op by the englishmen

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STREAMLINED DEMOLITION/DISPOSITION PROCESS

June 21, 2005 (LETTER TO HUD).

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Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene Executive Offector

January 16, 2004

Mr. Milan Ozdinec
Deputy Assistant Secretary
Office of Public Housing Investments
Office of Public and Indian Housing
U.S. Department of Housing and Urban Development
Washington, D.C. 20410-5000

RE: Streamlined Review Process for Demolition and Disposition
Applications

Dear Mr. Ozdinec:

I am writing to request that HUD approve a streamlined review process for the Philadelphia Housing Authority's demolition and disposition applications. This request is authorized by the PHA's Moving to Work Agreement, Appendix A, Paragraph VIII. E.

A streamlined approach is particularly important to efficiently address the needs of PHA's enormous and dispersed scattered-site inventory. To improve efficiency and reduce the burden for HUD and PHA, PHA needs to have a flexible process that allows it to take advantage of development opportunities, as they become available.

The streamlined process would be as follows:

- 1. With respect to demolitions or dispositions of the scattered site properties, a general description of planned activity in the PHA Plan would continue to be allowed. (No further HUD approval is necessary.)
- 2. The appraisal requirements for dispositions could be satisfied, where the transfer would be for nominal consideration, by the estimate of property value for local tax purposes by the Philadelphia Board of Revision. (HUD accepts such estimates now in this situation; no further HUD approval is necessary.)
- 3. With respect to dispositions, the Section 412 requirement for offer of sale to resident organization(s) at the development would be inapplicable. Section 18(c)(1) of the United States Housing Act of 1937 gives HUD the authority to determine the "appropriate circumstances" to which this requirement will apply. As an MTW agency undertaking substantial revitalization and redevelopment efforts, PHA should have the flexibility to interact with resident groups as it deems appropriate regarding proposed dispositions. This is particularly the situation with

regard to scattered-site properties, where PHA may be disposing of a number of properties and expeditious dispositions are needed to take advantage of development opportunities. Over three hundred scattered-site dispositions have been completed without resident organizations once attempting to exercise the right to purchase. Another example is disposition of public housing to a limited partnership, where the development will remain PHA-controlled public housing, and the Section 412 requirement arises only due to the technicality of the disposition.

HUD should determine that PHA's dispositions are not an appropriate circumstance in which to apply the requirement. The resident and local government consultation provisions of the law still would apply.

4. With respect to the submission of an application and approval by the Special Applications Center, first, HUD will designate a staff liaison to PHA to serve as a single point of contact for review and to provide requested technical assistance and approve any demolition or disposition request. The SAC will provide a deficiency list to PHA within two weeks of receipt of submissions, and respond to all subsequent submissions within ten days, provided that 1) the application is complete (including the certifications in the attachment to this letter); 2) the application is part of an approved MTW plan (as described above); and 3) an environmental review has been signed off by the HUD field office, or by the City of Philadelphia if the City has assumed that responsibility. As permitted now, applications for disposition of scattered site properties may be processed as a group. Second, PHA will provide certifications instead of some of the detailed information otherwise required by the aspects indicate attachments The application. demolition/disposition application form (HUD-52860) that this process would make inapplicable or otherwise alter, and provide a draft form of PHA certification.

Thank you for your consideration. Approval of this request will help HUD and PHA more expeditiously and efficiently meet low-income housing needs.

Should you have any questions, or require any additional information, please contact me at (215) 684-4174.

Respectfully,

Page 2 of 2

Executive Director

Streamlined PHA Demolition/Disposition Application: Proposed Applicability of HUD Form 52860

Section 1: General information. PHA will complete this section.

Section 2: Long-term impact of proposed action. PHA will not complete this section. PHA understands the financial ramifications of demolition and disposition.

Section 3: Board resolution and environmental review and local government consultation. PHA will complete this section. With respect to the scattered site properties, both the Board resolution and the letter of acknowledgement of the local government official can be a general authorization to demolish or dispose of scattered site units that meets the standards of the demolition/disposition statute.

Section 3: Table 1 proposed demolition/disposition. PHA will complete this table.

Section 4: Description of Existing Property. PHA will complete this information.

Section 5: Description of Proposed Action by Project. PHA will complete the information, with the following exceptions:

PHA will not provide an estimate of project debt (#6), and requests a waiver for the requirement to repay any project debt (#12) for all dispositions of property. PHA will use any proceeds for affordable housing purposes and as indicated in its MTW Annual Plans.

If the demolition or disposition is a partial demolition or disposition of the development (#7), PHA will certify that the partial demolition or disposition meets the statute's standards for such action, rather than providing a specific justification. If PHA is disposing of scattered site property for nominal consideration (#9), PHA will provide a Philadelphia Board of Revision estimate for property tax purposes rather than an appraisal, as PHA does now.

If property is to be disposed of by negotiated sale or for less than fair market value (#10), PHA will certify that the approach is in the best interest of PHA. PHA will calculate net proceeds (#11) if they will exceed \$5,000 per unit. PHA will not provide estimated costs or a timetable (#13 and #14), but will undertake demolition and any necessary relocation using responsible management practices.

Section 6: Justification of demolition or disposition. For #1, the PHA will circle the appropriate reason for the demolition or disposition. Rather than provide specific backup, PHA will certify that the demolition or disposition meets the standards contained in the statute. Thus, PHA will not complete #2 or #3. PHA will complete #4 and #5.

Section 7: Relocation. PHA will complete only item #1 of this section. PHA will undertake relocation as needed in a responsible manner.

Section 8: Resident consultation. Instead of completing this section, PHA will certify that it has met the requirements of the statute with respect to resident consultation.

Section 9: Section 412 Offer of Sale. PHA is requesting that HUD determine that Section 412 not be applicable to its dispositions. Assuming that determination is granted, PHA would not fill out Section 9.

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Certification of the Philadelphia Housing Authority regarding Demolition or Disposition

With respect to the (demolition) (dispose Philadelphia Housing Authority certifies that:		(property a	address),	the
(If demolition of only a portion of a public hoviability of the remaining portion of the development	ousing development) The opment;	demolition v	vill ensure	the
(If disposition is by negotiated sale or sale at the best interest of the Philadelphia Housing	at less than fair-market va Authority;	lue) The di	sposition i	s in
(if demolition) The proposed demolition meet United States Housing Act of 1937;	ts the standards required t	y Section 1	18(a)(1) of	the
(If disposition) The proposed disposition mee United States Housing Act of 1937; and	ts the standards required i	by Section 1	18(a)(2) of	the
The Philadelphia Housing Authority has met States Housing Act of 1937 with respect to re	the requirements of Sectionsident consultation.	on 18(b)(2)	of the Uni	ited
<u>(</u> ;	authorized PHA official)			_

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Amendment #1 to the Philadelphia Housing Authority's Moving to Work Agreement

The Moving to Work Agreement between the Philadelphia Housing Authority and the U.S. Department of Housing and Urban Development is revised as follows:

Statement of Authorizations, Section VII, paragraph B, "Subject to prior HUD approval" is deleted, and the paragraph reads as follows:

B. Authorized Local Rent Subsidy Program Activities

Provided that PHA complies with all HUD requirements regarding rent reasonableness the PHA is authorized to develop its own Local Rent Subsidy Program that may include exceptions to the standard Section 8 Program rules and regulations. PHA will use procedural requirements consistent with those described in Article I., Section I of this Agreement in adopting and implementing the Local Rent Subsidy Program. The Local Rent Subsidy Program must be designed to further the PHA's goals of creating a successful Local Rent Subsidy Program with stable landlords, high quality properties and mixed-income neighborhoods.

Additionally, the following Provision is added to the end of the Agreement:

XI. Streamlined Demolition and Disposition Processing

PHA is authorized to utilize a streamlined HUD review process for demolition and disposition applications, which will include a single point of contact at the Special Applications Center for review and to provide requested technical assistance and approve any demolition and disposition request. The Special Applications Center commits to providing a deficiency list to PHA within two weeks of receipt of an application and further commits to responding to all subsequent submissions within ten days from then on, provided that 1) the application is complete, 2) the application is part of an approved MTW plan and 3) an environmental review has been signed off on by the HUD field office.

Signed:

Executive Director

Philadelphia Housing Authority

Signed:

Assistant Secretary

Public and Indian Housing

Date: _8/16/04

Date: 10/22/04





Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene Executive Director

June 21, 2005

Ms. Dominique Blom
Acting Deputy Assistant Secretary
Office of Public and Indian Housing
Department of Housing and Urban Development
451 7th Street, SW, Room 4130
Washington, DC 20410

RE: Request for HUD Approval of Streamlined Disposition Approval Process

Dear Ms. Blom:

I very much appreciated our meeting of April 7th and April 9th with the HUD Review team regarding our Moving to Work (MTW) Program. I was pleased that the results of the review were positive and welcome the opportunity to assist HUD in using some of the programs developed under our MTW demonstration as national models for other housing authorities.

During that meeting, we discussed additional ways that PHA could use its MTW authority to become more efficient and cost-effective. One suggestion was to further streamline the process by which HUD approves PHA's disposition and demolition requests. As you know, PHA has an unusually high number of requests for demolition and disposition approval given its \$1.1 billion development program, the considerable number of scancied size properties in its portfolio, and other local characteristics unique to Philadelphia. This necessitates PHA to spend significant time and resources in preparing detailed applications to HUD SAC to obtain the required HUD approval. PHA has found that the approval process, which often takes three months or longer, slows down developments resulting in additional costs.

PHA's MTW Agreement with HUD authorizes us to implement a streamlined demolition and disposition process with HUD approval. While PHA previously obtained HUD approval of a preliminary streamlined demolition and disposition approval process, it does not go far enough to be truly effective in saving time and money. Based on our conversations at our MTW Review. PHA has developed a fulsome streamlined demolition and disposition approval process for HUD's consideration, which is enclosed. This process is consistent with Section 18 of the U.S. Housing Act and seeks to change the way HUD approves our demolition and disposition requests. PHA asks that HUD consider approving and implementing this new cost-saving measure as part of our MTW demonstration.

Ms. Dominique Blom Request for HUD Approval of Streamlined Disposition Process June 21, 2005 Page 2

> We look forward to discussing this with you and the Special Applications Center at your earliest convenience. In the interim, please contact me at 215-684-4174 if you have any questions, or wish to discuss this process in further detail.

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Respectfully.

Carl R. Greene Executive Director . Para transfer to the state of the

Enclosure

Ms. Rosemary Hocking, U.S. Department of Housing & Urban Development, Philadelphia Office raginer 🗗 eller er er er er 🛊 betaren 1948 betaren 1950 betaren 1968 betaren 1968

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PHA MTW STREAMLINED DEMOLITION AND DISPOSITION PROCESS

The proposed streamlined process is similar to the self-certification process used by HUD for homeownership plan approval. As described in more detail below, PHA will provide a detailed description of proposed disposition/demolition activities in its annual MTW Plan. Following inclusion of such activities in the MTW Plan, PHA will send a streamlined application, in the form of a letter, to a single point of contact at HUD. In this letter, PHA will self-certify that it will meet the requirements of Section 18 of the United States Housing Act of 1937 ("Section 18") prior to carrying out any disposition/demolition. PHA will retain documentation of its Section 18 compliance.

- 1. <u>Single Point of Contact</u>. Pursuant to Amendment #1 of PHA's MTW Agreement with HUD, PHA proposes a single point of contact, either at the HUD Field Office or at the Special Applications Center ("SAC"). All correspondence will be copied to Rosemary Hocking.
- MTW Plan. PHA's annual MTW Plan will include a description of proposed disposition/demolition activities. This description will include the following information:
 - Identification of specific conventional developments or, for scattered site developments, geographic areas in Philadelphia to be targeted for disposition' demolition. Specific addresses or project numbers will not be necessary.
 - Estimates of the number or units or lots to be disposed of in the
 identified development or geographic area (e.g., "approximately 20
 units or vacant lots will be disposed of for the Passyunk disposition").
 - Description of PHA's intergovernmental land swap activities with the City of Philadelphia, including the Office of Housing and Neighborhood Preservation ("OHNP") and the Redevelopment Authority of the City of Philadelphia ("RDA"). When possible, this description will identify geographic areas slated for disposition.
- Disposition Demolition Application. The form of PHA's streamlined application will be a letter to its single point of contact at HUD. This letter will contain the following statements and certifications:
 - PHA intends to implement activities described in its MTW Plan. Per Section 18. PHA will self-certify that the proposed disposition demolition activity is specifically authorized in PHA's MTW Plan.

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- PHA will self-certify that prior to completion of any disposition/demolition activities, PHA will comply with the other Section 18 requirements, including: (a) specifying the Section 18 need criteria for the disposition/demolition; (b) completing Section 18 resident relocation requirements as applicable; (c) using net proceeds for eligible purposes under Section 18; and (d) for disposition only, providing residents with an opportunity to purchase the properties.
- PHA will document its compliance with applicable provisions Section 18 and retain such information in its files, which will be reasonably available to HUD upon request.
- PHA will update the PIC system no later than 30 days after the completion of demolition or disposition activities authorized under this streamlined process.
- 4. <u>HUD Approval</u>: HUD will commit to notify PHA of any deficiencies in its submission within five (5) days of the receipt. HUD will review and approve or disapprove all streamlined applications within 3 weeks of receipt of complete information.
- 5. <u>Limitations on Streamlined Process</u>: The streamlined disposition/demolition application process will be limited as described below. These limitations ensure that PHA properties will not be disposed of to non-affiliated entities other than those specifically named in its MTW Annual Plan without sufficient HUD review and, with respect to the second limitation below, may provide PHA with a competitive advantage in applications for low-income housing tax credits.
 - PHA may only dispose of or demolish an agreed-upon percentage of ten percent (10%) of its inventory each year using this streamlined process (the "Allowed Percentage"). Any demolitions dispositions in excess of the Allowed Percentage will require HUD approval via the present non-streamlined process; and
 - The streamlined process applies only to PHA's development activities, which include disposition of properties to PHA affiliates, disposition of homeownership units developed by PHA or its affiliates to eligible purchasers, purchasers specifically named in PHA's MTW Annual Plan and land swaps with the City, including OHNP and RDA. Other developers requesting PHA land for affordable housing development will be subject to the general HUD disposition/demolition application process.
- 6. Waivers and Internal Governance: HUD has the authority under MTW to waive any disposition demolition application requirements other than those required by Section 18. The self-certifications described in #3 above address all Section 18 requirements, so no further submissions of information should be required. PHA recognizes that other activities, such as Board and resident consultations, are important for internal

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governance purposes, and will retain records of such other activities in conjunction with disposition/demolition applications. Since all non-statutory requirements may be waived under MTW, however, PHA requests the elimination of these requirements to that PHA may tailor its non-statutory activities to its internal governance and residents' needs. Accordingly, HUD should waive any remaining disposition demolition submission requirements, including the following:

- Entry of data into PIC prior to completion of disposition/demolition;
- Submission to HUD of board resolutions, environmental approvals, and proof of consultation with local officials (Section 3 of Form 52860);
- Submission to HUD of site maps, legal descriptions of vacant land, appraised values of land proposed for disposition, and justification for sales at less than fair market value (Section 5 of Form 52860);
- Submission to HUD of the counseling/advisory services to be provided to relocated residents, the housing resources to be used, and the sources of funding for such activities (Section 7 of Form 52860). As noted in #3 above, PHA will retain documentation of its compliance with Section 18 requirements, such as resident relocations;
- Submission to HUD of descriptions of PHA's process for notifying and consulting with residents and resident groups and copies of written comments received (Section 8 of Form 52860);
- Submission to HUD of proof of offer of sale to residents of properties proposed for disposition (Section 9 of Form 52860). As noted in #3 above. PHA will retain documentation of its compliance with Section 18 requirements, such as offer of sale.
- <u>Timetable</u>. Essed upon the proposal above, the timetable for streamlined PHA disposition demolition applications is described below.

	.4 cជាក់ក	Timetable
1	PHA submits annual MTW Plan to HUD	Every January
2	PHA submits disposition demolition application letter with Section 18 self-certifications to single point of contact at HUD.	Anytime
3	HUD submits letter to SAC	3 days after #2
4	SAC approves application	
5	PHA maintains documentation of compliance with Section 18 certifications and other internal governance requirements	3 weeks after #3 Ongoing
	PHA updates disposed demolished units in PIC	30 days after
1	·	disposition demolition
		completion

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