

# PHILADELPHIA HOUSING AUTHORITY



Philadelphia Housing Authority

## MOVING TO WORK ANNUAL PLAN FISCAL YEAR 2016 (APRIL 1, 2016 TO MARCH 31, 2016)

DRAFT FOR PUBLIC COMMENT  
PUBLIC COMMENT PERIOD: 11/17/2014-12/17/2014

**PHILADELPHIA HOUSING AUTHORITY  
MOVING TO WORK ANNUAL PLAN – FISCAL YEAR 2016**

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## I. INTRODUCTION

This Annual Plan provides information on activities planned by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW) for PHA Fiscal Year 2016, i.e. the period from **April 1, 2015 to March 31, 2016**.

PHA has been an MTW agency since April 2001, operating under an MTW Agreement with the U.S. Department of Housing and Urban Development (HUD). The MTW Agreement as amended describes the authority and flexibility granted to PHA under MTW and the requirements for participation.

MTW is a demonstration program authorized by Congress, through which PHA and other participating agencies are given the flexibility to waive certain statutes and HUD regulations to design and test approaches for providing housing assistance that address one or more of the following statutory objectives:

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

Through the MTW Demonstration, PHA will continue to substantially transform its properties and programs, utilizing flexibility provided by the MTW Agreement in virtually every area of agency operations. In an era of diminishing Federal resources, effective and innovative use of MTW flexibility is more critical than ever to the future of PHA and its residents.

### **MTW Long-Term Goals and Objectives**

During the first year of the MTW program, PHA established five (5) broad objectives for the MTW Demonstration Program:

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

Under the direction of President and Chief Executive Officer, Kelvin A. Jeremiah, PHA has continued and expanded the use of MTW flexibility in promoting PHA's long-term strategic objectives. PHA has sharpened its focus on improving performance in core business operational areas including property management, maintenance services and resident services and on expanding partnerships with the City, non-profit agencies and other community stakeholders. PHA's focus emphasizes the need to strengthen people, property and partnerships. T

In FY 2015, PHA engaged in a comprehensive Strategic Directions planning process to identify long-term strategic priorities and initiatives. The process has involved the Board of Commissioners, employees, residents and an extensive group of community stakeholders. A draft of the Strategic Directions Plan has been published for public comment, and Board review and approval will be sought in December 2014. The planning process identified a new mission statement and twelve strategic priorities that provide a framework for both future MTW activities and PHA's overall management strategy:

1. Preserve and expand the supply of affordable housing available to Philadelphia's residents with low-incomes
2. Achieve excellence in the provision of management and maintenance services to PHA residents
3. Create safe communities in collaboration with neighborhood residents and law enforcement agencies
4. Enhance resident well-being and independence through partnerships for employment, job training, education, health and other evidence-based supportive services
5. Improve access to quality housing choices and opportunity neighborhoods through the Housing Choice Voucher program
6. Incorporate energy conservation measures and sustainable practices throughout PHA operations
7. Improve customer service, streamline operations and create a business model that is data-driven and high performing
8. Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity and adheres to the highest ethical standards
9. Strengthen existing relationships and forge new public, private and philanthropic partnerships to support PHA's strategic goals
10. Make PHA an employer of choice with an accountable, diverse, trained and productive workforce

11. Ensure that PHA is a good neighbor and reliable community partner

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

With respect to strategic priority #12, the term of the MTW Agreement between HUD and PHA runs through Fiscal Year 2018. MTW regulatory and funding flexibility has been enormously important to PHA's efforts to revitalize deeply distressed public housing developments and their surrounding neighborhood, support the City of Philadelphia's Blueprint to End Homelessness initiative, and assist residents to secure job training, job placements, homeownership and other opportunities. PHA and other participating MTW agencies are currently engaged in discussions with HUD regarding a long-term extension of the program. In the coming months, PHA will continue discussions with HUD and other parties as needed with the goal of securing an MTW Agreement extension with substantially similar terms to the current Agreement.

### **FY 2016 Goals and Objectives**

PHA plans to implement a coordinated, comprehensive program of capital improvements, development activities, maintenance and management initiatives, and resident supportive services in FY 2016. PHA's funding for this period is unknown as of the publication date of the MTW Annual Plan; thus, the activities described herein may be modified based on actual funding levels.

MTW activities are defined by HUD as only those activities that specifically require MTW authority or Block Grant flexibility to implement. Highlights of PHA's planned MTW activities include:

- ***"6 in 5" Program for an Affordable Future*** – PHA established this initiative to develop, acquire or preserve affordable housing in the City of Philadelphia. The initiative involves a range of strategies including PHA-developed projects that provide for redevelopment and/or replacement of obsolete properties; initiatives to ensure the long-term affordability of Low Income Housing Tax Credit properties; and partnerships with the City, non-profit agencies and local developers on new construction, acquisition and substantial rehabilitation projects. PHA utilizes MTW Block Grant and other funding to support many of these developments. In FY 2016, PHA and its partners projects that 317 new public housing units will come on line as shown in Table 1 of the MTW Plan, and an additional 206 units will be placed under Housing Assistance Payments contracts as shown in Table 3.
- ***Neighborhood Transformation Activities at Blumberg/Sharswood and Norris/North Central Philadelphia*** - A number of additional development projects will proceed during FY 2016 that involve both MTW Block Grant and other funds including the Phase 1 redevelopment of Blumberg Apartments and the initial phase of the Choice Neighborhood Implementation Plan at the Norris Homes development. At Blumberg, PHA was awarded a \$12.5 million, 9% Low Income Housing Tax Credit award to partially fund Phase I activities and is also engaging in a neighborhood-wide Transformation Plan through a \$500,000 Choice Neighborhoods Planning Grant. Both of these activities started in FY 2015. At

Norris Homes, PHA received a \$30 million Choice Neighborhoods Implementation grant in FY 2015 and expects to finalize the first phase in FY 2016.

- ***Homeless Veterans Initiative*** – Working with the City and the Department of Veterans Affairs, PHA is committed to eliminating homelessness among our nation’s veterans. These activities include continuing to maximize leasing under the Veterans Affairs Supportive Housing (VASH) – which is a non-MTW program - and providing operating support for the new 18-unit IMPACT Veterans project that is currently under construction and projected to be ready for occupancy in FY 2016. The IMPACT Veterans project will utilize MTW Block Grant and other funds.
- ***Scattered Site Asset Repositioning Strategy*** – PHA will continue implementation of an asset repositioning strategy for the scattered site portfolio to promote neighborhood revitalization, generate revenue, and reduce operating expenses. In addition to a disposition and auction of greater than 100 vacant and obsolete scattered site properties planned for FY 2016, PHA is working with partners to develop new small scale replacement housing projects that will help to strengthen and revitalize Philadelphia’s neighborhoods. PHA has also submitted an application to convert a number of long-term vacant scattered site units under the Rental Assistance Demonstration (see discussion below) in order to dispose of severely distressed units and preserve subsidy by developing replacement units. PHA is also developing master plans for a number of Philadelphia neighborhoods that are under tremendous market rate development pressure in order to create and preserve affordable housing and allow low and moderate-income households to continue to benefit from access to and amenities of these areas. These areas include: Point Breeze, Temple Area, Brewerytown, Francisville, Spring Garden, and the Promise Zone in Philadelphia. MTW Block Grant and other funding will be used to support PHA’s asset repositioning initiatives.
- ***Rental Assistance Demonstration*** – In FY 2014, PHA submitted an application to convert approximately 2,899 public housing units to project-based rental assistance under the Rental Assistance Demonstration (RAD) Program. Subject to HUD approval (which potentially could occur in FY 2016), PHA may use MTW Block Grant funding and MTW programmatic flexibility to the extent allowed by HUD under the RAD Notice and related guidance as part of the RAD conversion strategy. Through the RAD conversion process, PHA plans to raise new private capital funding to rehabilitate and preserve critically needed existing housing stock.
- ***Public Safety Initiatives*** – PHA will continue efforts to strengthen and improve safety and security for residents and staff including operating mobile mini-stations, bike patrols, and a Crime Suppression Team, as well as implementing automated security systems at PHA developments that allow for central control and monitoring. Using MTW Block Grant and other funding, PHA has adopted a community-policing model that links its policing activities to the broader framework provided by the City’s Police Department and works in conjunction with members of the business community, faith-based organizations, community groups, non-profit groups, victim service providers, health service providers, the media, individuals, and other city agencies. In tandem, a new task force consisting of residents, staff, and partners has been charged with identifying other strategies to fight crime at PHA

developments under the PHA Safe, Affordable Housing for Everyone (SAFE) Program. PHA is also actively collaborating with the City and a consortium of local agencies to implement a comprehensive Youth Violence Prevention Strategic Plan.

- **Energy Performance Contracting** - The MTW Agreement, as amended, authorizes PHA, without prior approval from HUD, to enter into new Energy Performance Contracts (EPCs) or modify existing EPCs, subject to certain limitations set forth in Attachment D. In FY 2016 and continuing thereafter, PHA will determine whether to procure an Energy Service Company (ESCO) or function as its own ESCo, and will initiate procurement of appropriate services in order to structure, plan and move forward with implementation of an EPC. PHA anticipates that the MTW Agreement will be extended prior to 2018. Depending on the provisions of any such extension, the proposed EPC and ESCo initiatives may extend beyond the MTW Agreement's term. PHA will factor this issue into its planning and, if needed, will consult with HUD.
- **Self-Sufficiency and Youth Development Programs** – PHA utilizes MTW Block Grant and other funds – including private and other funds raised through the PhillySEEDS entity - to support extensive youth development, adult education, employment and training, nutrition and other supportive services. In FY 2016, PHA plans to enhance scholarship, afterschool, summer camp, and preschool programming. This includes enhancements to the Out of School Time youth programs which include homework assistance, project based learning, work experience, community service and recreation, including edutainment. A new initiative, Scholars' Internship Program (SIP), will be launched to augment existing scholarship program by offering internships to scholarship recipients in their major area of study. PHA also plans to continue its summer food program at 20 conventional sites. The program is partially funded by the Pennsylvania Department of Education. PHA augments it with summer camp activities. PHA will also continue to offer a broad array of self-sufficiency services focused on helping residents prepare for the workforce and obtain jobs with living wage incomes. PHA's program design incorporates appropriate incentives and disincentives, is evidence-based and is outcome-driven. A critical ongoing objective is for PHA to maximize and leverage its investments through innovative partnerships with State, City, and non-profit agencies, universities, and social services organizations. A major focus in FY 2016 will be to improve employment outcomes and prepare residents to benefit from economic activity in both the Norris and Sharswood/Blumberg Choice Neighborhoods. The Pre-Apprenticeship Program will continue to train residents for building maintenance employment and provide some customized training for residents from PHA's Choice Neighborhood Implementation Program at Norris Homes. In FY 2016, PHA will build on this foundation, including seeking Jobs Plus funding for self-sufficiency objectives in targeted communities. A summary of PHA's MTW and Non-MTW funded resident services programs is found on Table 10.
- **Second Chance Initiative** – PHA has begun to implement a time-limited, ten voucher pilot program to provide supportive services and housing subsidies to formerly incarcerated returning citizens that are active participants in good standing with the Eastern District Federal Court Supervision to Aid Reentry (STAR) Program and Mayor's Office of

Reintegration Services (RISE) Program. PHA projects that the program will reach full utilization by the end of FY 2016.

- ***Nursing Home Transition*** – PHA will continue to work with the City and State to provide affordable housing opportunities for people with disabilities who are able to transition from nursing homes to community-based settings.
- ***Asset Management*** – Utilizing MTW flexibility, PHA has established a Local Asset Management Plan as defined in Appendix A. In FY 2016, PHA will continue efforts to consolidate and streamline property management and maintenance operations based on asset management principles. The goal of this effort is to more closely align PHA's asset management to multi-family industry norms, with allowances for the unique features of PHA's organization and portfolio.
- ***Rent Simplification Initiatives*** – PHA will continue to implement previously approved MTW initiatives that simplify program administration and provide incentives for economic self-sufficiency.

In tandem with its MTW implementation activities, PHA will implement other initiatives in FY 2016 that do not specifically require MTW authority or Block Grant flexibility to administer. Highlights of PHA's planned Non-MTW activities include:

- ***Reducing Homelessness Initiative*** – In addition to the homeless veterans initiatives noted above, PHA will continue to actively collaborate with the City, social service and local non-profit agencies on a series of initiatives to reduce and help prevent homelessness. Under the Blueprint to End Homelessness program, PHA plans to provide 500 housing opportunities annually for formerly homeless families that are leaving transitional housing.
- ***HCV Mobility Pilot Program*** – PHA will continue implementation of the HUD-funded pilot Housing Choice Voucher Mobility Program in partnership with other Housing Authorities in the region, HUD, Quadel, the First Suburbs Project and other local/regional partners. The overall goal is to encourage voucher holders to find housing and jobs in areas that provide higher economic, educational, and social mobility opportunities both within and outside of the City of Philadelphia. Participants are provided with a broad range of supportive services, housing counseling, and other efforts to promote the successful transition to higher opportunity areas.
- ***Improving Access to PHA Programs and Services*** – PHA will expand its efforts to ensure open access to PHA programs to non-English speakers. Implementation of the Board-approved Language Access Plan will continue including the provision of translation services, development of new translated forms and other efforts to promote access and diversity.
- ***Lease Enforcement*** – PHA will strengthen its internal efforts to ensure enforcement of all lease provisions, including increasing rent collections and ensuring timely management responses to lease violations.

- ***Better Buildings Challenge*** - In October 2013, PHA became a partner in the U.S. Department of Energy's Better Buildings Challenge (BBC), signing a commitment to reduce energy consumption across its entire portfolio by at least twenty percent (20%) over the ten (10) years measured from the base year of 2010. The BBC partnership agreement required PHA to initiate a 'showcase project' of energy retrofit measures by October 2014, and PHA has developed a plan for the installation of energy conservation measures at Morton Homes during FY 2015 and 2016. And, in implementing its commitment to reduce overall energy consumption, PHA will begin work on an EPC, as described above, and other significant energy conservation measures at suitable sites.
- ***No Smoking Initiative*** –Subject to approval by the Board of Commissioners, in FY 2016 PHA plans to prohibit smoking at all Conventional, Low Income Housing Tax Credit, and Scattered Site residential units for all existing and new developments. Procedures for implementation will be developed with input from resident leadership and the Board. PHA will coordinate the provision of smoking cessation information and/or assistance to all interested residents in conjunction with the Philadelphia Department of Public Health and other partners.
- ***Office of General Counsel Initiatives*** – In FY 2016, OGC will continue to direct and respond to all PHA legal matters, ensuring careful oversight and control of expenditures on outside legal counsel. Among many other initiatives, OGC will support the newly constituted PHA Board of Commissioners in refining by-laws, improving meeting practices and procedures and other governance matters. OGC will also work closely with PHA operational departments in ongoing efforts to enhance lease enforcement; provide support to PHA's extensive development initiatives including the evaluation and processing of RAD conversion applications; and assist in improving PHA's risk mitigation strategies.
- ***Supply Chain Initiatives*** – Supply Chain plans to implement improvement efforts in FY 2016, including activities to expand supplier outreach; increase involvement of MBE/WBE entities as PHA vendors; reduce processing times for invoice approvals and vendor solicitations; and strengthen the vendor evaluation process. A goal of improving scheduling efficiency and reducing PHA's vehicle fleet size has also been established for FY 2016. A new Investment Recovery Program will be developed to maximize the value of surplus or obsolete assets through online auctions and other revenue generating activities.
- ***Automation Initiatives*** – Other efforts to improve customer service and streamline PHA's operations will continue in FY 2016. Planned efforts led by PHA's Information Systems Management division include: Upgrading PHA's Oracle/PeopleSoft Enterprise System for Financial, Supply Chain, Inventory and Grant Applications, Implementing additional Video and Surveillance system for the remaining PHA's Development subject to budget availability's. Implement Section 3 tracking application and intergrate it with our existing Section3 Job Bank.
- ***Grant Opportunities*** - PHA plans to actively pursue other funding opportunities that may include Jobs Plus, Choice Neighborhoods Implementation for Blumberg/Sharswood, Family

Self Sufficiency Coordinator, Summer Food Service Program and other available funding opportunities.

PHA will periodically review and revise ongoing initiatives (both MTW and non-MTW activities) as needed in response to current conditions and priorities and to take advantage of new/emerging opportunities.

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

This is the fifteenth Annual Plan submitted by PHA under the MTW Demonstration Program. The FY 2016 Annual Plan incorporates HUD's current requirements effective as of May 2013. The Annual Plan elements have been restructured and modified as needed to comply with HUD's regulations.

As part of each year's MTW planning process, PHA provides opportunities for residents, PHA staff and the broader community to review the proposed goals and objectives and offer feedback, consistent with the requirements of the MTW Agreement.

Prior to finalizing the Annual Plan, PHA conducted a meeting with resident leadership to discuss its contents and provide opportunities for resident input. PHA provided a thirty day public comment period to allow for resident and general public review. PHA also conducted a public hearing and obtained Board of Commissioners approval prior to submission of the Plan to HUD.

## II. GENERAL OPERATING INFORMATION

### A. Housing Stock Information

#### Planned New Public Housing Units

As part of the affordable future initiative to develop, acquire and/or preserve affordable housing, PHA plans to add 317 new public housing and/or affordable PHA-owned units to its inventory during the Plan year. As detailed in Table 1 below, this includes planned new units at:

1. *Markoe Street*
2. *Blumberg*
3. *Queen Lane*
4. *Queen Row*
5. *Impact*
6. *New Courtland*
7. *CATCH Shared Housing (SS)*
8. *Saint Francis Villa Senior Housing*
9. *Susquehanna Square Housing*

Note that the actual number of public housing units developed during the Plan year may vary from the planned total based on progress in securing Low Income Housing Tax Credit funding, the timing of HUD and local approvals, and other factors. Also note that Table 1 does not reflect redevelopment activity that is projected to start in FY 2016, but that is not expected to result in new units on-line until after the period.

**Table 1: Planned New Public Housing Units During FY 2016**

AMP Name and Number	Bedroom Size							Total Units	Population Type	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible**	Adaptable
Markoe Street	0	0	6	0	0	0	0	6	General	1	0
Blumberg	0	10	25	19	3	0	0	57	General	6	tbd
Queen Lane	0	9	26	20	0	0	0	55	General	6	0
Queen Row	0	16	8	0	0	0	0	24	General	2	
CATCH Shared Housing (SS)	24	0	0	0	0	0	0	24	Disabled	0	0
Saint Francis Villa Senior Housing	0	40	0	0	0	0	0	40	Elderly	4	0
Susquehanna Square	0	6	21	10	0	0	0	37	General	11	0
Impact Veterans	0	0	18	0	0	0	0	18	Other	2	0
New Courtland	0	56	0	0	0	0	0	56	Elderly	5	0
Total Public Housing Units to be Added								317			

Other Population Type: Supportive Housing (Veterans)

## Planned Public Housing Units to Be Removed from Inventory

As part of its revitalization program and ongoing portfolio assessment and repositioning efforts, PHA plans to demolish and/or dispose of a total of 1,854 units as summarized in Table 2. Planned partial demolition activity at Norman Blumberg Apartments and Norris Apartments is part of an ongoing revitalization program for each of these sites, paving the way for newly redeveloped communities. PHA is also proceeding with demolition/disposition of vacant and obsolete scattered site units. PHA is planning another auction or public sale of scattered site units in the near future. Some scattered site units will be replaced by new developments sponsored by PHA and/or its partners. While Table 2 provides an estimate of the number of units to be removed from the public housing inventory during the Plan Year, the actual number may vary depending on the timetable for HUD approvals, auction activity, land banking approvals with the City of Philadelphia, and other factors. The scattered site units listed in Table 2 include units already approved for disposition by HUD, as well as additional obsolete units for which PHA may request HUD disposition approval in FY 2016.

**Table 2: Planned Public Housing Units to Be Removed During FY 2016**

<b>PIC Dev. # / AMP and PIC Dev. Name</b>	<b>Number of Units to be Removed</b>	<b>Explanation for Removal</b>
<b>PA002000050 Norman Blumberg</b>	414	Partial demolition and redevelopment of obsolete development
<b>PA002000014 Norris Apartments</b>	147	Demolition and redevelopment of obsolete development – RAD Conversion and Choice Neighborhood Project
<b>PA 901 Scattered Sites</b>	29	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 902 Scattered Sites</b>	95	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 903 Scattered Sites</b>	32	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 904 Scattered Sites</b>	47	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 905 Scattered Sites</b>	166	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 906 Scattered Sites</b>	121	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 907 Scattered Sites</b>	268	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 908 Scattered Sites</b>	81	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 909 Scattered Sites</b>	256	Disposition of obsolete scattered sites under Repositioning Initiative
<b>PA 910 Scattered Sites</b>	198	Disposition of obsolete scattered sites under Repositioning Initiative

**Total Number of Units to be Removed** **1,854**

## Planned New Project-Based Voucher Leasing

PHA provides project-based subsidies to non-profit sponsors and private property owners through its Unit-Based Leasing and Development (UBV) MTW initiative. Table 3 below provides details on new UBV developments that PHA plans to subsidize during the Plan Year, with a projected total of 206 new units. Overall, PHA projects those 2,267 units will be under contract and leased by the end of the Plan Year. Actual contract/leasing figures may vary based on factors, including contract terminations or suspensions, new projects approved by the PHA Board, and other considerations.

**Table 3: New Housing Choice Vouchers to be Project-Based During FY 2016**

Property Name	Anticipated Number of New Vouchers to be Project-Based	Description of Project
Belmont Village I	25	Target population is very low income seniors and disabled households. Project consists of a 25 unit building in West Philadelphia. Supportive services are available to residents.
Belmont Village II	15	Target population is very low income seniors and disabled households. Project consists of a 15 unit building in West Philadelphia. Supportive services are available to residents.
Centennial Village	23	Target population is low-income families and disabled households. New Construction site located in West Philadelphia.
4050 Apartments	20	Target Population is Starving Artists. New Construction site is located in West Philadelphia. Supportive services will be provided.
Grace Townhomes	36	Target Population is low income families. New construction site is located in the Kensington section of Philadelphia.
H.E.L.P Philadelphia V	15	Target Population is Senior Homeless Veterans. New Construction is located in the Spring Garden section of Philadelphia. Supportive services will be provided.
Liberty Resources	7	Target Population is non-elderly disabled. Rehabilitation sites at two locations in Northeast Philadelphia. Supportive services will be provided.
Project HOME – 810 Arch Street	50	Target population is very low income homeless households. Rehabilitation Project consists of 50 units in low-rise Center City location. Supportive services are available to residents.
HELP USA	15	Target population is Veteran families. New Construction Project consists of 15 units in row homes in West Philadelphia.
Anticipated Total New Vouchers to be Project-Based	<b>206</b>	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year
		<b>2,267</b>
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		<b>2,133</b>

## Other Planned Changes to Housing Stock

PHA's ongoing and future development efforts will continue to be guided by development principles approved by the PHA Board in September 2012. This policy statement provides the framework for future development activities undertaken with public and private partners. It clarifies the selection and review processes and provides guidance on PHA's commitment to Section 3 jobs, sustainable development, defensible space principles, and other important issues. In light of serious fiscal constraints, PHA's policy also emphasizes the importance of achieving maximum leverage with limited public funds.

In FY 2016, PHA will continue to seek additional proposals from prospective partners for affordable housing. Under its Local Unit Based RFP, PHA is seeking to develop alternatively managed public housing sites. Over the coming year, PHA projects that it will enter into partnerships for a additional Board-approved proposals.

Subject to funding availability and completion of all HUD and other approvals, PHA intends to commence the redevelopment of Blumberg and Norris Homes during the Plan Year.

Working in collaboration with the City of Philadelphia, PHA will seek to help further the mutual goal of large scale new affordable housing. The initiative envisions the construction of 1,000 affordable rental units and 1,000 ownership units affordable for moderate-income households in the immediate future. PHA has positioned itself to help further this initiative with the following planned projects listed in Table 4 below:

**Table 4: Other Planned Changes to Housing Stock**

Site	Description of Project	Potential Funding
Pepper/Bartram Annex School Sites	Redevelopment of vacant school site in Southwest Philadelphia. Project is proposed as a 400+/- mixed use, mixed income community. Master planning and acquisition activities are proposed.	Tax Credits, New Market Tax Credits, MTW funds, and Bond funds
Walton School Sites	Redevelopment of a vacant school site in the Strawberry Mansion Section of the city is proposed. Proposed reuse is a 40 unit senior housing facility.	Tax credits and MTW funds
Reynolds School Site	Acquisition and redevelopment support of vacant school site in the Blumberg Sharswood community. This is an anchor project to stabilize the community. This will seek to improve educational outcomes for youth with services and supports delivered directly to youth and their families.	Bond Funds , other funding TBD
New West (West Philadelphia Sites)	New West is comprised of four transit oriented development sites along the Western line of the Market Frankford Line (EL) train in West Philadelphia. It will include mixed-use and income development to target housing deficiencies and provide economic	Tax Credits and MTW funds

	stabilization to the commercial corridor. This will catalyze adjacent current development at 46th Street, 52nd Street and in the Philadelphia Promise Zone.	
2012 Chestnut Street (vacant office facility)	Proposals for the adaptive (highest and best) reuse of PHA's former headquarters will be solicited for redevelopment to include units of mixed-income housing in Center City.	Development Partnerships (TBD), CDBG
Schuylkill Falls (vacant land adjacent to Schuylkill Falls HOPE VI development)	Proposals for the adaptive (highest and best) reuse of PHA surplus and vacant land at Schuylkill Falls site will be solicited.	Development Partnerships (TBD)
Strawberry Mansion Apartments	PHA is in the pre-development stages of a new development known as Strawberry Mansion Apartments which will involve the new construction of 67 infill units of rental housing in the Strawberry Mansion section of North Philadelphia.	Tax Credits, Replacement Housing Funds
Point Breeze	PHA is expecting to begin construction of approximately 20 units of replacement scattered site units in the Point Breeze section of South Philadelphia	Tax Credits and MTW funds

In addition to the above, PHA may solicit development proposals for the redevelopment of Bartram Village and undertake a new solicitation for development proposals for the former Liddonfield development site.

By some accounts, in the City of Philadelphia by FY 2016 there will be 101 acres of land comprised of vacant/closed school buildings. The best instances of adaptive reuse support the redevelopment of a building that no longer serves its original purpose while giving back to the community. Taken together, school closings that affect PHA affordable developments, City of Philadelphia Affordable Housing Units Initiatives, PHA's Affordable Future initiatives, there will be tremendous opportunity and need for capital resources for development. In addition, PHA has or will soon select developer partners for a number of vacant properties owned by PHA throughout the City.

### **General Description of Planned Capital Expenditures**

PHA's capital planning and development strategies are designed to support, rehabilitate, and modernize existing PHA sites and to revitalize neighborhoods throughout the City. Coordination with the City of Philadelphia's neighborhood revitalization efforts is a major priority for PHA. PHA works to leverage its limited PHA resources with other resources such as Low Income Housing Tax Credits, private equity, and state and local funding sources. Utilization of MTW funding and programmatic flexibility remains a critical element in PHA's modernization and development efforts.

PHA maintains updated physical needs assessments including estimated replacement and/or repair costs for all PHA developments. Capital needs continue to dramatically exceed available funding.

Table 5 provides information on PHA's planned capital expenditures for FY 2016. Note that PHA is required to submit this Annual Plan in advance of receipt of federal funding information for the fiscal year. In light of continuing reductions in federal funding and the uncertainty of future funding, the information on Table 5 is preliminary and subject to change based on actual funding. Actual obligations and expenditures may vary based on other factors such as construction schedules, timing of local approvals, and new and emerging repair needs.

In addition to funding for new projected units listed in Table 1 above, Table 5 includes funding for planned major redevelopment efforts that are expected to start in FY 2016 at Blumberg and Norris Homes, subject to required approvals and funding availability.

With regards to the Blumberg Revitalization and as part of PHA's long-term strategy to consolidate PHA's operations, PHA has approximately \$40 million budgeted to acquire, and construct an administrative office facility. This is planned on the Ridge Ave. corridor and will be part of the mixed use redevelopment undertaking. This facility will ensure greater efficiency of operations for PHA departments, which are currently located in multiple locations throughout the City of Philadelphia. This consolidation would likely involve disposition or conveyance of existing administrative facilities.

**Table 5: Planned Capital Expenditures During FY 2016**

Development/Project	Project	Project Description	FY 2016 Estimated Expenditures
West Park Apartments	Electrical Capital Work	Elevator Upgrades	\$5,000,000.00
Gordon Street	New Development	21 Units New Construction of PHA- owned PBV Assisted housing	\$6,700,000.00
Queen's Row	New Development	Acquisition and Rehabilitation of 24 unit complex for Public Housing	\$2,207,000.00
Queen Lane Apartments	New Development	Redevelopment - Development of Office Space, Community room and 55 residential units	\$11,000,000.00
Blumberg Sharswood	New Development	New Construction of Phase I - 57 Units LIHTC Project	\$8,000,000.00
Norman Blumberg	Civil Capital Work	Senior Tower Exterior Façade and Roof Repair	\$683,749.00
Markoe Street	New Development	Development of 6 residential public housing units 800 Block of North Markoe Street	\$2,000,000.00
Norris	New Development	Phase I (Off-Site) - New construction of 100 rental units	\$1,500,000.00
Norris	Development	Homeownership - 25 Units	\$9,645,000.00

Norman Blumberg	Electrical Capital Work	Elevator Upgrades in Senior Tower (Modernization)	\$1,000,000.00
Hillcreek	Hillcreek	Roof Replacement	\$300,000.00
Katie B Jackson	Civil Capital Work	Roof Replacement Drainage and Flashing	\$130,000.00
PHA WIDE SS	Scattered Sites Unit Rehab	Comprehensive SS Unit Rehab (320 Units)	\$15,000,000.00
Haddington	Haddington	Roof Replacement	\$604,705.00
Blumberg Sharswood	New Development	New Street Design	\$50,000.00
Norman Blumberg	Blumberg	1st Floor Community Center Renovation at Senior Building including utility isolation	\$1,500,000.00
Suffolk Manor	Suffolk Manor	Water Penetration Investigation and Repair	\$489,000.00
LEB Community Center	New Development	Development of a new community center at 49th and Aspen Sts.	\$1,500,000.00
Blumberg Sharswood	New Development	Demolition Activities - Demolition of Standing family Towers and Low Rise Family Units	\$6,000,000.00
Johnson Homes	Mechanical PNA Capital Work	Pipe Insulation	\$200,000.00
Ridge Avenue	PHA Administrative Office Facility	New Construction	\$40,000,000.00
Total:			\$113,509,454.00

Table 5A below is provided for informational purposes. It is a current list of additional planned capital projects and total budget estimates. This includes projects expected to be implemented in future years, but for which expenditures are not likely to occur in FY 2016.

**Table 5A: Additional Planned Capital Projects and Estimated Budget**

SITE NAME	PROJECT	DESCRIPTION	ESTIMATED BUDGET
Abbotsford	Energy Efficiency Upgrades	Survey, assess & repair/replace domestic underground cold water dist; provide water metering if feasible	\$8,000,000.00
Abbotsford	Abbotsford	REAC site repairs - Utility poles replacement	\$55,000.00
Bartram Village	Energy Efficiency Upgrades	Window Replacement	\$2,118,758.00
Bentley Hall	Electrical PNA Capital Work	Elevator Upgrades(Modernization)	\$1,200,000.00
Blumberg Apartments	Development	Phase II (A) (On-Site) - 60 units H/O	\$12,000,000.00

Blumberg Apartments	Development	Phase II (On-Site) - 80 units	\$1,869,582.00
Blumberg Apartments	Development	Phase III (Off-Site) - New construction of approximately 60 units	\$1,500,000.00
Blumberg Sharswood	New Development	New Streets: Construction of new street grid.	\$5,000,000.00
Blumberg Sharswood	New Development	Relocation of Existing Tenants	\$1,264,000.00
Blumberg Sharswood	Development Acquisition	Acquisition of Properties for Blumberg Choice Neighborhood Project	\$45,000,000.00
Collegetown	Mechanical Capital Work	Sanitary upgrade	\$900,000.00
Collegetown	Mechanical Capital Work	Mechanical Room Upgrades	\$1,100,000.00
Emlen Arms	Mechanical PNA Capital Work	Provide automatic blow down systems for all steam boilers except B-1 & B-3 at West Park	\$24,000.00
Fairhill	Mechanical PNA Capital Work	Provide automatic blow down systems for all steam boilers except B-1 & B-3 at West Park	\$24,000.00
Fairhill	Civil Capital Work	Painting	\$125,000.00
Fairhill Square	SS Concrete Repair	SS Concrete Repair	\$134,933.00
Fairhill Square	SS Carpentry	SS Carpentry	\$20,895.00
Fairhill Square	SS Roofing	SS Roofing	\$84,000.00
Fairhill Square	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Fairhill Square	SS Painting	SS Painting	\$30,000.00
Francisville	SS Roofing	SS Roofing	\$36,000.00
Francisville	SS Concrete Repair	SS Concrete Repair	\$51,524.00
Francisville	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Francisville	SS Painting	SS Painting	\$30,000.00
Francisville	SS Carpentry	SS Carpentry	\$9,790.00
Germantown	Mechanical PNA Capital Work	Repair controls of all 6 MUA Units; rebalance them to code required ventilation levels	\$120,000.00
Germantown	Mechanical PNA Capital Work	Provide automatic blow down systems for all steam boilers except B-1 & B-3 at West Park	\$24,000.00
Germantown/Hunting Park	SS Roofing	SS Roofing	\$92,500.00
Germantown/Hunting Park	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Germantown/Hunting Park	SS Carpentry	SS Carpentry	\$25,586.00
Germantown/Hunting Park	SS Painting	SS Painting	\$30,000.00

Germantown/Hunting Park	SS Concrete Repair	SS Concrete Repair	\$121,544.00
GGFE	Mechanical Capital Work	HVAC Controls Upgrade	\$80,000.00
Haddington	SS Roofing	SS Roofing	\$130,000.00
Haddington	SS Concrete Repair	SS Concrete Repair	\$177,184.00
Haddington	SS Painting	SS Painting	\$30,000.00
Haddington	SS Carpentry	SS Carpentry	\$39,809.00
Haddington	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Harrison Plaza	Energy Efficiency Upgrades - Mechanical Capital Work	HVAC Upgrade - Low Rises Unit Heater Replacement	\$500,000.00
Harrison Plaza	Civil Capital Work	Exterior Façade Restoration	\$2,800,000.00
Harrison Plaza	Civil Capital Work	Painting	\$125,000.00
Hillcreek	Mechanical PNA Capital Work	Rebuild/correct Heating Hot Water distribution with controls to provide water temperature reset; all buildings	\$2,000,000.00
Hillcreek	Electrical PNA Capital Work	Upgrade Electrical Distribution and Panels, Unit Wiring Upgrade	\$1,000,000.00
Hillcreek	General Upgrades	Mechanical, Electrical, Sprinkler Upgrades & Fencing	\$5,273,856.00
Holmecrest	Mechanical Capital Work	New Underground Heating Distribution	\$1,001,100.00
Johnson Homes	Energy Efficiency Upgrades	Tub Diverter Replacement	\$500,000.00
Johnson Homes	Mechanical PNA Capital Work	Bring Boiler Rooms up to code(enclosures, ventilation, combustion air, safety, floor drains, doors, fire alarm, security); All 9 Boiler Rooms	\$1,200,000.00
Johnson Homes	Civil Capital Work	Fencing	\$250,000.00
Johnson Homes	Development	Comprehensive Modernization (Year 1) of Units, Systems	\$20,000,000.00
Johnson Homes	Development	Comprehensive Modernization (Year 2) of Units, Systems	\$21,200,000.00
Kingsessing	SS Concrete Repair	SS Concrete Repair	\$328,539.00
Kingsessing	SS Carpentry	SS Carpentry	\$27,924.00
Kingsessing	SS Roofing	SS Roofing	\$164,500.00
Kingsessing	SS Painting	SS Painting	\$30,000.00
Kingsessing	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Ludlow	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Ludlow	SS Carpentry	SS Carpentry	\$13,684.00
Ludlow	SS Painting	SS Painting	\$30,000.00

Ludlow	SS Roofing	SS Roofing	\$72,000.00
Ludlow	SS Concrete Repair	SS Concrete Repair	\$67,683.00
Mantua	SS Painting	SS Painting	\$30,000.00
Mantua	SS Concrete Repair	SS Concrete Repair	\$80,383.00
Mantua	SS Roofing	SS Roofing	\$96,000.00
Mantua	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Mantua	SS Carpentry	SS Carpentry	\$12,155.00
Mantua Hall	Electrical Capital Work	Electrical Upgrades (PAPMC)	\$100,000.00
Mill Creek	New Development	Neighborhood Revitalization - Scattered Site Comprehensive Rehabilitation (MC Extension)	\$2,000,000.00
Morton Homes	Electrical Capital Work	Remove/Replace all subpanels; remove/replace main electrical distribution panel; remove/replace existing electrical EMT conduit and cable	\$1,500,000.00
Morton Homes	Energy Efficiency Upgrades	Better Building Challenge - Energy Efficiency Upgrade including weatherization & insulation	\$2,546,931.00
Morton Homes	Morton Homes Renovations	Physical Needs Assessment (PNA) priority and REAC site repairs / unit repairs	\$12,840,000.00
Mount Olivet	Civil Capital Work	Exterior Envelope and Moisture Protection	\$500,000.00
Norman Blumberg	Electrical Capital Work	Elevator Upgrades in Senior Tower (Modernization)	\$1,700,000.00
Norman Blumberg	Blumberg	1st Floor Community Center Renovation at Senior Building including utility isolation	\$2,100,000.00
Norman Blumberg	Civil Capital Work	Senior Tower Exterior Façade and Roof Repair	\$683,749.00
Norris	Development	Phase II (Marvine Street Tract) - New construction of 47 affordable housing rental units	\$6,600,000.00
Oakdale Street Apartments	Oakdale	Oakdale 12 Units SS New Construction PBV PHA-Owned	\$4,500,000.00
Oxford Jefferson	SS Carpentry	SS Carpentry	\$21,714.00
Oxford Jefferson	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Oxford Jefferson	SS Concrete Repair	SS Concrete Repair	\$86,743.00
Oxford Jefferson	SS Roofing	SS Roofing	\$42,000.00

Oxford Jefferson	SS Painting	SS Painting	\$30,000.00
Oxford Village	Oxford Village Renovations	Sanitary Upgrade	\$3,650,000.00
Partnership	Third-Party Capital Requests	Funding for third-party development partnerships for "6 in 5 Initiative"	\$5,000,000.00
PHA	Admin	New PHA HQ Office and Ridge Ave. Commercial Development	\$40,000,000.00
PHA	Bartram Warehouse Expansion	5,000 sf expansion	\$800,000.00
PHA WIDE	Conventional Fire Units	Conventional Fire Units Rehab	\$1,200,000.00
PHA WIDE	Civil Capital Work	Civil - Repair and replacement of exterior fences, roof, asphalt and concrete at various sites.	\$3,496,990.54
PHA WIDE	PHA Wide 504 Modifications	504 Unit Modifications/Fair Housing (Conventional & Scattered (901-910))	\$900,000.00
PHA WIDE	Civil PNA Capital Work	Civil - Repair and replacement of exterior fences, roof, asphalt and concrete at various sites.	\$2,598,213.81
PHA WIDE	Mechanical PNA Capital Work	Mechanical - HVAC Upgrades repair, replace or refurbish air conditioning units. Including chillers, roof top package units, window AC units, exhaust fans, DX split units at various sites	\$1,250,595.12
PHA WIDE	PHA Wide 504 Modifications	504 Unit Modifications/Fair Housing (Conventional & Scattered (901-910))	\$900,000.00
PHA WIDE	Electrical PNA Capital Work	Electrical - Repair replace / upgrade electrical systems and lighting	\$1,525,992.00
PHA WIDE	Capital Improvements	REAC site repairs	\$3,650,000.00
PHA WIDE	Energy Efficiency Upgrades	LED Site lighting upgrades	\$250,000.00
PHA WIDE	Mechanical PNA Capital Work	Plumbing - replacement of old and failing equipment integral to the sites with new ejector pumps, duplex sumps and sanitary piping at various sites.	\$75,000.00
PHA WIDE	Electrical Capital Work	Electrical - Repair replace / upgrade electrical systems and lighting	\$269,735.00
PHA WIDE SS	Service Order Expenditures - Painting	SS Painting	\$300,000.00
PHA WIDE SS	SS Fire Units	SS Fire Units Rehab	\$1,200,000.00
PHA WIDE SS	Service Order Expenditures - Heating Upgrade	Heating Upgrade	\$300,000.00
PHA WIDE SS	Service Order Expenditures -	SS Window	\$25,000.00

	Window		
PHA WIDE SS	Service Order Expenditures - Concrete repair	Concrete repair	\$600,000.00
PHA WIDE SS	Service Order Expenditures - SS Roofing	SS Roofing	\$450,000.00
PHA WIDE SS	Service Order Expenditures - Carpentry	SS Carpentry	\$250,000.00
PHA WIDE SS	Service Order Expenditures - Bathroom Upgrade	Bathroom Upgrade	\$450,000.00
PHADC	New Development	PHADC Opportunity Neighborhoods: Scattered Site Development of Affordable Housing	\$1,500,000.00
PHADC	New Development	19 Units Affordable SS	\$4,000,000.00
PHADC	Development	1010-1012 South 20th - 6 Units (PHADC)	\$300,000.00
Point Breeze	South Philadelphia Development	Development of approximately 20 units in Point Breeze area	\$5,000,000.00
Promise Zone	Development	Promise Zone: BKLYN HTS (26), UNION HILL (10), WEST (53) - 89 units total	\$5,000,000.00
Spring Garden	Mechanical Capital Work	Mechanical Upgrade for Underground and Building Distribution	\$2,500,000.00
Strawberry Mansion	New Development	Strawberry Mansion Street Planning - New Construction of 67 Affordable Housing Units	\$15,333,250.00
Strawberry Mansion	SS Roofing	SS Roofing	\$162,000.00
Strawberry Mansion	SS Concrete Repair	SS Concrete Repair	\$85,117.00
Strawberry Mansion	SS Carpentry	SS Carpentry	\$18,920.00
Strawberry Mansion	SS Painting	SS Painting	\$30,000.00
Strawberry Mansion	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Susquehanna	SS Carpentry	SS Carpentry	\$56,133.00
Susquehanna	SS Roofing	SS Roofing	\$80,500.00
Susquehanna	SS Heating Upgrades	SS Heating Upgrades	\$20,000.00
Susquehanna	SS Concrete Repair	SS Concrete Repair	\$123,742.00
Susquehanna	SS Painting	SS Painting	\$30,000.00
West Park Apartments	Civil Capital Work	Exterior Façade Inspection and Restoration	\$688,000.00
West Park Apartments	Civil Capital Work	New trash compactors	\$320,000.00
West Park Apartments	Civil Capital Work	Roof Covering	\$100,000.00
West Park Apartments	Mechanical Capital Work	Mechanical Upgrades - Pipe Equipment Repair	\$271,181.00

West Park Apartments	Energy Efficiency Upgrades	Survey, assess & repair/replace domestic controls & distribution of Heating Hot Water systems	\$600,000.00
West Park Apartments	Civil Capital Work	Painting	\$250,000.00
West Park Apartments	Mechanical PNA Capital Work	Provide automatic blow down systems for all steam boilers except B-1 & B-3 at West Park	\$24,000.00
Wilson Park	Civil Capital Work	Exterior Façade Restoration	\$3,069,111.00
Wilson Park	Electrical Capital Work	Emergency System Upgrade - For Emergency Generator and Lighting	\$1,000,000.00
Wilson Park	Mechanical PNA Capital Work	Provide automatic blow down systems for all steam boilers except B-1 & B-3 at West Park	\$24,000.00
Wilson Park	Mechanical PNA Capital Work	Test & Repair/Replace all steam traps	\$150,000.00
<b>Total</b>			<b>\$114,597,937.47</b>

## **B. Leasing Information**

PHA's core business involves management and oversight of over 15,000 public housing units and 18,000 Housing Choice Vouchers:

- The Public Housing inventory includes units for families, seniors, and people with disabilities located at conventional and scattered site properties. It also includes properties managed by Alternatively Managed Entities (AMEs) and the Philadelphia Asset and Property Management Corporation (PAPMC). PHA's inventory includes some units that are not available for occupancy because: (i) they have been approved for demolition or disposition but the demolition or disposition has not yet taken place; (ii) they have been scheduled for significant levels of modernization; (iii) they are utilized for administration or resident services purposes; or (iv) they are eligible for other HUD-authorized exclusions.
- The Housing Choice inventory changes from year to year and includes MTW tenant-based vouchers as well as vouchers authorized by HUD for special purposes such as the Veterans Affairs Supportive Housing Program, Family Unification Program, SRO Moderate Rehab and Mainstream programs. Periodically, HUD issues Enhanced Vouchers and Tenant Protection Vouchers for PHA to administer. As allowed by the MTW Agreement, PHA incorporates Enhanced and Tenant Protection Vouchers into the MTW block grant when eligible.

As required by HUD, Table 6 below provides information only on households living in "MTW units" that PHA plans to serve during FY 2016. This includes all households residing in PHA

public housing units as well as HCV MTW households. Table 6A is provided for informational purposes, and includes only households projected to be served under the Non-MTW HUD Special Purpose Voucher program categories. The actual number of households served may vary.

**Table 6: Planned Number of Households Served at End of FY 2016**

<b>MTW Households to be Served Through:</b>	<b>Planned Number of Households to be Served</b>	<b>Planned Number of Unit Months Occupied/Leased</b>
Federal MTW Public Housing Units to be Leased	13,970	167,640
Federal MTW Voucher (HCV) Units to be Utilized*	17,500	210,000
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs	0	0
<b>Total Households Projected to be Served</b>	<b>31,470</b>	<b>377,640</b>

**Table 6A Non-MTW Voucher Programs: Planned Number of Households Served at End of FY 2016**

<b>Non-MTW Program</b>	<b>Planned Number of Households to be Served</b>	<b>Planned Number of Units Months Occupied/Leased</b>
Mainstream	70	840
VASH	583	6,996
Moderate Rehab	247	2,964
SRO	332	3,984
<b>Total Households Projected to be Served</b>	<b>1,232</b>	<b>14,784</b>

### **Reporting Compliance with Statutory MTW Requirements**

PHA is in compliance with its MTW statutory requirements.

### **Description of Anticipated Issues Related to Leasing**

*Public Housing Program* - Actual leasing figures for public housing may be impacted by development and relocation timetables. While PHA believes that its leasing projections are sound, over the course of FY 2016, construction schedules may change as a result of unanticipated site conditions, weather-related issues, and other factors. This in turn may result in scheduling changes or delays in re-occupancy and relocation activity that may ultimately impact leasing levels.

### **C. Waiting List Information**

PHA administers its waiting lists in accordance with the Housing Choice Voucher Program Administrative Plan and Public Housing Admissions and Continued Occupancy Policy (ACOP)

as applicable. Conventional Public Housing, scattered sites, PAPMC and AME sites are subject to site-specific waiting list policies. As of March 3, 2014 all waitlist processing activities for Conventional Sites and Scattered Sites Areas were centralized and are now the responsibility of the Public Housing Admissions Department. This change was made to ensure consistent and efficient management of applicants on the various waitlist.

PHA operates its waiting lists in a nondiscriminatory manner that seeks to avoid unintended discriminatory effects. PHA affirmatively markets its sites in a variety of venues and periodicals to ensure that the public is aware of the availability of PHA housing. PHA treats all applicants in a non-discriminatory manner. PHA also monitors its waiting lists to determine if there are significant changes in the percentage of protected classes and, if there were, would determine whether its affirmative marketing methods should be modified.

Table 7 provides information on PHA’s waiting lists in the format required by HUD.

**Table 7: Wait List Information Projected for Beginning of FY 2016**

Housing Program(s)	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Are There Plans to Open the Wait List During the Fiscal Year
Public Housing 1	Other	27,500	Partially Open	No
Public Housing 2 (Tax Credit)	Site-Based Waiting List	35,000	Open	Waitlist is currently open
Housing Choice Voucher Program Tenant Based	Community-Wide	26,156	Partially Open	No

### Information on Partially Open Wait Lists

Public Housing wait lists are currently only open to applicants that require wheelchair accessible units; applicants aged 55 and older; and applicants referred to PHA from external agencies with whom PHA has a referral agreement as described in the Admissions and Continued Occupancy Policy (i.e. Blueprint to End Homelessness and others).

The HCV wait list is closed except for applicants who qualify for admission under HUD’s Special Purpose Voucher programs including VASH, as well as applicants referred to PHA from external agencies with whom PHA has a referral agreement as described in the Administrative Plan.

### Description of “Other” Wait List Type

As specified in the Admissions and Continued Occupancy Policy, PHA’s Public Housing wait list combines site-based, first available, and centrally managed wait list features. Public Housing developments have site-based waiting lists that were centralized and are now the responsibility of the Public Housing Admissions Department to manage. This change was made to ensure consistent and efficient management of applicants on the various waitlist. Applicants may select

specific sites or “first available” unit citywide. Centrally managed waitlists are administered by the Admissions Department also including applicants that require a wheelchair accessible unit, and those with a preference designation such as the Blueprint program.

### **Planned Wait List Organizational or Policy Changes**

The following is a summary of wait list policy/organizational changes planned for FY 2016:

- PHA will modify its existing rent policy to allow for the deduction of income received by students who are not heads of household but are participating in the PhillySEEDs sponsored internships.
- PHA will establish site-based wait lists for new developments that come online during the fiscal year in accordance with its Admissions and Continued Occupancy Policy.
- PHA will modify its Public Housing Admissions and Continued Occupancy Policy as needed to reflect proposed policy changes to the “6 in 5” program in order to align with the City’s Office of Housing and Community Development and Pennsylvania Housing Finance Agency priorities for accessible and Special Needs units. Referrals for Special Needs units will be required to come from the City of Philadelphia's Deputy Mayor for Health and Opportunities Permanent Supportive Housing Clearinghouse, which shall act as PHA's Local Lead Agency as that term is used by the Pennsylvania Housing Finance Agency (PHFA). The Local Lead Agency is an agency that has (i) experience and responsibility in their jurisdiction for planning and assessing needs for one or more of the above referenced target populations; (ii) responsibility for funding services and organizing the service system to assure tenants get services they need in a timely and comprehensive manner; (iii) the capacity to manage a referral process consistent with fair housing laws; and (iv) be able to enter into an agreement with developers for referrals, pre-tenancy and post-tenancy services and supports. To be eligible for consideration under PHA's ACC program, developers must meet the same definition of 'supportive housing' as required by PHFA, be targeting an eligible population, have an agreement with PHA's Local Lead Agency, and have easy access to transportation services.
- PHA is also evaluating implementation of new preferences that incorporate employment, educational, and/or job training requirements as a condition of occupancy for designated newly rehabilitated and/or constructed units. Seniors and people with disabilities will be exempt from employment requirements, if applicable. PHA may modify its Admissions and Continued Occupancy Policy in FY 2016, subject to Board approval, to reflect these new preferences. To the extent that any such modifications require MTW authority, PHA will establish appropriate MTW activities for HUD approval in future Plans.

### **III. PROPOSED MTW ACTIVITIES**

PHA does not proposes to establish any new MTW activities in FY 2016.

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## IV. APPROVED MTW ACTIVITIES

This section of the Annual Plan summarizes and provides a status update on MTW activities that have been previously approved by HUD. As required, this section also includes summary information on MTW activities that have been closed out or placed on hold by PHA. Initiatives are numbered to reflect the fiscal year in which the MTW was initially approved, i.e. MTW Activity 2011-1 was initially approved in FY 2011.

### A. Implemented Activities

#### **MTW Activity 2011-1: Partnership Programs Initiative**

**Description/Update:** PHA uses its MTW authority to expand housing options and service models for special needs and other targeted groups in partnership with universities, state and local government, and other stakeholders. This flexible, services-oriented model builds on the previously approved Unit-Based Leasing and Development Program and allows PHA to leverage PHA and partner resources to provide housing options and, where appropriate and feasible, related health care, educational, and/or other necessary services to low-income families and individuals. Authorized features of the initiative include, but are not limited, to the following:

- Admissions and continued occupancy requirements for the initiative may vary from standard public housing or Section 8 requirements and will be determined for each project in order to promote seamless integration of the partner's subsidy sources with MTW block grant funds.
- Partnership initiatives must serve households earning 80% of AMI or below, and PHA's MTW funds may not be used to subsidize households who are not low-income.
- PHA will leverage its funds with other partner resources in order to avoid duplicative services and payments and to maximize the value of funds spent on the Partnership Initiative.
- Potential models include, but are not limited to, domiciliary care for seniors and people with disabilities, housing options for youth including those aging out of foster care, and supportive transitional housing.
- Budgets and agreements between PHA and its partners will adjust subsidy to allow for recoupment of PHA's capital investment as fee income where financially feasible, particularly in situations in which the partner's subsidy is intended to cover all or some housing costs.
- While each development is expected to have different features, programmatic components may include: preferences for specific target populations including referrals from partner agencies; program contracts for participants that may include requirements

for case management, participation in services and other requirements; time limits on housing subsidies; modified occupancy standards; availability of stipends; and other components.

PHA projects that this initiative will result in the development of new housing and service delivery programs that address populations which have not been traditionally well-served by existing programs.

This activity was approved in FY 2011 and implemented in 2012 and subsequently modified in FY 2013 to incorporate specific components applicable to the youth aging out of foster care partnership with the Philadelphia Department of Human Services (DHS). In August 2012, PHA's Board approved a resolution authorizing PHA to enter into an MOU with DHS to create up to 50 housing opportunities to assist youth aging out of the foster care system. Three (3) participating youth have been housed in public housing units, and the plan is to evaluate their progress before proceeding with additional placements. In the FY 2014 Annual Plan, PHA discussed its intention to coordinate the Partnership Initiative activities with its new Affordable Future "6 in 5" Initiative.

Units will be primarily developed or acquired in a three-pronged approach including:

- 1) PHA acting as developer;
- 2) Preservation of affordable units, including those that are nearing the end of the LIHTC compliance period (in partnership with the Pennsylvania Housing Finance Agency) and other units; and
- 3) Open solicitation of development proposals.

An open solicitation is currently underway. Details on the unit types and financing will be finalized through negotiations with developer/sponsors, and may include use of PBV or ACC assistance, or other approaches. In FY 2016, PHA will also continue to explore other options to provide innovative housing and service options for targeted populations.

**Proposed Changes to Activity:** No changes are proposed that require MTW authority.

However, PHA is clarifying its intention to make affordable future development selections in a manner that aligns with the accessibility and special needs housing priorities of the City's Office of Housing and Community Development and the Pennsylvania Housing Finance Agency. To the extent feasible and subject to PHA Board approval, new affordable rental housing development projects that are awarded PHA operating subsidies under the "6 in 5" program must meet the following set-aside requirements: ten percent (10%) Physical disability; four percent (4%) Hearing and Vision disability; and ten percent (10%) Special Needs.

Referrals to PHA and/or project owners for Special Needs units will come from the City of Philadelphia's Deputy Mayor for Health and Opportunities Permanent Supportive Housing Clearinghouse, which shall act as PHA's Local Lead Agency as that term is used by the

Pennsylvania Housing Finance Agency (PHFA). The Local Lead Agency is an agency that has (i) experience and responsibility in their jurisdiction for planning and assessing needs for one or more of the above referenced target populations; (ii) responsibility for funding services and organizing the service system to assure tenants get services they need in a timely and comprehensive manner; (iii) the capacity to manage a referral process consistent with fair housing laws; and (iv) be able to enter into an agreement with developers for referrals, pre-tenancy and post-tenancy services and supports. To be eligible for consideration under PHA's ACC program, developers must meet the same definition of 'supportive housing' as required by PHFA, be targeting an eligible population, have an agreement with PHA's Local Lead Agency, and have easy access to transportation services.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD's revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*HC #1: Additional Units of Housing Made Available*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	175 in FY 2016		

*CE #4: Increase in Resources Leveraged – CATCH*

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

*CE #4: Increase in Resources Leveraged – St. Francis Villa*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$11,878,175 Total project budget		

**CE #4: Increase in Resources Leveraged – Susquehanna Square**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$12.325 m		

**CE #4: Increase in Resources Leveraged – IMPACT**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$7,545,447		

**CE #4: Increase in Resources Leveraged - New Courtland**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$16,014,211		

*\* The HUD Standard Metrics for this activity will depend on the MTW flexibilities required and the type of service provided at each site. As additional agreements with service providers are finalized further HUD Standard Metrics may be added depending on the terms and necessary flexibilities of the agreements.*

## **MTW Activity 2004-1: Neighborhood Development and Revitalization Initiatives**

**Description/Update:** PHA utilizes MTW authority to substantially increase housing choices for residents and applicants. PHA is continuing to implement an ambitious program of new construction, substantial rehabilitation, and modernization designed to revitalize PHA public housing developments, replace distressed housing lost to demolition and lack of capital funds, and improve Philadelphia's neighborhoods. To support its redevelopment activities, PHA continues to implement the following MTW components. These components support the Partnership Initiative and other MTW activities:

- **Design Standards** – PHA continues to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21<sup>st</sup> century needs of residents. Modified design standards take into account efficiencies in energy usage, construction methods and technologies, and use of interior and exterior space. PHA standards 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. This activity, approved and implemented in FY 2004, is ongoing.
- **Total Development Cost Limits and Housing Cost Caps** – PHA has established and maintains reasonable cost limits for development and redevelopment activities that replace HUD's Total Development Cost (TDC) limits and Housing Cost Caps (HCC). 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. They support the development of accessibility features in units and throughout the development. In addition, the establishment of new cost limits takes into account the market trends in construction and union labor 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's most recently updated MTW TDC and HCC cost limits, along with information on the methodology used to establish these cost limits, are attached as Appendix D. This activity was approved and implemented in FY 2004.

PHA has updated its cost limits and is seeking Board approval. PHA has also completed its negotiations with its various construction trades unions to develop a project labor agreement aimed at establishing an affordable housing construction/rehab wage rates as well as work rules to improve efficiency and reduce costs. This agreement is being reviewed by DOL/HUD.

- **Streamlined Mixed-Finance Development Process** – PHA is authorized to develop public housing through several financing methods, including the mixed-finance approach,

which involves the use of private financing, Housing Choice Vouchers, and public housing development funds. 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. This activity was approved and implemented in FY 2004 and is ongoing.

- **MTW Site and Neighborhood Standards** – PHA is authorized to implement alternate Site and Neighborhood Standards for its public housing and voucher programs, in lieu of those standards at 24 CFR § 941.202(b)-(d) and 24 CFR 983.57. PHA continues to use these standards for determining the location of existing, newly constructed, or substantially rehabilitated housing that receives MTW subsidy. This activity was approved and implemented in FY 2004 and is ongoing.
- **Streamlined Acquisition Process** – Subject to the provisions of the MTW Agreement, PHA is authorized to acquire sites without prior HUD approval, provided that the agency certifies that HUD site selection requirements have been met. Accordingly, PHA has established a public housing acquisition process as part of its streamlined mixed-finance process agreed to by HUD. This activity was approved and implemented in FY 2002. PHA recognizes that the foregoing authorization does not exempt the housing authority from environmental approvals or other approvals required outside of the U.S. Housing Act of 1937, as amended. PHA also acknowledges that it needs to identify any planned acquisitions in the MTW Annual Plan and to report on actual acquisitions in the MTW Annual Report.
- **Strategy for Development:** PHA has adopted a Development-Asset Management Strategy for Public Housing that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, and acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations. This activity was approved and implemented in FY 2005 and it is ongoing. As appropriate, PHA's new Development Principles will be used to guide all future development efforts.

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, and Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

**CE #1: Agency Cost Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).

TBD

TBD

*\*HUD is requiring the use of this metric; however, PHA does not believe it is applicable in this context of this MTW activity. PHA will identify the current baseline as part of the FY 16 Annual Report and then establish a benchmark of maintaining this level going forward, i.e. PHA would not anticipate an increase in Agency Cost Savings.*

**CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total time to complete the task in staff hours (decrease).

TBD

TBD

*\*HUD is requiring the use of this metric; however, PHA does not believe it is applicable in this context of this MTW activity. PHA will identify the current baseline as part of the FY 16 Annual Report and then establish a benchmark of maintaining this level going forward, i.e. PHA would not anticipate a change in staff time savings.*

**CE #3: Decrease in Error Rate of Task Execution**

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

0

0

*\*HUD is requiring the use of this metric; however, PHA does not believe it is applicable in this context of this MTW activity. PHA will identify the current baseline as part of the FY 16 Annual Report and then establish a benchmark of maintaining this level going forward, i.e. PHA would not anticipate a change in error rate.*

**CE #4: Increase in Resources Leveraged- Blumberg Phase I**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Amount of funds leveraged in dollars (increase).	\$0	\$ 12.7 million*		
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*\*Projected LIHTC 9% equity leverage for Phase I Blumberg developments.*

**CE #4: Increase in Resources Leveraged- Queen Lane**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Amount of funds leveraged in dollars (increase).	\$0	\$ 25.5 million*		
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*\*Projected LIHTC 4% equity leverage of 7.7 million and RHF funding of \$17.8 Million for Queen Lane development is .*

**CE #4: Increase in Resources Leveraged- Queen Row**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Amount of funds leveraged in dollars (increase).	\$0	\$ 0		
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**CE #4: Increase in Resources Leveraged- Markoe**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Amount of funds leveraged in dollars (increase).	\$0	\$ 0		
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**HC #1: Additional Units of Housing Made Available**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	142 in FY 2016		
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**HC #2: Units of Housing Preserved**

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

**HC #3: Decrease in Wait List Time**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	TBD - Average applicant time on wait list prior to implementation of the activity (in months).	TBD - Expected average applicant time on wait list after implementation of the activity (in months).		

**HC #5: Increase in Resident Mobility**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	142 units in FY 2016		

## **MTW 2004-2: Service-Enriched Housing for Seniors and People with Disabilities**

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

- **Adult Day Care** – Adult Day Care provides non-medical supportive day services to eligible elderly persons. Adult Day Care includes assistance with activities of daily living, medication reminders, social activities, meals and snacks, and educational programs. An affiliate – Elderly and Disabled Services, LLC - administers the Adult Day Care program services. The first Adult Day Services facility is located at the Nellie Reynolds Gardens senior housing development. Both PHA residents and neighborhood residents are eligible to participate in the program. This activity was first approved and implemented in FY 2011. The facility opened in 2010. PHA plans to issue a Request for Proposals in FY 2016 in search of an operator for its Adult Day Care and Disabled Resident Homes known as the Quad Facilities.
- **Nursing Home Transition** – The Nursing Home Transition Initiative (NHTI) is a partnership with the Department of Public Welfare (DPW) that assists persons transitioning out of nursing homes with accessing affordable housing. As part of NHTI, PHA administers seventy-five (75) State-supported vouchers for referrals of disabled consumers in need of low-income housing. NHTI households may be eligible for a preference for public housing or HCV. In addition, PHA has entered into a Memorandum of Understanding (MOU) with Liberty Resources, Inc. to refer to PHA disabled households who may be eligible for a preference for public housing or HCV. PHA utilizes its MTW flexibility to increase HCV payment standards up to 120% of the HUD Fair Market Rents in order to secure housing, subject to rent reasonableness. This activity was first approved and implemented in FY 2010 and is ongoing.
- **Definition of Elderly** – An elderly person is defined as an individual who is at least 55 years old. An elderly family is defined as one with a head of household, co-head, spouse or sole member who is at least 55 years old. For the purposes of admission to public housing designated as elderly-only, the definition of *elderly* and *elderly family* for each designated project will be specified in PHA's Designated Housing Plan in effect and may differ from the foregoing definition. This activity was first approved and implemented in FY 2004 and is ongoing.

**Proposed Changes to Activity:** PHA completed retrofitting of accessible units required under Attachment E of the MTW Agreement; thus, this activity has been reclassified as “completed” and moved to the relevant section of the Annual Plan. No other changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the

revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*HC #5: Increase in Resident Mobility*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 – Nursing Home Transition (NHT)	75 ongoing (NHT)		
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*HC #7: Households Assisted by Services that Increase Housing Choice (Adult Day Care and Nursing Home Transition)*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of households receiving services aimed to increase housing choice (increase).	0 – Nursing Home Transition (NHT)	75 ongoing (NHT)		
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### **MTW Activity 2004-3: Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV**

**Description/Update:** PHA is implementing a series of initiatives in the public housing and/or HCV programs designed to simplify rent calculation and the recertification, streamline administrative processes, and reduce paperwork burdens on residents and staff. The following is a summary of ongoing and planned program components:

- **Two and Three-Year Recertification** – PHA has restructured the annual and interim review processes and procedures for public housing and HCV to require recertifications every two years, except for public housing residents choosing ceiling rents who are recertified every three years. Generally, residents are not required to report changes in income between regularly scheduled recertifications. Interim recertification is required for changes in household composition. Additionally, PHA will complete EIV checks every six months for households with zero, temporary or sporadic income. Interim recertifications are restricted to one every six months; however, see proposed change below for HCV interim recertifications. Elderly and disabled households are exempted from this restriction on interim recertifications. As noted in the FY 2015 Annual Plan, the PHA Board of Commissioners approved a change to the Two and Three Year Recertification activity for the HCV program. Under this policy, HCV participants may request up to two (2) voluntary interim recertifications between regular recertifications. PHA may elect to adopt a similar policy in its public housing program subject to Board approval. This activity was approved and implemented in FY 2004 and is ongoing.
- **Ceiling Rents** – PHA has established ceiling rents for its public housing developments, which are periodically updated. This activity was approved and implemented in FY 2004 and is ongoing. Ceiling rents for sites managed by PAPMC are set at the Pennsylvania Housing Finance Agency ceiling rent limits in effect for LIHTC properties. PHA implemented PHFA 40% ceiling rents at conventional and scattered sites effective as of July 1, 2013. Ceiling rents will be updated annually to reflect the then-current 40% PHFA ceiling rents. At PHA developments where tenants pay for some or all utilities, the applicable utility allowance may be applied to the ceiling rent, i.e. the ceiling rent amount may be offset by the applicable tenant-paid utility allowance amount. PHA tenants will continue to have the option of selecting either a ceiling rent or an income-based rent. PHA will apply the ceiling rent amount when it is less than the income-based rent calculation. Tenants who select an income-based rent will pay no more than 30% of adjusted income for rent. PHA may elect to phase-in rent increases to avoid serious financial hardship to residents if necessary.
- **Rent Calculation Method** – PHA has established an alternative rent structure for the HCV and public housing programs to motivate residents to work and accumulate savings. Note that residents living in LIHTC units are not subject to this system. Public housing residents may elect a ceiling rent in lieu of the income-based calculation method. 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 medical-related insurance premiums; and

eliminating other deductions and reducing the standard rent calculation percentage based on family size. Minimum rents have been implemented in both the leased housing and public housing programs. This activity was approved and implemented in FY 2004 and is ongoing.

- **Payment Standards** – PHA has implemented a policy in the HCV program whereby the current payment standard is applied at regular recertification. This activity was implemented in FY 2008 and is ongoing.
- **Reasonable Rent** – PHA has developed and implemented a reasonable rent policy for the HCV program whereby reasonable rent determinations are completed at initial lease up, upon request for a rent increase, and at other times PHA deems it necessary to conduct a reasonable rent re-determination. This activity was approved and implemented in FY 2008 and is ongoing.

PHA may implement across-the-board rent increases or rent freezes for properties in the HCV program. When and if an across-the-board rent increase is awarded, PHA will complete a reasonable rent determination at the time of the next annual HQS inspection and apply applicable policies related to reasonable rent when and if the rent is not reasonable. This policy was approved and implemented in FY 2005.

- **Utility Allowances** – PHA is authorized to implement a revised utility allowance methodology that includes the following components: a) HCV participants who are responsible for paying gas heat and who are eligible to participate in the PGW Customer Responsibility Program (CRP) will have the gas portion of their utility allowances calculated using an alternative methodology. Participation in the PGW CRP program places a cap on the amount of money that eligible residents will be required to pay for their gas utility payments based on household income, not consumption. Utility allowance schedules are typically determined based on an analysis of the cost of reasonable consumption based on dwelling unit size/type. PHA will utilize the PGW CRP capped amount to calculate the gas allowance due to residents, except in those limited circumstances where the CRP amount exceeds PHA's gas utility allowance schedule. The alternative utility allowance amounts will be factored into the rent calculation, including the Total Tenant Payment calculation. With this change, residents will continue to have their Total Tenant Payment limited to no more than 28% of household income. PHA has received approval to implement this initiative in the public housing program; however, only HCV implementation has taken place to date; b) Utility allowances will be phased out for residents with incomes at or above 80% of Area Median Income; c) PHA will review and modify public housing utility schedules periodically based on an assessment of available HUD funding and the requirements of the MTW Agreement and Plan. PHA may apply the HUD-determined operating subsidy pro-ration factor to determine the actual utility schedule amounts. Revised utility allowances will be applied to a family's rent calculations at the next scheduled recertification after the allowance is adopted or at one time across all affected households. The approach taken will be at the discretion of PHA; and d) PHA will

establish a minimum threshold of \$20 for payment of utility allowance payments. This activity was approved and implemented in FY 2009.

- PHA is also authorized to expand the utility allowance policy to require public housing and HCV tenants receiving either heat or electric utility allowances to enroll and participate in the PECO Customer Assistance Plan, LIHEAP and any other applicable programs that offer reduced rates, energy usage grants, or other financial incentives to low-income households. This activity was approved in FY 2011.
- Finally, using its MTW authority, PHA will periodically, at its discretion, review HCV utility allowance schedules to determine if adjustments are required. Annual updates will not be required. This activity was first approved in FY 2014.

PHA reviews and reevaluates the impact of its rent reform initiatives on an annual basis. Current MTW rent policies do not have an adverse impact on affordability as rent for residents of both public housing and HCV (MTW vouchers) is less than or equal to 28% of adjusted household income. Public housing residents also have the option to select a ceiling rent.

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*CE #1: Agency Cost Savings*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$877,965 (based on 56,100 total estimated hours for above activities multiplied by an average \$15.65 hourly rate)	\$658,473 estimated total cost after implementation of above activities		

**CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total time to complete the task in staff hours (decrease).	56,100 hrs. estimated for above activities	42,075 hrs. (25% reduction estimated)		
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**CE #3: Decrease in Error Rate of Task Execution\*- Rent Calculation Method**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Average error rate in completing a task as a percentage (decrease).	TBD	TBD		
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*\*PHA implemented its revised rent calculation method in 2004, and does not have historical data on rent calculation error rates at that time. PHA will identify the current baseline as part of the FY 16 Annual Report (which already reflects error rate reductions) and then establish a benchmark of maintaining this level going forward, i.e. PHA would not anticipate future reductions to error rates.*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Rental revenue in dollars (increase).	\$0	TBD		
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**SS #1: Increase in Household Income – HCV\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Average earned income of households affected by this policy in dollars (increase).	The average earned income of households affected by this policy in FY 14 is \$17,032.	The expected average earned income of households affected by this policy after implementation of the activity is \$17,032.		
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*\* Although this activity was implemented in FY 04, HUD has only recently required PHA to track the average earned income of households affected by this policy, therefore PHA has used data from FY 14 to determine the baseline. As this activity has been implemented and on-going for over 10 years, PHA expects the average earned income of households to remain stable. For additional information see HUD’s Frequently Asked Questions About HUD Form 50900 dated September 13, 2013.*

**SS #1: Increase in Household Income - Public Housing\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Average earned income of households affected by this policy in dollars (increase).	The average earned income of households affected by this policy in FY 14 is \$15,187.	The expected average earned income of households affected by this policy after implementation of the activity is \$15,187.*		
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*\* Although this activity was implemented in FY 04, HUD has only recently required PHA to track the average earned income of households affected by this policy, therefore PHA has used data from FY 14 to determine the baseline. As this activity has been implemented and on-going for over 10 years, PHA expects the average earned income of households to remain stable. For additional information see HUD's Frequently Asked Questions About HUD Form 50900 dated September 13, 2013.*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Employed	4,725 (36%) of work-able heads of households had earned income as of March 31, 2014.	Increase the total of work-able heads of households earning an income as of the end of FY 16 to 4,820 (37%)		
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*\* The benchmark is contingent on the economy and opportunities available in the City of Philadelphia.*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Unemployed	8,282 (64%) work-able heads of households had no earned income as of March 31, 2014.	Decrease the total number of work-able heads of households not earning income as of the end of FY 2016 to 8,116 (62%).		
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*\* Although this activity was implemented in FY 04, HUD has only recently required PHA to track the employment status of work-able heads of households affected by this policy, therefore PHA has used data from FY 14 to determine the baseline. As this activity has been implemented and on-going for over 10 years, PHA expects the employment status of work-able heads of household to remain stable. For additional information see HUD's Frequently Asked Questions About HUD Form 50900 dated September 13, 2013.*

**SS #8: Households Transitioned to Self Sufficiency**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase).	0 households	72 households are expected to transition to self-sufficiency in FY 16.		

*\*PHA defines a households that transitions to self-sufficiency as an HCV participant who exits the program as a result of being over-income or one that receives no HAP subsidy but still qualifies as program participants.*

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

DRAFT

## **MTW Activity 2004-4: Unit-Based Leasing and Development Program**

**Description/Update:** Expanding the supply of affordable housing in Philadelphia continues to be a major objective of the PHA MTW Demonstration program. Under PHA's Unit-Based Leasing and Development Program ("UBV" or the "Unit-Based Program"), PHA negotiates contracts with for-profit and non-profit private sector housing providers for unit-basing PHA's local rent Subsidy using MTW block grant funds (Operating, Capital, HCV) based on property specific agreements. To date, PHA has selected Unit-Based Program for MTW HCV Funds participants through a competitive procurement process. This MTW initiative was approved and implemented in FY 2004.

PHA's Site Selection Standards for the UBV program will comply with the alternate Site and Neighborhood Standards described at Attachment C, Section D (7)(c) to PHA's MTW Agreement.

The rent to the owners participating in the UBV program funded with MTW HCV funds will not exceed the lowest of 110% of the applicable fair market rent, the reasonable rent, the rent requested by the owner or such other amount determined by PHA to be appropriate for the unit based upon the nature of the unit and the RFP from which the owner was selected. For example, in certain cases, PHA believes a shallower subsidy is more appropriate.

Unless part of its "shallow" subsidy UBV program, PHA will not attach or pay UBV assistance to units that are already receiving another form of subsidized housing operating assistance. With respect to a shallow subsidy UBV program, PHA will not attach or pay UBV assistance to units receiving another form of subsidized operating assistance if the UBV assistance would be duplicative or would otherwise over-subsidize the unit. PHA may determine the effect of subsidy on rent to owners and the duplication of subsidy or excessive subsidy, subject to the requirements regarding subsidy layering as set forth in the HUD Reform Act of 1989. PHA may unit-base up to 100 percent of the dwelling units in any UBV project or building.

PHA may select its own units for project-basing with UBV assistance without a competitive process. Pursuant to Attachment C, Section D (7)(a), PHA may unit-base assistance at properties other than public housing properties owned directly or indirectly by PHA, including those owned by PHA affiliates or instrumentalities. For purposes of this selection method, a property that may be unit-based may be a former public housing property that has been converted to HCV assistance. Pursuant to Attachment C, Section D (1)(f), under either the UBV program or the Partnership Initiatives, PHA may attach or pay UBV assistance using HCV MTW funds to unit types currently prohibited by standard Section 8 regulations including, but not limited, to shared living facilities. Such units must comply with applicable alternate MTW Site and Neighborhood Standards.

An owner of a unit assisted under the UBV program for MTW HCV funds may elect to receive referrals from PHA's waiting list or to use a site-based waiting list for selection of tenants for a site. For owners using a site-based waiting list, owners must refer families to PHA for eligibility screening.

Development Name	Sponsor	Building Type	Neighborhood Location	Voucher Units Under Contract	Target Population	Supportive Services
1260 Housing	Columbus Property Management	Low rise apartments and row homes	Scattered sites	164	mental health/chemical dependency	yes
1260 Housing	Columbus Property Management	Midrise apartments	Northeast Philadelphia	11	mental health/chemical dependency	yes
Art Apartments	Pine lake Management Associates LP	Low rise apartments	West Philadelphia	30	families/very low income	no
Belmont Gardens	Sarah Allen Community Homes V L P	Low rise apartments	West Philadelphia	3	families/very low income	no
Bernice Elza	Peoples Emergency Center	Low rise apartments	West Philadelphia	6	emancipated teens/homeless	yes
Bethesda Project Bainbridge	Bethesda Project Inc	Low rise apartments	South Philadelphia	20	homeless	yes
Bethesda Project South	Bethesda Project Inc	Low rise apartments	Center City Philadelphia	4	homeless	yes
Bethesda Project Spruce	Bethesda Project Inc	Low rise apartments	Center City Philadelphia	13	homeless	yes
Boriquen	Borinquen Associates Ii Limited	Scattered Row homes	North Philadelphia	22	families/very low income	no
Brentwood Parkside	Brentwood Parkside Associates	High rise apartments	West Philadelphia	22	seniors/families/very low income	no
Patriot House	Citizens Acting Together Can Help, Inc	Low rise apartments	South Philadelphia	15	homeless	yes
Chatham Court Apartments	Chatham Apts. Assoc. LP	Low rise apartments	West Philadelphia	18	families/very low income	no
Cloisters	Cloisters III Housing Partnership	Low rise apartments/duplexes and row homes	West Philadelphia	18	homeless	yes
Diamond St Venture I	Diamond St Ventures	Scattered duplexes	North Philadelphia	14	families/very low income	no
Diamond St Venture II	Diamond St Ventures	Scattered duplexes	North Philadelphia	6	families/very low income	no
Diamond St Venture III	Diamond St Ventures	Scattered duplexes	North Philadelphia	17	families/very low income	no
Dignity	Community For Dignity & Fairness	Scattered row homes	Germantown/Mt. Airy	10	women with children (domestic abuse)	yes

Dignity	Community For Dignity & Fairness	Scattered row homes	Logan (Northwest Philadelphia)	3	women with children (domestic abuse)	yes
Dignity	Community For Dignity & Fairness	Scattered row homes	Mt. Airy	4	women with children (domestic abuse)	yes
Dignity	Community For Dignity & Fairness	Scattered row homes	Germantown/Mt. Airy	11	women with children (domestic abuse)	yes
Dignity	Community For Dignity & Fairness	Scattered row homes	Germantown	16	women with children (domestic abuse)	yes
Dignity Boss	Community For Dignity & Fairness	Scattered row homes	Germantown/Mt. Airy	8	women with children (domestic abuse)	yes
Dignity Nedro	Community For Dignity & Fairness	Low rise apartments	Logan (Northwest Philadelphia)	5	women with children (domestic abuse)	yes
Dunlap School Venture	Dunlap Management Partners LP	Low rise apartments	West Philadelphia	35	seniors	no
Edgewood Manor	Edgewood Manor Associates Ii Lap	Low rise apartments	North Philadelphia	33	families/v ery low income	no
Elders Place I	Penn Housing LLC	High rise apartments	Germantown	43	seniors	no
Elders Place II	Penn Housing LLC	Low rise apartments	Germantown	38	seniors	no
Fattah Homes I	PEOPLES EMERGENCY CENTER	Scattered Row homes	West Philadelphia	6	homeless	yes
Fourth St Access	Columbus Property Management	Row homes and triplexes	North Philadelphia	24	families/v ery low income	no
Freedom Village	Freedom Village L P	Low rise apartments	North Philadelphia	16	families/v ery low income	no
Gaudenzia Shelton Court	Gaudenzia Foundation Inc.	Triplex and low rise apartments	North Philadelphia	19	young women (chemical dependency)	yes
HELP Philadelphia II	HELP USA	Low rise apartments	West Philadelphia	50	transitiona l housing for women	yes
HELP USA (HELP PA Affordable Housing )	HELP USA	Row homes	West Philadelphia	14	Veterans	yes
Imani Homes	Imani Homes Limited Partnership	Row homes	West Philadelphia	24	families/v ery low	no

					income	
Imani II	Peoples Emergency Center	Row homes	West Philadelphia	6	families/very low income	no
Imani III	Peoples Emergency Center	Row homes	West Philadelphia	6	families/very low income	no
Imani IV	Peoples Emergency Center	Row homes	West Philadelphia	8	families/very low income	no
Imani V	Peoples Emergency Center	Row homes	West Philadelphia	11	homeless	yes
Inglis Apartments at Elmwood	Inglis House	Low Rise apartments and row homes	West Philadelphia	40	seniors and disabled	yes
Inglis Housing (Morris-Klein Apts)	Inglis House	High rise apartments	West Philadelphia	19	seniors and disabled	yes
Jannie's Place	Peoples Emergency Center	low rise apartments	West Philadelphia	6	homeless	yes
JBH Homes	Project Home	Low rise apartments	Fairmount	15	alcohol dependency	yes
Kate's Place	Project Home	High rise apartments	Center City Philadelphia	30	homeless/chemical dependency	yes
Hamill Mills	Lena St Associates	Low rise apartments	Germantown	40	seniors	no
Ascension Manor	Liberty Resources	Low rise apartments	North Philadelphia	3	disabled	yes
Praveen Chestnut	Liberty Resources	Low rise apartments	West Philadelphia	3	disabled	yes
LIH Walnut	ARCH VII - LIH Walnut Associates	Low rise apartments	West Philadelphia	14	families/very low income	no
Locust Towers	Magdim Towers INC	High rise	West Philadelphia	40	families/very low income	no
Monument Rd	Methodist Family Services of Philadelphia	Low rise apartments	West Philadelphia	11	emancipated teens/homeless	yes
Monument Mews	Monument Mews	Low Rise apartments and row homes	West Philadelphia	60	families/very low income	no
Mt. Vernon	Mt. Vernon LP	Low rise apartments	West Philadelphia	15	families/very low income	no
New Courtland Apts at Cliveden	New Courtland	High rise apartments	Germantown	32	seniors	no
NPCH - Community Building	NPCH Associates	Duplex apartments	North Philadelphia	16	families/very low income	no
Parkside 2000 Associates	Columbus Property Management	Scattered triplexes	West Philadelphia	8	families/very low income	no
Parkside 2000 Associates	Columbus Property Management	Scattered triplexes	West Philadelphia	42	families/very low income	no

Paseo Verdes	Transit Village Affordable Housing LP	Row homes	North Philadelphia	19	families/very low income	no
RBM	Peoples Emergency Center	Low rise apartments	West Philadelphia	9	homeless	yes
Powelton Heights	Columbus Property Management	Low rise apartments	West Philadelphia	30	seniors	no
Kate's Place	Project Home	High rise apartments	Center City Philadelphia	5	homeless/chemical dependency	yes
Ray's Place	Project Home	Low rise apartments	North Philadelphia	17	mental health/veterans	yes
Regent Terrace	Regent Terrace Housing Partnership	Low rise apartments	West Philadelphia	80	families/very low income	no
Sarah Allen	Sarah Allen Community Home IV LP	Low rise apartments	West Philadelphia	3	seniors	no
Sartain School Apartments	Sartain Management Partners LP	Low rise apartments	North Philadelphia	35	seniors	no
Sedgley Apartments	MPB School Apartments LP	Low rise apartments	North Philadelphia	16	families/very low income	no
Sheila D Brown Women's Center	Sheila D Brown Women's Center	Low rise apartments	South Philadelphia	9	women/behavioral disabilities	yes
South 55th St	South 55th Street L.P.	Duplex apartments	West Philadelphia	18	families/very low income	no
Lehigh Park	St Christopher's Associates L P VIII	High rise apartments	North Philadelphia	25	families/self sufficiency	yes
Susquehanna Apartments	Susquehanna Apts LP	Low rise apartments	North Philadelphia	47	families/very low income	no
Temple N 16th St	Columbus Property Management	Low rise apartments	North Philadelphia	49	families/very low income	no
Temple N Gratz St	Columbus Property Management	Low rise apartments	North Philadelphia	40	families/very low income	no
Walnut Park	Walnut Park Associates LLC	High rise apartments	West Philadelphia	224	seniors	no
Walnut Thompson	Walnut-Thompson LP	High rise and duplex apartments	Center City and West Philadelphia	35	families/very low income	no
WCRP	Women's Community Revitalization Project	Row homes	North Philadelphia	16	families/very low income	yes
WCRP	Women's Community Revitalization Project	Row homes	North Philadelphia	38	families/very low income	yes
WCRP	Women's Community Revitalization Project	Row homes	North Philadelphia	32	families/very low income	yes

WCRP	Women's Community Revitaliza- tion Project	Row homes	North Philadelphia	12	families/v ery low income	yes
<b>TOTAL</b>				<b>1,926</b>		

A family residing in a UBV unit funded with MTW HCV funds may terminate the lease at any time after the initial term. The family must give advance written notice to the owner in accordance with the lease and provide a copy of such notice to PHA. Once a family terminates the lease, the family will no longer be part of the HCV or UBV program. Pursuant to PHA's MTW authority, PHA does not provide UBV participant families who want to move with tenant-based assistance with a tenant-based HCV voucher.

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

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

While the above waivers do not require MTW authority, they are directly relevant to the Unit Based Leasing and Development and Partnership Initiative activities. PHA is providing this information in the MTW Annual Plan to clarify its intention to seek future HUD waivers. The specific details of each UBV agreement will be defined prior to closing and shall be subject to HUD review and approval, where applicable, as part of the mixed-finance transaction closing process.

In FY 2016, PHA will continue to operate this program including, as appropriate, incorporating it into the "6 in 5" Initiative to create 6,000 units of affordable housing over a five-year period as referenced above. PHA may also issue requests for proposals for this initiative during the Plan Year.

The following table provides information on projects that are subsidized under this initiative as of the date of submission of the Plan. Additional projects that are projected to be under contract in FY 2016 are included in Table 3. PHA is in the process of determining whether renewals will be issued for a number of developments on the table below:

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

***HC #1: Additional Units of Housing Made Available***

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

0 units

206 units at the end of FY 2016\*

*\* HUD requires this metric track only newly constructed and/or rehabilitated unit as additional units of housing made available. As of the end of FY 2016, 206 newly constructed or rehabilitated units received project-based assistance.*

***HC #5: Increase in Resident Mobility***

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

0 households

2,133 households will be able to move to a better unit and/or neighborhood of opportunity by the end of FY 16.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of households receiving services aimed to increase housing choice (increase).

0 households

TBD\*

*\*HUD is requiring the use of this metric; however, PHA does not believe it is applicable in this context of this MTW activity. PHA will identify the current baseline as part of the FY 15 Annual Report and then establish a benchmark of maintaining this level going forward, i.e. PHA would not anticipate an increase in households assisted by services that increase housing choice.*

## **MTW Activity 2005-2: Streamline the Admissions and Transfer Process**

**Description/Update:** PHA has established a number of MTW policies designed to streamline the admissions and transfer policies for both Public Housing and HCV Programs:

- **MTW Transfers** – PHA may authorize a limited number of split-family transfers from Public Housing to the Housing Choice Voucher Program and vice versa. These transfers are referred to as MTW transfers. PHA provides for up to 50 Housing Choice Vouchers and 50 PH units to be transferred back and forth between PH and the HCV program. No more than 100 moves are authorized per fiscal year. Eligibility is determined by PHA Senior Management on a case-by-case basis, based upon immediate need, disability needs and availability of vouchers or public housing units. Transfers are used to support witness protection activities, domestic violence prevention, and other needs. If a resident transfers from Public Housing to the Housing Choice Voucher program, that resident will be subject to HCV eligibility guidelines. This activity was approved and implemented in FY 2005 and is ongoing.
- **HCV Waiting List** – Once a family is leased under the HCV Program, the family may remain on the waiting lists for Tax Credit and Public Housing sites. Additionally, PHA may require that the family sign an agreement whereby the family acknowledges they will not be eligible for selection from the Tax Credit or Public Housing site waiting lists until the initial lease term has been completed. If the family's name comes to the top of the Tax Credit or Public Housing site waiting lists prior to completion of the initial lease term, the family will be skipped; however, they will retain their position on the waiting list. The family will be selected from the Tax Credit or Public Housing site waiting list when they have completed their initial lease term and a vacant unit is available. Additionally, the family will be subject to all applicable program screening and eligibility requirements. This initiative was approved as modified and implemented in FY 2012.
- **Public Housing Waiting List** – Once a family is housed in public housing, the family will be removed from all other scattered site and conventional PH waiting lists. However, a family may remain on the HCV and/or Tax Credit Site waiting lists. Additionally, PHA may require that the family sign an agreement whereby the family acknowledges that their name will be removed from all other scattered site and conventional PH waiting lists and they will not be eligible for selection from the HCV and/or Tax Credit Site waiting lists until the initial lease term has been completed. If the family's name comes to the top of the HCV and/or Tax Credit Site waiting lists prior to completion of the initial lease term, the family will be skipped; however, they will retain their position on the waiting list(s). The family will be selected from the HCV and/or Tax Credit Site waiting lists when they have completed their initial lease term and either a voucher or vacant unit is available. Additionally, the family will be subject to all applicable program screening and eligibility requirements. Applicants, as a reasonable accommodation, may request that their name remain on waiting lists once housed, and PHA, on a case-by case basis, will review these requests in order to accommodate the needs of a person with disabilities. This initiative was approved as modified and implemented in FY 2012.

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*HC #3: Decrease in Wait List Time – MTW Transfers*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	TBD - Average applicant time on wait list prior to implementation of the activity (in months).	TBD - Expected average applicant time on wait list after implementation of the activity (in months).		

*HC #5: Increase in Resident Mobility- MTW Transfers*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	0	25 (estimate based on recent history with MTW Transfer activity)		

*CE #1: Agency Cost Savings – MTW Transfers*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0		

*CE #2: Staff Time Savings – HCV and Public Housing Waiting Lists*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0		

### **MTW Activity 2005-3: HCV Program Efficiencies**

**Description/Update:** PHA is implementing additional efficiencies in the HCV Program designed to simplify processing and streamline administrative processes. The following is a summary of ongoing program components:

- **Moving to Work Family Agreement Addendum (MTWFAA)** – PHA has implemented a requirement for all HCV participants to sign a MTWFAA as a condition for approval of tenancy and continued occupancy. By signing the MTWFAA, participants agree to comply with all of the rules and regulations of PHA’s Housing Choice Voucher Program, including the MTW-related terms and conditions described in the MTWFAA. Failure to abide by the HCV Program rules and regulations and terms and conditions of the MTWFAA may result in termination from the HCV Program. This is an efficiency measure which ensures that participants have full and accurate information on participant responsibilities at the time of entry to the program. This activity was implemented in FY 2004 and is ongoing.
- **Restriction on Elective Moves** – PHA policy regarding moves during the initial lease term and at the time of biennial recertification pertains to moves both within PHA’s jurisdictions and initial moves outside of PHA’s jurisdiction. Families are not permitted to move within PHA's jurisdiction during the initial term of assisted occupancy. The CEO or designee must approve exceptions to this policy. Subsequent to the initial lease term, families are permitted to move only at the time of biennial recertification or under extenuating circumstances as defined in the Administrative Plan subject to PHA management approval. Examples of extenuating circumstances include approved and documented VAWA or reasonable accommodation move requests. PHA may deny permission to move if the family violates HCV Program obligations and/or owes PHA money. This activity was approved and implemented in FY 2008 and is ongoing.
- **Criteria for Portability Moves** – PHA has established criteria for all port out moves. The criteria requires that MTW voucher participants requesting to port out provide a verified employment, education, safety, or medical/disability need to support their move to another jurisdiction. Families who are unable to provide a verified “employment, education, safety, or medical/disability need” will not be permitted to port out. PHA has established verification requirements to validate the family’s employment, education, safety, or medical/disability need. If a voucher participant leases up within the City of Philadelphia, they are not permitted to port out during their initial lease term except for extenuating circumstances such as approved and documented VAWA or reasonable accommodation requests. Subsequent to their initial lease term, families may only move at the time of their biennial reexamination. Families with vouchers administered under the VASH program are not subject to this policy. This MTW activity only applies to MTW voucher participants whose initial voucher was issued by PHA or those who have subsequently been absorbed by PHA. This activity was first approved in FY 2013.

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*CE #1: Agency Cost Savings – MTW Family Addendum*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).

\$0\*

\$0

*\*PHA implemented this activity in FY 2004 and does not have baseline information available for that period. PHA believes that the implementation of the MTW Family Addendum results in cost savings as a result of elimination of redundant staff time needed to review participant responsibilities multiple times. As this activity was implemented 10 years ago, no further agency cost savings are anticipated.*

*CE #1: Agency Cost Savings – Restriction on Elective Moves*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).

\$25,259

\$25,259

*\*PHA implemented this activity in FY 2007 and does not have baseline cost information available for that period. See CE#2 below for this activity for estimate of staff time savings (in hours) already achieved. The benchmark for CE#1 agency costs savings is based on an average hourly labor rate of \$15.65 times 1,614 labor hours.*

*CE #1: Agency Cost Savings – Criteria for Portability Moves*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).

\$8,451\*

\$4,695

*\*Cost savings are calculated based on the labor hours listed below in CE#2 times an hourly labor rate of \$15.65.*

**CE #2: Staff Time Savings – MTW Family Addendum**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total time to complete the task in staff hours (decrease).	0*	0		
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*\*PHA implemented this activity in FY 2004 and does not have baseline information available for that period. PHA believes that the implementation of the MTW Family Addendum results in elimination of redundant staff time needed to review participant responsibilities multiple times. As this activity was implemented 10 years ago, no further staff time savings are anticipated.*

**CE #2: Staff Time Savings – Restriction on Elective Moves**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total time to complete the task in staff hours (decrease).	1,614 hrs. (based on 1,291 moves in most recent fiscal year)*	1,614*		
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*\*PHA implemented this activity in FY 2007 and does not have baseline information available for that period. Thus, the baseline reflects staff time savings already achieved. PHA has established a benchmark to continue the same or comparable level of staff time savings.*

**CE #2: Staff Time Savings – Criteria for Portability Moves**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total time to complete the task in staff hours (decrease).	540 hours (based on FY 12 port activity)	300 hours estimated		
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## **MTW Activity 2016-1 Second Chance Initiative**

**Description/Update:** PHA will use its MTW authority to support implementation of the Second Chance Housing Choice Voucher Pilot Program. PHA's Board of Commissioners approved this program in October 2013 by adoption of the Second Chance Housing Policy. The policy permits the provision of 10 tenant-based vouchers for active participants in good standing with two partner agencies – the Eastern District Federal Court Supervision to Aid Reentry (STAR) Program and the Mayor's Office of Reintegration Services (RISE) program. Housing assistance will only be available to the participants for a period of up to two years, at which point the participants will be required to transition off the program to other affordable housing. The STAR Program works in conjunction with Federal Probation and Parole, to offer ex-offenders an opportunity to reduce their parole period by one year through participation in the Re-Entry Program. Each participant signs a contract with their parole officer to transition the oversight of their parole to the two federal Judges that administer the STAR program. The STAR program collaborates with the local RISE program to provide counseling, education, job training and job placement services.

The STAR program is designed to provide multiple levels of support to returning citizens at the family, social and logistical level to assist in preventing recidivism. Participants voluntarily participate in the closely-monitored program, wherein specific criteria have to be fulfilled at regular intervals. RISE is the lead agency in the City of Philadelphia for the management of reintegration services for those formerly incarcerated in state prisons. It provides the skills, training, and education necessary for returning citizens to successfully re-integrate into society, avoid recidivism, and lead constructive, useful lives. The STAR program is a national model for aiding federal offenders in their reentry to society in coordination with RISE.

One of the barriers to successful re-entry has been access to housing. Many of the past program participants struggled to maintain employment, continue their education or reunite with their kin because they could not secure a stable home. Many participants resided with family members, paramours or friends, and these environments, typically, did not support a positive reentry into society. Therefore, PHA in partnership with the STAR and RISE programs is piloting a program that provides access to stabilized housing through the voucher program.

Participants in good standing with RISE and STAR will sign an addendum to their PHA application to allow PHA to monitor their participation in the RISE and STAR programs and to communicate with their probation officer, if applicable. Participants will also report their participation in the vocational, educational, social or community service opportunities offered by PHA and/or RISE on a quarterly basis. The collaborative reporting and participant management across PHA, STAR and RISE will help ensure that participants stay on track, access services, be good tenants. If a participant does not remain in good standing with the STAR and RISE programs they risk a return to confinement and loss of the voucher. Participants who do not meet their program responsibilities will be notified of proposed voucher termination by PHA. They may request an informal hearing through PHA's existing process to review and appeal this decision. Vouchers will be time-limited; however, all other requirements of PHA's MTW tenant-based voucher program including tenant rent contribution will apply. At this point, PHA plans to conduct the pilot program for an initial two-year period with a limit of ten vouchers.

Prior to the end of the pilot period, PHA will determine whether to continue, discontinue or expand the program in consultation with partner agencies, and will discuss as appropriate in future MTW Annual Plans and Reports. PHA anticipates full implementation of this activity in FY 2016.

**Proposed Changes to Activity:** No changes are proposed.

**Changes to Benchmarks, Baseline, Metrics:** Under HUD’s revised MTW reporting requirements, PHA is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity as approved in the FY 2015 Annual Plan. PHA will report on outcomes in the MTW Annual Report.

*CE #4: Increase in Resources Leveraged*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	Up to \$10,000		

*\*Participation is not mandatory ,and is based on the needs of the individual*

*HC #5: Increase in Resident Mobility*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	10 in FY 2016		

**SS #1: Increase in Household Income**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Average earned income of households affected by this policy in dollars (increase).	TBD – This is a new program. PHA will determine average earned income of participants following enrollment.	0 increase in earned income in FY 2016 based on enrollment timetable.		
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**SS #3: Increase in Positive Outcomes in Employment Status**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Employed Full-Time	10 program participants*	10 program participants in FY 2016		
	100% of program participants	100% of program participants in FY 2016		
Enrolled in a Job Training Program	0 program participants	5 program participants in FY 2016		
	0% of program participants	50% of program participants in FY 2016		
Enrolled in an Educational Program	0 program participants	5 program participants in FY 2016		
	0% of program participants	50% of program participants in FY 2016		

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	TBD – This is a new program. PHA will determine the number of households receiving TANF following enrollment.	TBD – This is a new program. PHA will set a benchmark after determining how many participants receive TANF.		

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	10*		

*\*At this time PHA only has one family enrolled in the program, which will not effectively measure the success of the program to date. Increased enrollment will provide sufficient data to provide a clear picture of outcome.*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	TBD – This is a new program. PHA will determine the average amount of Section 8 subsidy per household following enrollment.	TBD – This is a new program. PHA will set a benchmark after determining the average amount of Section 8 subsidy per household.		

*SS #7: Increase in Agency Rental Revenue*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	TBD – This is a new program. PHA will determine the agency rental revenue following enrollment.	TBD – This is a new program. PHA will set a benchmark after determining the baseline agency rental revenue.		

*SS #8: Households Transitioned to Self Sufficiency*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). For this program purpose, PHA defines “self-sufficiency” as successfully completing the program and transitioning to other affordable housing.	0	0 in FY 16 based on program enrollment timetable		

## **B. Not Yet Implemented Activities**

### **MTW Activity 2014-1: Flexible Subsidy Initiative**

**Description/Update:** Through its affordable future “6 in 5” Initiative PHA intends to partner with qualified non-profit and for-profit developers to construct, rehabilitate, acquire, and/or preserve affordable rental housing, some of which may be public housing units. PHA has recently re-issued a Request for Proposals (RFP) to solicit developer proposals for this initiative. This activity was approved by the PHA Board and submitted to HUD for approval in late 2013 as part of a mid-year amendment to the MTW Annual Plan for FY 2014.

In order to promote the development and preservation of quality, affordable rental units that meet the diverse needs of low-income households, including special needs populations, PHA intends to utilize MTW flexibility in limited instances where the current public housing operating subsidy level (combined with projected tenant rental income) is inadequate to ensure the long-term viability of new public housing units to be developed and/or acquired under the affordable future initiative. Under this proposed MTW activity, PHA may elect to combine public housing operating subsidy with other MTW Block Grant funds to establish a local MTW flexible subsidy level higher than the standard public housing operating subsidy amount. PHA will only use such flexibility where the project otherwise meets PHA’s stated development objectives, but is determined to be financially infeasible without the use of higher flexible subsidy funding allowable under MTW. HUD review and approval will be required for each transaction involving MTW flexible subsidies as part of the mixed-finance closing process pursuant to the Public Housing Capital Fund Program. (The Mixed-Finance Development and Public Housing Development requirements are incorporated into the final rule, and the existing Mixed-Finance Development and Public Housing Development requirements at 24 C.F.R. Part 941 are removed.)

In light of the fact that the current MTW Agreement will expire in 2018 unless extended by HUD, PHA acknowledges that funding from the MTW Block Grant may not be available to support the additional operating subsidy after that date. PHA also acknowledges that the blended subsidy initiative may impact its current and future Replacement Housing Factor funds.

PHA may also request HUD review and approval of additional waivers to current public housing regulations in the interest of increasing housing choice, promoting long-term project viability, and encouraging more affordable housing development. The following waivers do not specifically require MTW authority; however, PHA is providing this information to clarify its intentions with respect to seeking additional waivers. PHA may request the following additional non-MTW waivers from HUD as part of the review and approval process for public housing mixed-finance transactions:

- Allowing the owner of public housing units that are to receive flexible subsidy, including PHA if it is the owner, to utilize public housing operating subsidy and other MTW funds, to pay for debt service associated with the project; and

- Allowing for the modification or elimination of the standard ten-year affordability “tail” in the Declaration of Restrictive Covenants.

Based on its five-year goal, PHA projects that 300 additional affordable units that utilize flexible subsidy will be achieved over a five-year period from FY 2015 through FY 2019. PHA has projected that 50% of these units will be new or substantial rehabilitation units and the remaining 50% will be preservation units.

**Proposed Changes to Activity:** Create a new middle / mixed-income housing strategy in order to promote mixed-use, mixed-income communities anchored by affordable housing.

PHA recognizes the needs of Philadelphia are changing population. PHA is seeking to broaden the range of Philadelphian’s who benefit from our affordable housing programs to include both the City’s lowest income residents and the middle-income workers who increasingly cannot afford to move into the city. To promote long-term community revitalization and economic diversity, we will seek MTW authorization for programs that allows for the targeting of moderate income households and middle-income households. Middle-income housing is essential to support our economy and workforce, which increasingly cannot afford to live in our city.

**Changes to Metrics, Baseline and Benchmarks:** As part of its submission to HUD, PHA incorporated the following HUD standard metrics for this activity.

*HC #1: Additional Units of Housing Made Available*

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

*HC #2: Units of Housing Preserved*

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

**C. Activities on Hold**

Not applicable.

DRAFT

## **D. Closed Out Activities**

The following table summarizes previously approved MTW activities that PHA has completed, discontinued, or determined do not require MTW authority to implement.

<b>Plan Year</b>	<b>Activity</b>	<b>Reason for Close Out</b>	<b>Close Out Year</b>
FY 2011	Community Service Policy	Determination made that activity does not require MTW flexibility.	FY 2013
FY 2011	Expanding Use of LIHTC	Determination made that proposed activities were covered under Partnership and Unit-Based Leasing/Development Initiatives.	FY 2013
FY 2011	Scattered Site Income Tiering	PHA elected to discontinue this initiative prior to its implementation based on decisions made as part of the scattered site asset repositioning initiative including disposition and auction of vacant and obsolete properties.	FY 2011
FY 2010	Accessible Unit Retrofitting and Development	PHA has completed the accessible unit retrofitting under Attachment E of the MTW Agreement. PHA will continue to develop accessible units as part of its revitalization programs; however, this activity does not require specific MTW authority.	FY 2014
FY 2009	Assisted Living	PHA discontinued this activity prior to its implementation based on a determination that sufficient funding was not available from state, federal and other required sources.	FY 2011
FY 2009	Home Care Services	PHA discontinued this activity prior to its implementation based on a determination that services can be more efficiently delivered through third-party partners.	FY 2011
FY 2007	Transitional Housing Facilities	Determination made that comparable activities are authorized under Partnership Initiative.	FY 2013
FY 2007	LIFE Program	Determination made that activity does not require MTW flexibility.	FY 2013
FY 2005	Comprehensive Resident Self Sufficiency Services	PHA continues to provide comprehensive resident self-sufficiency services that utilize MTW Block Grant funds. However, no MTW programmatic waivers are required. These activities are now referenced in Chapter V under the Single Fund Flexibility section.	FY 2014
FY 2005	Voucher Issuance	PHA elected to discontinue this policy based on an assessment that it would not contribute to PHA's utilization goals.	FY 2014
FY 2004	HCV Time Limit	PHA discontinued this activity due to economic conditions which limited the availability of jobs for residents.	FY 2012
FY 2004	Family Economic Development Action Plan/Tenant Responsibility Training	PHA discontinued this activity along with discontinuation of HCV time limit as they were interrelated activities.	FY 2014
FY 2004	Tenant Responsibility Training	Determination made that activity does not require MTW flexibility.	FY 2013
FY 2004	Blueprint	PHA continues to implement the Blueprint Program; however, a determination was made that activity does not require MTW flexibility.	FY 2013
FY 2004	HCV HQS Enforcement	PHA elected to discontinue this policy based on a decision to establish uniform HQS enforcement policies for both MTW and Non-MTW vouchers.	FY 2012
FY 2004	Public Housing Service Order Policy	PHA elected to discontinue this policy after discussions with the HUD Field Office concerning the need to expedite service order response times.	FY 2012

## V. MTW SOURCES AND USES OF FUNDING

### A. Estimated Sources and Uses of MTW Funding for Fiscal Year 2016

Table 8 and 9 below provides estimated sources and uses of MTW funds for FY 2016. As PHA's funding levels for future periods are unknown at the present time, this table provides preliminary projections. Actual sources and uses are expected to vary based on the level of funding provided to PHA and the level of actual expenses. PHA's estimated Sources and Uses budget for FY 2016 assumes continued reductions in Public Housing Operating Subsidy, Capital Fund Program, HCV, and HCV Administrative fees. The tables follow HUD's required formats and do not include information on Non-MTW funding sources and uses. See also Appendix E for additional RHF-related information as required by the RHF Amendment to the MTW Agreement.

**Table 8: Estimated Sources of MTW Funding for FY 2016**

<b>Sources</b>		
<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
70500 (70300+70400)	Total Tenant Revenue	\$25,487,700
70600	HUD PHA Operating Grants	\$289,874,344
70610	Capital Grants	\$41,234,400
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$ 0
71100+72000	Interest Income	\$115,000
71600	Gain or Loss on Sale of Capital Assets	\$600,000
71200+71300+71310+71400+71500	Other Income	\$500,000
<b>70000</b>	<b>Total Revenue</b>	<b>\$357,811,444</b>

**Table 9: Estimated Uses of MTW Funding for FY 2016**

<b>Uses</b>		
<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
91000 (91100+91200+91400+91500+91600+91700+ 91800+91900)	Total Operating – Administrative	\$68,607,100
91300+91310+92000	Management Fee Expense	\$ 0
91810	Allocated Overhead	\$ 0
92500(92100+92200+92300+92400)	Total Tenant Services	\$5,020,750
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$25,644,000
93500+93700	Labor	\$82,000
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$53,648,400
95000 (95100+95200+95300+95500)	Total Protective Services	\$6,500,000
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$10,500,000
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$14,500,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ 0
97100+97200	Total Extraordinary Maintenance	\$4,000,000
97300+97350	Housing Assistance Payments + HAP Portability-In	\$135,408,530
97400	Depreciation Expense	\$33,900,664
97500+97600+97700+97800	All Other Expenses	\$ 0
<b>90000</b>	<b>Total Expenses</b>	<b>\$357,811,444</b>

**B. Use of Single Fund Flexibility**

Under the MTW Program, PHA is authorized to establish an MTW Block Grant budget. Activities that utilize Block Grant single fund flexibility are summarized below:

Capital Activities to support the security systems upgrades, asbestos abatement projects, and elevator repairs and site improvements throughout PHA.

Family Program and comprehensive resident supportive service activities to support a wide range of public safety, program compliance, and training and education efforts for PHA residents including: youth development programs citywide; senior programs citywide; Pre-Apprenticeship Program; service coordination; job training and placement; educational partnership initiatives; affordable homeownership programs; Community Relations police units; Community Partners training and educational programs; and other Economic Development and Self-Sufficiency program activities. A summary of PHA’s MTW and Non-MTW funded resident services programs is found in Table 10.

Quality of Life Programs to support Lease Enforcement and Section 8 investigations programs.

General Conditions to include functional enhancements and training on software systems, staff training, and energy management initiatives.

**Table 10: Residents Service Program Summary or FY 2016**

<b>Program</b>	<b>Program Description</b>	<b>Target Population</b>	<b>Funding Source</b>	<b>Number of Residents</b>
Early Childhood Education Partnerships	Pre-School Partnerships to ensure 3 year olds are enrolled into area Head Start programs	Children 3 to 5	US Department of Health and Human Services	100
Summer Food	Breakfast and lunch served on site to provide appropriate nutrition during the summer.	Youth 5 to 18	PA Department of Education/ MTW	726
Summer Camp	Summer enrichment activities to prevent academic regression.	Youth Ages 6 to 13	MTW	400
Afterschool	On site programs which meet the standard of providing (1) homework assistance, (2) project based learning, (3) community service, and (4) physical/ body kinesthetic activities	Youth Ages 6 to 13	MTW	335
Computer Lab	Access to computer technology for academic enrichment.	Residents 6 to 70	MTW	500
PhillySEEDS Scholarship	Competitive scholarship awards based on academic achievement.	Youth/Adults 18 to 55	DHHS/Section 3 Vendors	35
Scholars Internship Program (SIP)	Paid internships in the major field of study of PHA's scholarship awardees.	Youth/Adults 18 to 55, who have received scholarships from PhillySeeds.	Section 3 Vendors	25
ABE/GED	Adult Basic Education and General Equivalency Diploma education in the required domains.	Residents 18 to 55	MTW	60
Community Partners	Occupational Skills training in career areas with reasonable growth potential.	Residents 18 to 55	MTW	100 enrolled
Health & Wellness Programs	With Every Heartbeat There is Life, with a tobacco component to improve nutrition, exercise	Residents 18 to 55	MTW	100 enrolled
Financial Literacy	Course on credit and money management to enable residents to purchase homes.	Residents 18 to 55	MTW	500 enrolled
Pre-Apprenticeship	Building Maintenance and	Residents 18 to 56	MTW/MOCS	20 enrolled

	Construction Training Program			
Home Ownership	Housing counseling about the home purchase process. This includes 5H, HCV, and Section 32.	Residents 18 to 55	US Department of Health and Human Services/ MTW	20 purchasing homes
ROSS	Assessment of individual and family needs, followed by referrals and tracking.	Residents 18 to 55	HUD	300
FSS	Assessment of individual and family needs, followed by referrals and tracking.	Residents 18 to 55	HUD	1000
Senior CTR/Programs	Evidence based activities, which reduce the number of seniors, who leave public housing to enter nursing homes.	Residents 55 and over	Philadelphia Corporation for Aging	300
CHSP	Meal program, which not only enable residents to have appropriate nutrition, but also best practice fellowship to support aging in place.	Residents 55 and over	HUD	13
Healthy Café	Kiosk to provide a 10% match for the congregate Housing Program.	Residents 55 and over	Resident purchases	13
Section 3	Ensure that economic opportunities, are provide to PHA residents	Residents 18 to 55	Private vendors that meet the Section 3 threshold	TBD by contract award
Adult Day/Elder Care	Multi-service center for residents, who can not complete activities of daily living.	Residents 55 and over	Commonwealth of PA/MTW	32

### C. Local Asset Management Plan

*Is the PHA allocating costs within statute?* No, as allowed under the MTW Agreement.

*Is the PHA implementing a local asset management plan (LAMP)?* Yes.

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

*Has the PHA provided a LAMP in the appendix?* Yes

Pursuant to its MTW Agreement, PHA has developed a Local Asset Management Plan that describes the agency's cost allocation plan and other technical components of PHA's local asset

management strategy. HUD approved initial PHA's Local Asset Management Plan as part of the MTW FY 2010 Annual Plan submission. A copy of the approved Plan is found in Appendix A.

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## VI. ADMINISTRATIVE

### A. Resolution

A Resolution approving the MTW Annual Plan and the MTW Plan Certification of Compliance will be presented for approval to the PHA Board of Commissioners following the public review process and public hearing. The Resolution will be included with the Plan submitted to HUD in Appendix B.

### B. Public Review Process

(Detail in this section to be provided upon completion of the public comment period.)

### C. Evaluations

PHA has established the Office of Policy, Research and Enterprise Planning (OPREP) which – among other duties – focuses on assisting PHA departments with developing and evaluating MTW initiatives. PHA is committed to both maximizing the use of MTW flexibility to promote MTW statutory objectives and PHA’s goals, and sharpening the internal focus on monitoring and evaluating MTW outcomes.

### D. Annual Statement/Performance and Evaluation Report

The Annual Statement/Performance and Evaluation Reports for all capital grants with unexpended amounts are included in Appendix F.

APPENDIX A – LOCAL ASSET MANAGEMENT PLAN

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APPENDIX B – BOARD RESOLUTION AND MTW CERTIFICATION

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APPENDIX C – ASSET MANAGEMENT TABLE

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APPENDIX D – MTW TDC/HCC

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APPENDIX E – REPLACEMENT HOUSING FACTOR FUNDS APPENDIX

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## REPLACEMENT HOUSING FACTOR FUNDS APPENDIX

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

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

- RHF funds projected for FY 2015 are included in the Sources and Uses tables of the Plan.
- PHA intends to combine its existing and future RHF funds into the MTW Block Grant.
- PHA intends to accumulate RHF funds as allowed under the RHF Amendment, Option 3.
- PHA will secure the commitments for the required one-third leverage of its 2<sup>nd</sup> Increment RHF funds prior to developing the public or affordable housing under the proportionality requirements of the RHF Amendment, Option 3.
- PHA will develop the number of affordable and/or public housing units required in accordance with the proportionality test under the RHF Amendment, Option 3.
- PHA notes that HUD published a Final Rule dated October 24, 2013 which significantly modifies RHF regulations. PHA believes that the Final Rule may also impact the provisions of the RHF Amendment to the MTW Agreement in that the Final Rule eliminates second increment RHF funding beginning in Federal Fiscal Year 2014 and makes other changes. PHA is currently reviewing the Final Rule and its impact on RHF funding and will consult with HUD as needed to clarify its impact on the RHF Amendment to the MTW Agreement.
- RHF Grant Numbers and estimated grant balance amounts that PHA intends to combine into the MTW Block Grant are included on the table below.

<b>Fiscal Year</b>	<b>Grant Number</b>	<b>Estimated Current Balance (11/2013)</b>	<b>Obligation End Date</b>	<b>Expenditure End Date</b>
2013	PA26R002501-13	\$4,024,988	10/29/2019	10/29/2021
2013	PA26R002502-13	\$5,405,430	10/29/2019	10/29/2021
2012	PA26R002501-12	\$3,409,555	10/29/2015	10/29/2017
2012	PA26R002502-12	\$5,180,974	10/29/2015	10/29/2017
2011	PA26R002501-11	\$1,790,550	10/29/2015	10/29/2017
2011	PA26R002502-11	\$10,793,131	10/29/2015	10/29/2017
2010	PA26R002501-10	\$126,189	10/29/2014	10/29/2016
2010	PA26R002502-10	\$13,424,283	10/29/2015	10/29/2017
2009	PA26R002501-09	\$432,756	10/29/2014	10/29/2016
2009	PA26R002504-09	\$573,407	10/29/2014	10/29/2016
2008	PA26R002501-08	\$93,605	10/29/2014	10/29/2016
2008	PA26R002502-08	\$548,194	10/29/2014	10/29/2016

APPENDIX F – ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

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