



# **MOVING TO WORK ANNUAL REPORT**

**PHA FISCAL YEAR 2015  
APRIL 1, 2014 - MARCH 31, 2015**

**Submitted to HUD  
June 30, 2015**

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## I. Introduction and Overview

This Annual Report provides information on activities undertaken by the Philadelphia Housing Authority (PHA) under the Moving to Work Demonstration Program (MTW) during Fiscal Year 2015, i.e. the period from April 1, 2014 to March 31, 2015. The format and required content of this Report are defined by the U.S. Department of Housing and Urban Development (HUD) in the revised Form HUD 50900.

PHA has been an MTW agency since April 2001. Pursuant to the Amended and Restated MTW Agreement (MTW Agreement) executed in October 2008, and subsequently amended twice to allow for “broader uses of authority” and use of Replacement Housing Factor Funds in the MTW Block Grant, PHA will continue to be in the MTW Demonstration through Fiscal Year 2018. The MTW Agreement describes both the authorities granted to PHA under MTW and the requirements for participation. Recently, HUD and MTW Agencies have been negotiating an extension to the MTW Agreements for an additional ten years, i.e. through Fiscal Year 2028, the terms of which have not been finalized.

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

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

In addition, the MTW Agreement allows PHA to combine its three (3) main HUD funding sources (Public Housing Operating Fund, Capital Fund and Housing Assistance Payments) into a single MTW Block Grant that can be used flexibly for any and all MTW authorized purposes. The Block Grant funding flexibility allowed under the MTW Agreement impacts most areas of PHA operations.

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

During the first year of the MTW program, PHA established five (5) broad objectives for its long-term MTW implementation efforts. These objectives are:

- Reform the existing Housing Choice Voucher and Public Housing Programs to improve and increase the supply of quality affordable housing throughout the City of Philadelphia.
- Revitalize neighborhoods where MTW and MTW-eligible residents reside.
- Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
- Establish a Quality of Life Program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the

responsibilities of public housing residents, voucher participants, voucher landlords, and PHA to one another and to the broader community.

- Establish efficient operating procedures and implement cost-saving strategies.

These broad objectives continued to provide a high-level framework for PHA's implementation of the MTW Demonstration during Fiscal Year 2015, augmented by a continued focus on implementing the highest ethical standards, ensuring transparency and accountability in all operational areas, re-establishing public trust in PHA, and operating effectively and efficiently in an era of diminishing Federal resources.

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. PHA's focus on the "home front" emphasizes the need to strengthen people, property and partnerships. In Fiscal Year 2015, PHA embarked on a Strategic Directions planning process that resulted in further refinements to its overall long-term MTW strategy. Over the five-year period of the Strategic Directions Plan, PHA will focus on twelve (12) strategic priority areas. Taken together, these priorities provide the framework for PHA's major initiatives and resource allocation decisions for the period of 2015 through 2019:

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

Additional information regarding PHA's Strategic Directions Plan can be found in **Appendix C**.

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 neighborhoods, support the City of Philadelphia's Blueprint to End Homelessness initiative, and assist residents in securing job training, job placement, homeownership and other opportunities. It is also a critical component of PHA's planned neighborhood transformation initiatives in the Blumberg/Sharswood and North Central Philadelphia communities.

PHA and other participating MTW agencies are currently engaged in discussions with HUD regarding a long-term extension of the program. As of the publication date of this Annual Report, HUD has indicated its intention to modify the MTW Agreement, including PHA's MTW funding formula, in a manner that will have a devastating financial impact on public housing residents and planned neighborhood revitalization efforts. PHA is continuing its efforts to reverse this proposed policy, with the goal of securing an MTW Agreement extension with substantially similar terms to the current Agreement.

#### **MTW Initiatives and Accomplishments in FY 2015**

PHA uses its MTW regulatory and Block Grant flexibility to undertake a wide range of activities that impact virtually every facet of the organization. The following are highlights of PHA's MTW initiatives and accomplishments in FY 2015:

- ***“6 in 5” Initiative*** – PHA has established a program to create or preserve 6,000 affordable housing units over a five-year period, subject to funding availability. The “6 in 5” Initiative involves an array of development strategies including PHA-developed projects, collaboration with the Pennsylvania Housing Finance Agency to ensure the long-term affordability of Low Income Housing Tax Credit properties, and collaboration with the City, non-profits and local developers on new construction, acquisition and substantial rehabilitation projects. PHA implements this development activity using its MTW funding and administrative flexibility. Queens Row, Gordon Street, Queen Lane, and Oakdale Apartments began construction in FY 2015, with projected completion and occupancy in FY 2016.
- ***Neighborhood Transformation Activities at Blumberg/Sharswood and Norris/North Central Philadelphia*** – As part of the “6 in 5” Initiative, PHA has begun the comprehensive redevelopment of the distressed Blumberg Apartments complex and the adjacent Blumberg/Sharswood neighborhood. In FY 2015, a neighborhood-wide planning effort was spearheaded by PHA, utilizing a \$500,000 Choice Neighborhoods Planning grant from HUD supplemented by MTW Block Grant funds. A Transformation Plan reflecting the community's vision for the future is nearing completion and will be submitted to HUD in FY 2016. Over a multiyear period, the draft Plan envisions development of 1,107 new construction rental and homeownership units and the rehabilitation of an additional 96 rental units. MTW Block Grant, private equity, City and other funding will be utilized in this effort. In FY 2015, PHA progressed with planning for the Phase 1, on-site development of 57 new construction replacement housing units, which are slated to begin construction in FY 2016. Working with the Philadelphia Redevelopment Authority, PHA also began the process of assembling additional vacant and underutilized land parcels within the Sharswood neighborhood as part of the off-site housing plan.

In FY 2015, PHA was one of only four agencies nationwide to be awarded a Choice Neighborhoods Implementation (CNI) grant by HUD. This \$30 million dollar grant for Norris Homes will help to leverage \$125 million of MTW Block Grant, private equity, City and other funding to support development of 297 units, of which 147 will be replacement units, on and off-site throughout the North Central Philadelphia neighborhood. A wide array of other neighborhood improvements and supportive services are planned as part of the multiyear CNI effort.

- ***New Veterans Housing*** – In FY 2014, the PHA Board approved a contract with Impact Services Corporation to provide MTW subsidy for 26 units of housing for veterans and their families in a converted factory building on East Allegheny Avenue. Construction began in FY 2015, with occupancy slated for FY 2016.
- ***New Senior Housing*** – In FY 2014, the PHA Board approved a contract with NewCourtland Elder Services to provide MTW subsidy for 60 units of new construction senior housing on West Allegheny Avenue. The facility will also include a LIFE Center to provide comprehensive medical and wellness services to residents. Construction began in FY 2015 and initial occupancy is projected in FY 2016.
- ***Queen Lane and Queen’s Row Redevelopment*** – In FY 2015, PHA received the required HUD approvals to proceed with the demolition of the distressed Queen Lane high-rise and began construction of replacement housing units for families. PHA is also proceeding with the redevelopment of 24 family rental units at nearby Queens Row. MTW funding supports these developments, which are under construction and expected to be occupied in FY 2016.
- ***Rental Assistance Demonstration*** – As previously reported, the PHA Board authorized submission of applications to convert 2,899 public housing units to project-based assistance under HUD’s Rental Assistance Demonstration (RAD) program in December 2013. In late FY 2015, HUD approved PHA’s applications by awarding Commitments to Enter into Housing Assistance Payment Contracts (CHAPs). The RAD conversion process is a critical component of PHA’s efforts to secure new capital resources necessary for the long-term preservation of PHA’s existing housing portfolio. The RAD conversion process will occur over a multiyear period, with initial activity beginning in FY 2016. PHA anticipates that it will utilize MTW flexibility and Block Grant funding in the RAD conversion process, subject to further HUD approvals.
- ***Public Safety Initiatives*** – Utilizing MTW Block Grant funds, PHA continued its 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.
- ***Rent Simplification Initiatives*** – PHA continued to implement previously approved MTW rent simplification initiatives that simplify program administration and provide incentives for economic self-sufficiency.
- ***Self-Sufficiency and Youth Development Programs*** – PHA offered a broad array of self-sufficiency services focused on helping residents prepare for the workforce and obtain jobs with living wage incomes, along with programs to support youth development and education. These efforts are supported in part by MTW Block Grant and other leveraged funds. In FY 2015, 149 residents participated in job training and placement programs and 164 participated in GED and literacy programs. Under the Section 3 program, 184 qualified individuals were placed in

employment during this period. Also, PhillySEEDS, Inc., a PHA subsidiary, awarded over \$200,000 in scholarships to 53 PHA residents seeking higher education. This represented a significant increase from the prior fiscal year when PHA awarded 36 residents scholarships totaling \$160,000. The scholarship recipients represented residents from PHA developments around the City, as well as the HCV program.

- **Homeownership** – In FY 2015, PHA assisted 50 residents in purchasing homes. This represents a significant increase from the prior fiscal year when 42 resident purchased homes.
- **Nursing Home Transition** – PHA continued to work with the City and State to provide affordable housing opportunities for persons with disabilities who are able to transition from nursing homes to community-based settings. In FY 2015, PHA provided community-based housing to 53 former nursing home residents under this initiative.

### **Non-MTW Initiatives and Accomplishments in FY 2015**

In addition to undertaking and completing the Strategic Directions Plan noted above, the following are highlights of PHA’s Non-MTW initiatives and accomplishments in FY 2015:

- **Stewardship of PHA Resources** - As evidence of PHA’s strong executive and financial management, PHA retained its AA- investment grade credit rating from the Standards and Poor’s rating service. The rating service cited “very strong enterprise and financial profiles” along with “financial flexibility associated with the (Moving to Work) contract, and a clear, strategic plan to maximize its role in Philadelphia” in justifying its rating.
- **Reducing Homelessness Among Veterans** – In coordination with HUD, the City, the Department of Veterans Affairs and other partners, PHA expanded its participation in the Veterans Affairs Supportive Housing (VASH) Program, providing housing and supportive services to approximately 436 homeless veterans as of the end of FY 2015. As a result of this partnership, Philadelphia is on target to end veteran homelessness by November 11, 2015.
- **HCV Mobility Pilot Program** – PHA continued implementation of the HUD-funded Housing Choice Voucher Mobility Pilot 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 area that provide higher economic, educational, and social mobility opportunities both within and outside the City of Philadelphia. Participants were provided with a broad range of supportive services, housing counseling, and other efforts to promote the successful transition to higher opportunity areas. Through March 31, 2015, 150 families enrolled in the program. Of the 150 families, 41 moved to areas of higher opportunity and 14 moved to traditional areas with low poverty rates.
- **Blueprint to End Homelessness Initiative** – PHA continued to collaborate with the City of Philadelphia Office of Supportive Housing on the Blueprint to End Homelessness Program. As previously reported, PHA renewed its agreement with the City, which extended the program for an additional 5 years through June 30, 2018. Under this initiative, PHA provides 500 housing opportunities annually for formerly homeless families and individuals moving out of transitional housing.
- **No Smoking Initiative** – In FY 2015, PHA continued to engage in a dialogue with residents to ensure that a comprehensive, carefully planned, and thoughtful No Smoking Policy is formulated

and implemented that will: (1) protect residents from exposure to second hand smoke, (2) provide smoking cessation programs and/or referrals, and (3) deter residents from beginning to smoke by providing cessation educational services with strategies appropriately designed for the targeted age group. Subject to approval by the Board of Commissioners, in FY 2016, PHA plans to prohibit smoking in conventional 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 of Commissioners.

The remaining sections of the MTW Annual Report provide further details on PHA's activities over the past year.

## II. General Housing Authority Operating Information

### A. Housing Stock Information

The Philadelphia Housing Authority serves eligible low-income households through two (2) main housing programs: Public Housing and the Housing Choice Voucher (HCV) program.

PHA's Public Housing inventory includes units for families, seniors, and persons with disabilities located at conventional and scattered site properties throughout the City. It also includes properties managed by Alternatively Managed Entities (AMEs) and the Philadelphia Asset and Property Management Corporation (PAPMC). Table 1 below provides a summary of PHA's actual Public Housing inventory as of the end of FY 2015.

**Table 1: Total Public Housing Inventory**

	Actual as of 3/31/2015
MTW Public Housing Units*	14,172
Public Housing Units Available for Occupancy**	14,090

\* Standing units

\*\* Available for occupancy units exclude units that are vacant and not available for occupancy, including units that are undergoing modernization as defined in CFR 990.145 and other authorized exclusions.

Tables 1.1, 1.2, 1.3, and 1.4 below provide a breakdown of PHA's public housing inventory for each of the main portfolio components: conventional housing, scattered site housing, PAPMC and AME developments.

**Table 1.1 Conventional Public Housing Sites**

	Site Name	Total Units	Units Available for Occupancy
<b>North Central Area</b>	Abbottsford Homes	236	235
	Arlene Homes	32	32
	Bentley Hall	100	96
	Blumberg Apts	510	499
	Cecil B Moore	30	29
	Champlost Homes	102	102
	College View	54	54
	Johnson Homes	535	530
	Morton Homes	250	248
	Parkview Apartments	21	20
	Raymond Rosen	553	552
	<b>Subtotal</b>	<b>2423</b>	<b>2397</b>
	<b>North Area</b>	<b>Site Name</b>	<b>Total Units</b>
Fairhill Apartments		264	264
Gladys B Jacobs		80	80
Harrison Plaza		300	299

	Norris Apartments	147	145
	Richard Allen	150	150
	Spring Garden Apartments	203	203
	<b>Subtotal</b>	<b>1144</b>	<b>1141</b>
<b>North-East Area</b>	<b>Site Name</b>	<b>Total Units</b>	<b>Units Available for Occupancy</b>
	Hill Creek	339	332
	Holmecrest Homes	84	84
	Oxford Village	200	199
	Plymouth Hall	53	53
	Whitehall Apartments	252	248
	<b>Subtotal</b>	<b>928</b>	<b>916</b>
<b>South Area</b>	<b>Site</b>	<b>Total Units</b>	<b>Units Available for Occupancy</b>
	Bartram Village	500	499
	Cassie L Holley	72	71
	Wilson Park	728	727
	<b>Subtotal</b>	<b>1300</b>	<b>1297</b>
<b>West Area</b>	<b>Site Name</b>	<b>Total Units</b>	<b>Units Available for Occupancy</b>
	Arch Homes	77	73
	Emlen Arms	159	155
	Haddington Homes	150	147
	Haverford Homes	24	23
	Katie B Jackson	59	56
	Queen Lane Apartments	19	19
	Queens Row	0	0
	Queens Row Market Rate	0	0
	West Park Apartments	327	323
	Westpark Plaza	66	65
<b>Subtotal</b>	<b>881</b>	<b>861</b>	
<b>Grand Total Conventional Sites</b>		<b>6676</b>	<b>6612</b>

**Table 1.2 Scattered Sites**

Scattered Sites	Site Name	Total Units	Units Available for Occupancy
	Fairhill Square	458	456
	Germantown/Hunting Park	368	367
	Haddington	437	435
	Kingsessing	531	530
	Mantua	400	395
	Francisville	446	444
	Ludlow	443	442
	Oxford Jefferson	355	354
	Strawberry Mansion	464	462
	Susquehanna	419	418
<b>Total Scattered Sites</b>	<b>4321</b>	<b>4303</b>	

**Table 1.3 PAPMC Sites**

PAPMC Sites	Site Name	Total Units	Units Available for Occupancy
	Cambridge Plaza I	44	44
	Cambridge Plaza II	40	40
	Cambridge Plaza III	40	40
	Germantown House	133	133
	Greater Grays Ferry Estates I	245	245
	Greater Grays Ferry Estates II	184	184
	Lucien E. Blackwell I	80	80
	Lucien E. Blackwell II	80	80
	Lucien E. Blackwell III	50	50
	Ludlow Phase III	75	75
	Mantua I	50	50
	Mantua II	51	51
	Marshal Shepard	80	80
	Martin Luther King IV	42	42
	Mount Olivet	161	161
	Nellie Reynolds Garden	64	64
	Norris, LP	51	51
	Paschall Village I	50	50
	Paschall Village II	50	50
	Richard Allen III	178	178
Suffolk Manor	137	137	
Warnock I	50	50	
Warnock II	45	45	
<b>Total PAPMC Sites</b>	<b>1980</b>	<b>1980</b>	

<b>Table 1.4 Alternative Management Entity (AME) Sites</b>			
<b>Alternative Management Entity Sites</b>	<b>Site Name</b>	<b>Total Units</b>	<b>Units Available for Occupancy</b>
	8 Diamonds	152	152
	Angela Court I (St. Ignatius)	67	67
	Angela Courts II	54	54
	Courtyard Apartments - Riverview	470	470
	Falls Ridge	135	135
	Martin Luther King - Phase I	49	49
	Martin Luther King - Phase III	45	45
	Neumann North	67	67
	Spring Garden II	32	32
	Spring Garden Scattered Sites	86	86
St. Anthony's Senior Residence	38	38	
<b>Total</b>	<b>1195</b>	<b>1195</b>	

Through its HCV program, PHA provides rental assistance to families, seniors and persons with disabilities at properties owned by private or non-profit owners. The HCV program also provides support to first time homebuyers. PHA's voucher inventory includes MTW tenant-based vouchers, project-based vouchers supported through PHA's Unit Based program, as well as vouchers authorized by HUD for special purposes such as the Veterans Affairs Supportive Housing (VASH) 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.

Table 2 below provides a summary by voucher type of PHA’s HCV households leased as of the end of FY 2015.

**Table 2: Housing Choice Voucher (HCV)**

<b>Voucher Type</b>	<b>Leased as of March 31, 2015</b>
<b>MTW Housing Choice Vouchers</b>	
MTW Tenant Based HCV (includes project-based TBV)	15,280
Family Unification	310
Designated Housing	247
Tenant Protection Vouchers	103
Non-Elderly Disabled	887
Nursing Home Transition	51
<b>MTW HCV Voucher Subtotal</b>	<b>16,878</b>
<b>Non-MTW Housing Choice Vouchers</b>	
Mainstream	63
VASH	436
Moderate Rehabilitation (MR)	197
Single Room Occupancy (SRO)	361
<b>Non MTW HCV Voucher Subtotal</b>	<b>1,057</b>
<b>TOTAL OF ALL VOUCHERS</b>	<b>17,935</b>

As of March 31, 2015, PHA had 1,890 HCV vouchers under project-based contracts. This figure includes 29 new units added during the fiscal year. Project-based units are subject to the policies of PHA’s Unit Based Leasing program. Table 3 below is a HUD-required table that provides information on new Project Based Voucher developments over the course of the fiscal year and actual units under contract as of March 31, 2015.

**Table 3: New Housing Choice Vouchers that were Project-Based During the Fiscal Year**

Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers that were Project-Based	Description of Project
Norris Square Civic Assoc. –Los Balcones	0	21	HAP Contract signed 5/21/14. Target population is very low-income families. Existing development consists of 21 row home units in North Philadelphia.
Project Home-Kate’s Place	0	5	HAP Contract signed 5/11/2014. Target population is homeless individuals who require supportive services. Existing development is a high rise located in Center City Philadelphia.
Walnut Park Plaza	0	3	HAP Contract signed 9/21/14. Target population is disabled seniors. Existing development is located in West Philadelphia.
Gaudenzia Foundation, Inc. (Tioga Family Center)	24	0	Target population is very low income families. Project consists of 24 units in low-rise buildings in North Philadelphia. The financing of this project was contingent on receipt of tax credit funding which was received in the beginning of FY 2016. It is anticipated that a HAP contract will be executed in FY 2016.
Inglis House – Inglis Community LIFE	40	0	Target population is very low income seniors and disabled households. Project consists of a 40 unit building in West Philadelphia. Supportive services are available to residents. This project did not comply with the PBV requirements and will not be receiving PBVs.
Liberty Housing – Marine Club Condominiums	6	0	Target population is very low income disabled households. Project consists of 6 units in a mid-rise building in Midtown Philadelphia. Supportive services are available to residents. This project did not comply with the PBV requirements and will not be receiving PBVs.
Project HOME– 810 Arch Street	50	0	Target population is very low income homeless households. Project consists of 50 units in low-rise Center City location. Supportive services are available to residents. This project executed an AHAP but was not ready for occupancy in FY 2015
Mt. Vernon Manor Phase II	15	0	Target population is very low income families. Project consists of 15 units in row homes in West Philadelphia. The financing of this project was contingent on receipt of tax credit funding which was received in the beginning of FY 2016. It is anticipated that a HAP contract will be executed in FY 2016.

		<b>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b>	<b>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Year</b>
<b>Anticipated Total Number of New Vouchers to be Project-Based</b>	<b>Actual Total Number of New Vouchers that were Project-Based</b>	2,061	2,061
135	29	<b>Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b>	<b>Actual Total Number of Project-Based Vouchers Leased up or Issued to a Potential Tenant at the End of the Fiscal Year</b>
		1,890	2,394*

*\*Included in this figure are 25 projects consisting of 504 UBV units, which have received commitment letters from PHA but have yet to execute an AHAP or HAP contract, and therefore leased up, as of the end of FY 15.*

### **Other Changes to the Housing Stock that Occurred During the Fiscal Year**

Significant progress was made in FY 2015 to advance PHA’s “6 in 5” Initiative and other efforts to preserve and expand the supply of affordable housing:

- In December 2013, PHA’s Board approved submission of an application to HUD for conversion of 2,899 public housing units to project-based assistance under the Rental Assistance Demonstration program. PHA was awarded CHAPs for these units by HUD in March 2015 and is proceeding with the conversion effort.
- HUD approval to demolish and redevelop the distressed Queen Lane public housing development was received in FY 2015. The units were subsequently demolished and PHA is in the process of developing 55 new units on the Queen Lane site. Construction started in FY 2015 with occupancy slated for FY 2016.
- Projects are under development with expected completion in FY 2016 at Queens Row (24 family units) and Markoe Street (6 family units). At Queens Row, five (5) units of affordable, market-rate rental housing units were completed in FY 2015.
- PHA secured a 9% Low Income Housing Tax Credit award from the Pennsylvania Housing Finance Agency to partially fund a new development of 57 units at Blumberg Apartments for Phase 1. Construction is slated to begin in FY 2016. With assistance from a Choice Neighborhoods Planning Grant, PHA has developed a comprehensive strategy for revitalization and/or replacement of all existing units at the Blumberg development site. PHA’s Board approved an inter-agency agreement with the City of Philadelphia’s Redevelopment Authority for the condemnation of approximately 800 privately-held parcels that will be used by PHA to assist in the development of replacement housing, if approved by the Philadelphia City Council.

- PHA entered into contracts to provide MTW subsidies for 26 units of veterans' family housing with Impact Services Corporation, and 60 units of senior housing with NewCourtland Elder Services. PHA's Board also approved funding in the amount of \$577,851 to support the Impact project's development costs. Construction is scheduled to be completed in FY 2016.
- In FY 2015, PHA was awarded a \$30 million Choice Neighborhoods Implementation Grant, in partnership with the City of Philadelphia, for Norris Homes and the surrounding North Central Philadelphia neighborhood. PHA will demolish the distressed Norris Homes low-rise development, and develop 297 new rental and homeownership units at on and off-site locations.
- In FY 2014, PHA's subsidiary, the Philadelphia Housing Authority Development Corporation (PHADC), began pre-development planning for developments at Gordon Street (21 units projected) and Oakdale Street (12 units projected) that will be funded with program income and subsidized with project-based assistance. In FY 2015, Gordon Street and Oakdale Street began construction and are expected to be completed in FY 2016.
- In FY 2015, PHA engaged in a comprehensive Strategic Directions planning process to identify long-term strategic priorities and initiatives. Twelve (12) strategic priorities were developed to provide a framework for PHA's overall management strategy and future MTW activities. Two (2) priorities identified included preservation and expansion of the supply of affordable housing available to low-income Philadelphians and incorporation of energy conservation measures and sustainable practices throughout PHA operations.
- Additional information on planned projects is included in PHA's FY 2016 MTW Annual Plan.

### General Description of Actual Capital Fund Expenditures During the Reporting Year

Table 4 provides a general description of actual capital fund obligations and expenditures in FY 2015.

**Table 4: Capital Fund Obligations and Expenditures\***

Development/Project	Description	FY 2015 Actual Expenditures	FY 2015 Obligated but not Expended
2800 Block of Oakdale / Strawberry Mansion Street Planning	New construction of 79 affordable housing units (67 projected to be LIHTC/ACC public housing units, and 12 projected to be PBV units)	\$159,700	\$0
Blumberg Phase I	57 LIHTC/ACC units onsite and offsite (may be converted to RAD)	\$267,782.17	\$542,753.14
Collegetown	Roof replacement and mechanical upgrades	\$1,376.50	\$1,945,316.90
Emlen Arms	Elevator upgrades	\$1,268,035	\$442,694
Markoe Street Phase III	Development of 6 public housing units	\$188,898.54	\$1,743,293.46
Neighborhood Revitalization - Scattered Site Comprehensive Rehabilitation	Scattered Sites / Physical Needs Assessment (PNA) priority and REAC site repairs / public housing unit repairs	\$5,362,681	\$3,337,319
Norman Blumberg Apts.	Review of utility connection to the complex	\$286,707	\$1,849,131

Queen Lane	Demolish 119 public housing units and development of office space, community room and 55 replacement public housing residential units	\$9,709,712	\$7,687,199
Queen's Row	Acquisition and rehabilitation of 24 unit complex into public housing units	\$973,476	\$146,796
Scattered Sites-Fairhill Square (905)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$7,760.00	\$2,920
Scattered Sites-Francisville (906)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$7,760	\$0
Scattered Sites-Germantown/Hunting Park (904)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$53,118	\$14,151
Scattered Sites-Haddington (901)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$36,232	\$8,961
Scattered Sites-Kingssessing (903)	Tree pruning, roof replacement, kitchen upgrades, bathroom Remodeling, flooring replacements and exterior bay replacement in various units	\$62,060	\$0
Scattered Sites-Ludlow (907)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$7,040	\$0
Scattered Sites-Mantua (902)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$9,960	\$0
Scattered Sites-Oxford Jefferson (910)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$23,482	\$598
Scattered Sites-Strawberry Mansion (909)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$13,384	\$2,372
Scattered Sites-Susquehanna (908)	Tree pruning, roof replacement, kitchen upgrades, bathroom remodeling, flooring replacements and exterior bay replacement in various units	\$12,160	\$4,018
<b>TOTAL*</b>		<b>\$18,451,324.21</b>	<b>\$17,727,522.50</b>

\*Fiscal year end audits have not yet been completed.

## Overview of Other Housing Units Owner and/or Managed By PHA at Fiscal Year End

PHA does not currently own or manage other housing units outside of its federally assisted public housing inventory. All of PHA's Low Income Housing Tax Credit units are reflected in the MTW Public Housing inventory previously mentioned.

### B. Leasing Information

#### Actual Number of Households Served at the End of the Fiscal Year

PHA provided housing assistance to a total of 30,930 households in FY 2015 through the Public Housing and HCV programs (including both MTW and Non-MTW Special Purpose vouchers).

HUD requires that all MTW agencies submit the following table, which reports on local, non-traditional housing, i.e. housing units which utilize MTW funds but that are not public housing or HCV-related. PHA does not have any such units.

**Table 5: Local, Non-Traditional Program**

	Number of Households Served	
	Planned	Actual
<b>Housing Program:</b> Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs	0	0
Port-In Vouchers (not absorbed)	N/A	0*
Total Projected and Actual Households Served	0	0

	Unit Months Occupied/Leased	
	Planned	Actual
<b>Housing Program:</b> Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property Based Assistance Programs	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs	0	0
Port-In Vouchers (not absorbed)	N/A	1,772*
Total Projected and Annual Units Months Occupied/Leased	0	1,772*

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

\*PHA absorbed all port-in vouchers as of July of 2014. Prior to doing so, PHA had 744 port-in vouchers in April 2014, 739 port-in vouchers in May of 2014 and 289 port-in vouchers in June of 2014.

**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

PHA meets the requirement that at least 75% of families assisted in the Public Housing and Voucher programs are very-low income. HUD verifies this data through PHA’s electronic submissions under HUD’s PIC system. As PHA does not assist any local, non-traditional households, PHA has not included the required HUD table to report on such households.

**Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix**

As also indicated in the FY 2014 Report, the revised 50900 implemented by HUD in May 2013 requires MTW agencies to provide data on the number of persons in each household served as of the date of entry to the MTW program and as of the current fiscal year. While PHA has this data available for the current fiscal year, it does not have data and is unable to report on household size as of April 2001, which is the effective date of the MTW Agreement. Note that PHA provided *bedroom size* data as part of its initial MTW submissions, but did not provide *household size* data. PHA’s current information technology systems do not have 2001 data available. Therefore, PHA is not currently able to provide the information required in the below table. PHA will work with HUD’s MTW Office to identify potential solutions to this issue.

**Table 6: Baseline for the Mix of Family Sizes Served**

Family Size	Occupied Number of Public Housing units by Household Size when HHA entered MTW	Utilized Number of Section 8 Vouchers by Household Size when HHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	N/A	N/A	N/A	N/A	N/A
2 People	N/A	N/A	N/A	N/A	N/A
3 People	N/A	N/A	N/A	N/A	N/A
4 People	N/A	N/A	N/A	N/A	N/A
5 People	N/A	N/A	N/A	N/A	N/A
6+ People	N/A	N/A	N/A	N/A	N/A
Totals	N/A	N/A	N/A	N/A	N/A

**Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized**

Please see above, PHA does not have historical data on household size for April 2001.

**Table 7: Mix of Family Sizes Served**

	1 Person	2 People	3 People	4 People	5 People	6+ People	Totals
Baseline Percentages of Household Sizes to be Maintained	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of Households Served by Family Size this Fiscal Year	11,307	6,232	5,398	3,562	1,845	1,529	29,873
Percentages of Households Served by Household Size this Fiscal Year	38%	21%	18%	12%	6%	5%	100%
Percentage Change	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized**

Please see above, PHA does not have historical data on household size for April 2001.

For informational purposes, Table 8 below provides a breakdown of households by public housing bedroom size and housing choice voucher size (i.e. bedroom size) when PHA became an MTW agency and in FY 2015.

**Table 8: Mix of Family Size by Bedroom**

	Bedroom size in April 2001			Bedroom size in FY 2015		
	Public Housing	HCV	Total	Public Housing	HCV	Total
<b>1 Bedroom/SRO</b>	2,113	2,722	<b>4,835</b>	2,907	6,261	<b>9,168</b>
<b>2 Bedroom</b>	3,157	3,369	<b>6,526</b>	3,469	4,414	<b>7,883</b>
<b>3 Bedroom</b>	4,332	5,834	<b>10,166</b>	4,811	4,537	<b>9,348</b>
<b>4 Bedroom</b>	1,180	918	<b>2,098</b>	1,119	1,339	<b>2,458</b>
<b>5 Bedroom</b>	691	195	<b>886</b>	520	277	<b>797</b>
<b>6+ Bedroom</b>	245	50	<b>295</b>	169	50	<b>219</b>
<b>Total</b>	<b>11,718</b>	<b>13,088</b>	<b>24,806</b>	<b>12,995</b>	<b>16,878</b>	<b>29,873</b>

Note that Tables 7 and 8 include only MTW households, and do not include information on an additional 1,057 households assisted by PHA through Non-MTW Special Purpose Voucher programs.

**Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End**

Table 9 provides required information on leasing issues and solutions.

**Table 9: Leasing Issues and Solutions**

Housing Program	Description of Leasing Issue and Solutions
HCV	During the fiscal year it became apparent that voucher holders were having difficulty locating units within the allotted search period. HCV's initial Voucher Briefing was revised to focus on tools and resources available (i.e. websites and search engines) to locate a unit with the allotted voucher timeframe. A listing of all properties PHA has on the list from GoSection8.com is given out to all initial and transfer voucher holders. PHA also created new procedures for pre-inspecting units of potential landlords. In many cases, units were acquired and leased within a 2-3 week period.
Public Housing – Scattered Sites	The physical rehabilitation of scattered sites units poses unique challenges including: a requirement to review based on wage compliance requirements to determine which department/staff members should rehabilitate; a new review method to determine which newly vacated units are worth keeping in inventory; a previous break from rehabilitating scattered sites units meant rehabilitating aging (and thus, challenging) units once we started doing them again. With the renewed commitment to this effort, PHA made staffing changes and additions, utilized stronger planning skills and ultimately turned over more than 150 scattered sites units.
Public Housing	The rate of refusal for efficiencies (0 bedroom units) is high, at 65% or greater on a typical unit. Some units are harder to lease based on factors such as location. Accessible units may have a high rate of refusal when one or more specific accommodation features that are desired or required by an individual are not available. Refused units must be reoffered until accepted, which leads to longer vacancy times for those units. The pilot program for evictions and storage has limited impact because refitting of units usually does not occur within 30 days after a vacancy, regardless of its cause. PHA is also screening a higher number of applicants for each unit in order to cut down the time units are remaining vacant.

**Number of Households Transitioned to Self-Sufficiency by Fiscal Year End**

HUD requires information on households transitioned to self-sufficiency for any MTW activities that report on HUD’s standard metric SS #8. The table below provides the HUD-required information.

**Table 10: Transition to Self Sufficiency**

Activity Name/#	Number of Households Transitioned	Agency Definition of Self Sufficiency
Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV	<ul style="list-style-type: none"> <li>• 9 households in HCV</li> <li>• 211 households in public housing</li> </ul>	<ul style="list-style-type: none"> <li>• For HCV, PHA defines a households that transitions to self-sufficiency as a household that exits the program as a result of being over-income or one that receives no HAP subsidy but still qualifies as a program participant.</li> <li>• For public housing, PHA defines a household that transitions to self-sufficiency as a public housing household whose income is above 80% AMI. This definition has been modified since the submission of the FY 2016 Annual Plan which required the household’s income to increase from a lower level to 80% or greater of AMI. PHA will use this modified definition going forward.</li> </ul>

Households Duplicated Across Activities/Definitions	0
Annual Total Number of Households Transitioned to Self Sufficiency	220 households

## C. Waitlist Information

### Waitlist Information At Fiscal Year End

PHA continues to maintain its waitlist in accordance with its Board of Commissioners-approved HCV Administrative Plan and Public Housing Admissions and Continued Occupancy Policy, as applicable. PHA’s conventional, scattered sites, PAPMC, and AME Public Housing sites are subject to site-specific waitlist policies. PHA also operates a centralized “first available” waitlist for referral programs and for applicants who elect this option.

As shown in Table 11 below, PHA has a total of 86,510 households across all waitlists as of March 31, 2015.

**Table 11: Waitlist Information at Fiscal Year End**

Housing Program(s)	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Was the Wait List Open During the Fiscal Year
Housing Choice Voucher Program Tenant Based	Community-Wide	18,141	Closed	No
Public Housing 1	Other	28,237	Partial – Seniors & 504 Applicant only	Yes
Public Housing 2 (Tax Credit)	Site-Based Waitlist	40,132	Open	Yes

### Information on Partially Open Waitlists

The only Public Housing waitlists open are for seniors, those needing accessible units, and special programs including the nursing home initiative, Blueprint to End Homelessness, and DHS Youth Aging Out Pilot Program. PAPMC waitlists for all sites remain open at this time.

The HCV waitlists are currently open to applicants referred to PHA from external agencies with whom PHA has a referral agreement as described in the Administrative Plan.

### Description of “Other” Waitlists

PHA’s Public Housing waitlist combines site-based, first available, and centrally-managed waitlist features. Public Housing developments have site-based waitlists that, as of March 2014, are managed by the Admissions Department. Applicants may select specific sites or “first available” units citywide. Centrally managed waitlists are also administered by the Admissions Department for applicants that require a wheelchair accessible unit and those with a special program preference designation, such as those referenced in the preceding section.

### Waitlist Organizational or Policy Changes

The HCV Program Tenant Based Waitlist now completes an annual waitlist update and purge to improve applicant engagement and to ensure current contact information is obtained.

### III. Proposed Activities

All proposed activities that are granted approval by HUD are reported on in Section IV as ‘Approved Activities’.

### IV. Approved Activities

#### A. Implemented Activities

##### **MTW Activity 2016-1 Second Chance Initiative**

**Description/Update:** PHA received approval from HUD of its Second Chance Housing Choice Voucher Pilot Program in the FY 15 MTW Annual Plan. The program permits the provision of ten (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. Vouchers will be time-limited; however, all other requirements of PHA’s MTW tenant-based voucher program including tenant rent contribution will apply. The STAR Program works in conjunction with Federal Probation and Parole, to offer returning citizens an opportunity to reduce their parole period by one year through participation in the Re-Entry Program. Each participant signs a contract with their parole officer to transition the oversight of their parole to the two federal Judges that administer the STAR program. The STAR program collaborates with the local RISE program to provide counseling, education, job training and job placement services.

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.

PHA plans to conduct the pilot program for an initial two-year period with a limit of ten (10) vouchers. At the end of FY 2015, two (2) participants had vouchers through the Second Chance program and were searching for units. PHA anticipates full implementation of this activity in FY 2016. 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.

**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 did not determine outcomes for each metric below, as implementation of this activity is still in process and no households have leased units yet. Increased enrollment will provide sufficient data to provide a clear picture of outcome for these metrics. PHA will report on outcomes in the FY 2016 MTW Annual Report.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase).	\$0	Up to \$10,000	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Employed Full-Time	10 program participants*	10 program participants in FY 2016	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above
	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	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above
	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	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above
	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)**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	0	10*	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

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

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

**SS #7: Increase in Agency Rental Revenue**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.	N/A – See Changes to Benchmarks, Baselines, Metrics Above	N/A – See Changes to Benchmarks, Baselines, Metrics Above

*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>
<p>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.</p>	<p>0</p>	<p>0 in FY 16 based on program enrollment timetable</p>	<p>N/A – See Changes to Benchmarks, Baselines, Metrics Above</p>	<p>N/A – See Changes to Benchmarks, Baselines, Metrics Above</p>

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

**Description/Impact:** 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 permanent supportive housing.
- Budgets and agreements between PHA and its partners will adjust subsidy to allow for recoupment of PHA's capital investment as fee income where financially feasible, particularly in situations in which the partner's subsidy is intended to cover all or some of the housing costs.
- While each development is expected to have different features, programmatic components may include: preferences for specific target populations, including referrals from partner agencies; program contracts for participants that may include requirements for case management, participation in services, or other requirements; time limits on housing subsidies; modified occupancy standards; availability of stipends; and other components.

PHA projects that this initiative will impact the development of new housing and service delivery programs that address populations that have not been traditionally well-served by existing programs. These service options connect tenants of affordable housing to service and programs that support housing stability, household opportunity, and advancement.

In the FY 2014 Annual Plan, PHA discussed its intention to coordinate the Partnership Programs Initiative activities with its new "6 in 5" Initiative. The "6 in 5" Initiative was initially announced in October 2012 with the goal of creating or preserving 6,000 units of affordable housing over a five-year period, subject to funding availability and successful negotiation with partner agencies and/or developers. As part of the "6 in 5" Initiative, PHA issued a Request for Proposals (RFP) for a local unit-based operating subsidy program to assist developments that serve low-income households. The subsidies were for existing, newly constructed or renovated housing units, and provide long-term financial assistance to property owners. The RFP closed in FY 2015 on April 4, 2014.

A revised RFP, prepared and reviewed in tandem with the City's subsidy RFP, opened in October 2014. The revised RFP closed on November 21, 2014. PHA has received 21 responses totaling 1,070 units. PHA and the City completed review of proposals at the end of January 2015. PHA selected 9 projects (approximately 300 units) requesting City funding. The accepted proposals included resident service functions such as:

- Successful Tenancies – strategy for maintaining stability for low-income families at risk of homelessness as well as keeping the cost of unit turnover low.

- Economic Self-Sufficiency – individual and family asset building.
- Child and Youth Development – childcare, youth development and after-school programming and programs focused on improving school performance as well as providing recreational safe havens for children during their out-of-school time.

The last submission deadline for the revised RFP was extended from April 30, 2015 to May/June 2015 to coincide with both Pennsylvania Housing Finance Agency (PHFA) Award Notices and the 4% LIHTC Deadline.

Also, in the FY 2015 Plan, PHA discussed a partnership with the City and the Department of Veterans Affairs to rehabilitate 55 units of affordable housing for homeless veterans and their families. This project did not move forward as the building was determined to be structurally unsound.

**Changes to Benchmarks, Baseline, and Metrics:** In May 2013, HUD issued revised MTW reporting requirements and PHA was required to revise its MTW benchmarks, baselines, and metrics for consistency with the HUD Standard Metrics. In several instances PHA did not concur with HUD regarding the applicability of the HUD Standard Metrics to PHA’s MTW activities. Nevertheless, based on HUD’s instructions, PHA has included HUD’s required metrics below. Additional comments have been provided below regarding the applicability of specific metrics.

*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 units	86 in FY 2015	0 units in FY 2015	No. 60 units of senior housing at NewCourtland and 26 units of veteran housings at Impact are expected to be ready for occupancy in FY 2016.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$577,000	\$7,545,447	N/A	PHA leveraged funds to construct the IMPACT units which are not complete at this time. PHA will report on funds leveraged in the FY 2016 Report.

***CE #4: Increase in Resources Leveraged - NewCourtland***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase).	\$0.00	\$16,014,211	N/A	PHA leveraged funds to construct the New Courtland units which are not complete at this time. PHA will report on funds leveraged in the FY 2016 Report.

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

**Description/Impact:** PHA utilizes MTW authority to substantially increase housing choices for residents and applicants. PHA (or its subsidiary), as a developer, 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:

- **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). PHA's 2014 MTW TDC/HCC 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. This activity was approved and implemented in FY 2004. PHA included its updated MTW TDC/HCC cost limits in the FY 2014 MTW Annual Report and the FY 2016 MTW Annual Plan.
- **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. PHA is presently and will continue to remain in compliance with applicable Davis-Bacon provisions. 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, 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.

Below are projects under construction or planned under PHA’s “6 in 5” Initiative that are made possible by the flexibilities afforded by the Neighborhood Development and Revitalization Initiative.

<b>Project Name</b>	<b>No. of Units</b>	<b>Status</b>
Queens Row	24	Under construction
Gordon Street I	21	Under construction
Oakdale Street Apartments	12	Under construction
Markoe Street	6	Under construction
Gordon Street II	21	Planning
Paschall Link	25	Planning
Brooklyn Heights	108	Planning
59 <sup>th</sup> & Market	65	Planning
Mantua West	55	Planning
Walton School Acquisition	50	Planning
55 <sup>th</sup> & Haverford	32	Planning
57 <sup>th</sup> & Market	20	Planning
Point Breeze Development	20	Planning
Union Hill	10	Planning
<b>Total</b>	<b>469</b>	

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

***CE #1: Agency Cost Savings\****

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	TBD	TBD	N/A	N/A

*\* PHA has previously indicated that PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented FY 2004 (i.e. over 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

***CE #2: Staff Time Savings\****

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	TBD	TBD	N/A	N/A

*\* PHA has previously indicated PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented FY 2004 (i.e. over 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	TBD	TBD	N/A	N/A

*\*PHA has previously indicated PHA does not believe this metric is applicable to this activity. PHA does not track error rates associated with the Neighborhood Development and Revitalization Initiative activities listed above. PHA will require further information from HUD as to the relevant error rates for this activity and will address those in future Plans and Report.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase).	\$0	\$7.88 Million	N/A	Queen Lane is currently under construction. PHA will report on this metric in the FY 2016 Annual Report.

\*Projected LIHTC equity leverage for Queen Lane.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	85 in FY 2015*	0 units in FY 2015	No. Queen Lane, Queen Row and Markoe Street units are all expected to be ready for occupancy in FY 2016.

**HC #2: Units of Housing Preserved\***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0 units	0 units in FY 15	0 units in FY 15	Yes.

\*PHA's planned housing development activities noted above did not include the preservation of units but rather involved either new construction or conversion of non-housing facilities into housing.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Public Housing - 14 years for participants housed during FY 15.  HCV – 4.5 years for participants housed during FY 15	N/A	Public Housing - 14 years for participants housed during FY 15.  HCV – 4.5 years for participants housed during FY 15	N/A

*\*PHA did not set a benchmark in the FY 15 Plan and therefore PHA is not reporting on it here. Due to the overwhelming demand for affordable housing as reflected in an average 14 year wait time for PHA housing, juxtaposed against the relatively limited number of new units that PHA is able to develop with existing funding, PHA does not anticipate a significant reduction in wait times under this activity.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	85 in FY 2015	0 units in FY 2015	Queen Lane, Queen Row and Markoe Street units are all expected to be ready for occupancy in FY 2016.

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

**Description/Impact:** 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** – An Adult Day Center is designed to provide care and companionship for seniors 60 years of age and older, who need non-extensive medical and supportive day services. PHA provides this service for PHA participants and residents in the surrounding community. Adult Day Care includes assistance with activities of daily living, medication reminders, social activities, meals and snacks, and educational programs. Staff is dedicated to providing services that enhance dignity and support with independence of older adults through engagement in stimulating daytime programs. An affiliate – Elderly and Disabled Services, LLC - administers the Ridge Avenue Adult Day Center at the Nellie Reynolds Gardens senior housing development. Both PHA residents and neighborhood residents are eligible to participate in the program. The facility opened in 2010.
- **Nursing Home Transition** – The Nursing Home Transition Initiative (NHTI) is a partnership with the Department of Public Welfare (DPW) and the Pennsylvania Housing Finance Agency (PHFA) that assists persons transitioning out of nursing homes into accessing affordable housing. As part of NHTI, PHA makes housing opportunities available to consumers in need of low-income housing that meets their needs as it relates to their disabilities. NHTI households are 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 that has been modified to address the mobility needs of potential residents, subject to rent reasonableness. This activity was first approved and implemented in FY 2006 and is ongoing.
- **Accessible Unit Retrofitting and Development** – PHA completed retrofitting of accessible units required under Attachment E of the MTW Agreement.
- **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.

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 – Adult Day Care (ADC)  0 – Nursing Home Transition (NHT)	26 per year (ADC)  75 ongoing (NHT)	53 in FY 15 (ADC)  51 in FY 15 (NHT)	ADC – Benchmark achieved  NHT – Benchmark not achieved due to lack of referrals and available private accessible units.

***HC #7: Households Assisted by Services that Increase Housing Choice (Adult Day Care and Nursing Home Transition)***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	0 – Adult Day Care (ADC)  0 – Nursing Home Transition (NHT)	26 per year (ADC)  75 ongoing (NHT)	53 in FY 15 (ADC)  51 in FY 15 (NHT)	ADC – Benchmark achieved  NHT – Benchmark not achieved due to lack of referrals and available private accessible units.

### **MTW Activity 2004-3: Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV**

**Description/Impact:** PHA has implemented 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 (2) years, except for public housing residents choosing ceiling rents who are recertified every three (3) years. Generally, residents are not required to report changes in income between regularly scheduled recertifications. Interim recertifications are required for changes in household composition. Additionally, PHA completes EIV checks every six months for households with zero, temporary or sporadic income. HCV participants may request up to two (2) voluntary interim recertifications between regular recertifications. 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 current PHFA 40% ceiling rents at conventional and scattered sites effective as of July 1, 2013. 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 will apply the ceiling rent amount when it is less than the income-based rent calculation. 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 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. An across-the-board rent increase was not given during FY 2015 although individual landlords request and were granted rent increases. 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** – 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. PHA has received approval to implement this initiative in the public housing program; however, only HCV implementation has taken place to date.

Additional changes to the utility allowance policies include:

- a) Utility allowances may be phased out for residents with incomes at or above 80% of Area Median Income;
- b) 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
- c) PHA may 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. Implementation began in FY 2014 for the HCV program.

Finally, annual updates to HCV utility allowances will not be required. PHA will periodically, at its discretion, review HCV utility allowance schedules to determine if adjustments are required. This activity was first approved and implemented 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.

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

*CE #1: Agency Cost Savings*

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	<p><b>Time per recertification:</b> 2 hours</p> <p><b>Number of recertifications:</b> 28,055</p> <p><b>Hourly Rate:</b> \$15.65</p> <p><b>Total cost of activity prior to implementation:</b> \$878,122 (estimate)</p>	Benchmark set in FY 2011 as \$658,592 to complete this activity	<p><b>Time per recertification:</b> 1.5 hours</p> <p><b>Number of recertifications:</b> 14,171</p> <p><b>Hourly Rate:</b> \$15.65</p> <p><b>Total cost of activity after implementation:</b> \$332,664</p>	Yes.

*CE #2: Staff Time Savings*

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	<p><b>Time per recertification:</b> 2 hours</p> <p><b>Number of recertifications:</b> 28,055</p> <p><b>Total time for activity prior to implementation:</b> 56,110 hours (estimate)</p>	Benchmark set in FY 2011 as 42,075 hours to complete this activity	<p><b>Time per recertification:</b> 1.5 hours</p> <p><b>Number of recertifications:</b> 14,171</p> <p><b>Total time for activity after implementation:</b> 21,257 hours</p>	Yes.

**CE #3: Decrease in Error Rate of Task Execution- Rent Calculation Method**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	TBD	TBD	N/A	N/A

*\*Neither a Baseline nor a Benchmark was included in the FY 2015 Annual Plan. PHA will work to determine a baseline in FY 16*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase).	\$606,753 spent on utility allowances in FY 2015	*	\$606,753 spent on utility allowances in FY 2015.	No benchmark was set in FY 2015 MTW Annual Plan. In FY 2015 PHA’s HCV program saved approximately \$2,521,000 in utility allowance payments due to the revised utility allowance policy.

*\*Although this activity was implemented in FY 09, HUD has only recently required PHA to track the amount PHA spends on utility allowances; therefore, PHA has used data from FY 15 to determine the baseline. As this activity has been implemented and on-going for many years, PHA expects the savings 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– HCV\***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.	\$16,821.65	PHA has substantially achieved this benchmark as the outcome for this metric is within approximately 1% of the benchmark.

*\* 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\***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	The average earned income of households affected by this policy in FY 15 is \$20,749.*	N/A*	The average earned income of PH households at the end of FY 2015 was \$20,749	N/A*

*\* 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 15 to determine the baseline. PHA has modified this baseline from the initial baseline set in the FY 15 Plan to reflect a new methodology implemented in FY 2015. 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\***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Employed	4,725 work-able heads of households had earned income as of March 31, 2014.	4,725 work-able heads of households will have earned income as of the end of FY 15.	6,620 work-able heads of households had earned income during FY 15.	Yes.
	36% of work-able heads of households had earned income as of March 31, 2014.	36% of work-able heads of households will have earned income as of the end of FY 15.	43% of work-able heads of households had earned income during FY 15	Yes.
Unemployed	8,282 work-able heads of households had no earned income as of March 31, 2014.	8,282 work-able heads of households will have no earned income as of the end of FY 2015.	8,747 work-able heads of household had no earned income during FY 15.	Yes.
	64% of work-able heads of households had no earned income as of March 31, 2014.	64% of work-able heads of households will have no earned income as of the end of FY 15.	57% of work-able heads of household had no earned income as of the end of FY 15.	Yes.

*\* 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. It should be noted the Baseline and Benchmark for this activity were determined using heads of households with earned income reported as of a specific day (March 31, 2014). The Outcome was determined by the number of heads of households with earned income at any point during the year which captured seasonal and temp. workers. 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.*

**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 15.	211 households in PH have income higher than 80% of AMI for their household size as of the end of FY 2015.  9 HCV households left the program in FY 2015 as a result of PHA paying zero HAP for six months.	Yes.

*\*PHA defines a households that transitions to self-sufficiency as a HCV participant who exits the program as a result of being over-income or one that receives no HAP subsidy but still qualifies as a program participant. For public housing, PHA defines a household that transitions to self-sufficiency as a public housing household whose income is above 80% AMI. This definition has been modified since the submission of the FY 2016 Annual Plan which required the household's income to increase from a lower level to 80% or greater of AMI. PHA will use this modified definition going forward.*

*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.*

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

**Description/Impact:** 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 waitlist or to use a site-based waitlist for selection of tenants for a site. For owners using a site-based waitlist, owners must refer families to PHA for eligibility screening.

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

Table 16 provides information on projects that are subsidized under this initiative as of March 31, 2015:

**Table 16: Unit Based Voucher Developments**

<b>Development Name</b>	<b>Sponsor</b>	<b>Building Type</b>	<b>Neighborhood Location</b>	<b>Total Units Under Contract</b>	<b>Target Population</b>	<b>Supportive Services</b>
1260 Housing	Columbus Property Management	Low rise apartments and row homes	Scattered sites	164	mental health/chemical dependency	yes
1260 Housing	Columbus Property Management	Mid-rise apartments	Northeast Philadelphia	11	mental health/chemical dependency	yes
Art Apartments	Pinelake 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
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	Scattered row homes	Germantown	16	women with children (domestic	yes

Development Name	Sponsor	Building Type	Neighborhood Location	Total Units Under Contract	Target Population	Supportive Services
	& Fairness				abuse)	
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 Lp	Low rise apartments	North Philadelphia	33	families/very 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/very low income	no
Freedom Village	Freedom Village L P	Low rise apartments	North Philadelphia	16	families/very 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	transitional 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/very low income	no
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

<b>Development Name</b>	<b>Sponsor</b>	<b>Building Type</b>	<b>Neighborhood Location</b>	<b>Total Units Under Contract</b>	<b>Target Population</b>	<b>Supportive Services</b>
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
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
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

<b>Development Name</b>	<b>Sponsor</b>	<b>Building Type</b>	<b>Neighborhood Location</b>	<b>Total Units Under Contract</b>	<b>Target Population</b>	<b>Supportive Services</b>
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 Christophers 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
Tioga Gardens	Tioga Garden Associates	Low rise apartments	North Philadelphia	17	families/very low income	no
Walnut Thompson	Walnut-Thompson L P	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 Revitalization Project	Row homes	North Philadelphia	12	families/very low income	yes
*Walnut Park Associates	Walnut Park Plaza	High rise apartments	West Philadelphia	3	Seniors	No
*Project Home	Kate's Place	High rise apartments	Center City Philadelphia	5	Homeless	Yes
*Norris Square Civic Assoc.	Los Balcones	Row homes	North Philadelphia	21	Low income families	No
<b>TOTAL</b>				<b>1890</b>		

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0 Units	664 units at the end of FY 2015.*	535 total new construction or rehabilitated UBV units were on-line at the end of FY2015.	No. Two PBV projects did not execute HAP Contracts due to failure to comply with PBV regulations and 2 projects experienced delays due to financing issues.

\* 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 2014, 535 newly constructed or rehabilitated units received project-based assistance and no new units came on-line in FY 2015.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	1,926 households will be able to move to a better unit and/or neighborhood of opportunity by the end of FY 15.	At the end of FY 2015, 1,890 UBV units were under contract.	PHA had 2% fewer PBV units under contract than anticipated at the beginning of the FY as a result of 2 projects not executing HAP Contracts due to failure to comply with PBV regulations and 2 projects experiencing delays due to financing issues.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	0 households	TBD	698 UBV units had supportive services available to tenants as of the end of FY 2015.	N/A

*\*HUD is requiring the use of this metric; however, PHA does not believe it is applicable in this context of this MTW activity. PHA did not set a Benchmark for this activity in the FY 2015 or FY 2016 Annual Plan, but will do so in the FY 2017 MTW Annual Plan.*

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

**Description/Impact:** 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 Public Housing units to be transferred back and forth between the two programs. 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 HCV program, that resident will be subject to HCV eligibility guidelines. This activity was approved and implemented in FY 2005 and is ongoing.
- **HCV Waitlist** – Once a family is leased under the HCV program, the family may remain on the waitlists 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 waitlists until the initial HCV lease term has been completed. If the family's name comes to the top of the Tax Credit or Public Housing waitlists prior to completion of the initial HCV lease term, the family will be skipped; however, they will retain their position on the waitlist. The family will be selected from the Tax Credit or Public Housing waitlist 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 and implemented in FY 2012.
- **Public Housing Waitlist** – Once a family is housed in public housing, the family will be removed from all other scattered site and conventional Public Housing waitlists. However, a family may remain on the HCV and/or Tax Credit Site waitlists. Additionally, PHA may require the families name be removed from all other scattered site and conventional PH waitlists and they will not be eligible for selection from the HCV and/or Tax Credit Site waitlists 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 waitlists prior to completion of the initial lease term, the family will be skipped; however, they will retain their position on the waitlist(s). The family will be selected from the HCV and/or Tax Credit Site waitlists 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 waitlists 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.

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Public Housing: 14 years in FY 15  HCV: 4.5 years in FY 2015	N/A	Public Housing: 14 years in FY 15  HCV: 4.5 Years in FY 2015	N/A

*\*Neither a Baseline nor a Benchmark were set for this metric in the FY 2015 or 2016 Annual Plan.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	*	25 households	45 households transferred from PH to HCV during FY 15.	Yes.

*\* PHA has previously indicated that PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented FY 2005 (i.e. almost 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	TBD	TBD	N/A	N/A

**CE #2: Staff Time Savings – HCV and Public Housing Waitlists\***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	TBD	TBD	N/A	N/A

*\* PHA has previously indicated that PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented FY 2005 (i.e. almost 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

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

**Description/Impact:** 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 HCV 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 that ensures participants have full and accurate information on participant responsibilities at the time of entry to the program. This activity was implemented in FY 2005 and the form is currently being revised to reflect modifications in MTW-related terms and conditions.
- **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 only permitted to move 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 requests. PHA may deny permission to move if the family violates HCV Program obligations and/or owes PHA money. This initiative has significantly decreased the number of moves processed by PHA resulting in less staff time spent on moves. 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 and implemented in FY 2013 and is ongoing.

**Changes to Benchmarks, Baseline, and Metrics:** See note regarding changes to benchmarks, baseline and metrics discussed in the Partnership Programs Initiatives activity.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$0.00	\$0.00	\$0.00	Yes.

*\*There is no incremental cost associated with this activity. PHA has previously indicated that PHA does not believe this metric is applicable to this activity. However, HUD has required its use. PHA is not able to derive a baseline for these activities which were initially implemented FY 2004 (i.e. over 10 years before implementation of HUD standard metrics). PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

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

<b>Unit of Measurement</b>	<b>Baseline*</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Not available	\$25,259	<b>Moves processed during FY 15:</b> 1,682  <b>Hourly Wage:</b> \$15.65  <b>Staff time per move:</b> 1.25 hours  <b>Total cost:</b> \$32,904	No, the higher number of households qualifying to move resulted in higher costs during the FY.

*\*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**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$8,451*	\$4,695	<b>Number of port-outs in FY 15: 66</b>  <b>Staff time to complete port-out: 4 hours</b>  <b>Hourly cost: \$20.00</b>  <b>Total Cost: \$5,280</b>	No. The outcome of this metric is directly tied to the number of port-outs processed by PHA. PHA maintains that this metric is not an accurate method of measuring the success of this activity.

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

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	TBD	TBD	N/A	N/A

*\*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. Should HUD continue to require the use of this metric, PHA welcomes HUD's guidance on a specific methodology for measurement. Once provided, PHA will incorporate such guidance on future plans and report.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	1,614 hours (based on 1,291 moves in FY 14)	1,614 hours	<b>Moves processed during FY 15:</b> 1,682  <b>Staff time per move:</b> 1.25 hours  <b>Time spent on moves:</b> 2,103 hours	No, the higher number of households qualifying for a move resulted in more time spent processing moves during the FY.

*\*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**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	540 hours (based on FY 12 port activity)	300 hours	<b>Number of port-outs in FY 15:</b> 66  <b>Staff time to complete port-out:</b> 4 hours  <b>Time spent on port-outs:</b> 264 hours	Yes. The outcome of this metric is directly tied to the number of port-outs processed by PHA. PHA maintains that this metric is not an accurate method of measuring the success of this activity.

## B. Activities Not Yet Implemented

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

**Description/Update:** Through its “6 in 5” Initiative, PHA intends to partner with qualified non-profit and for-profit developers to construct, rehabilitate, acquire, and/or preserve 6,000 units of affordable rental housing, some of which may be public housing units, over the five-year period from 2013 to 2018. PHA has recently reissued a Request for Proposals (RFP) to solicit developer proposals for this initiative. This activity was approved by the PHA Board of Commissioners 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 a letter dated March 26, 2014, HUD approved the mid-year amendment to the MTW Annual Plan for FY 2014.

## C. Activities On Hold

Not applicable.

## D. Closed Out Activities

Listed below is a summary of previously approved MTW activities that PHA has completed, discontinued, or determined do not require MTW authority to implement prior to FY 2015:

Activity	Plan Year	Close Out Year	Reason for Close Out
Assisted Living	FY 2009	FY 2011	PHA discontinued this activity prior to its implementation based on a determination that sufficient funding was not available from state, federal and other required sources.
Home Care Services	FY 2009	FY 2011	PHA discontinued this activity prior to its implementation based on a determination that services can be more efficiently delivered through third-party partners.
Scattered Site Income Tiering	FY 2011	FY 2011	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.
HCV Time Limit	FY 2004	FY 2012	PHA discontinued this activity due to economic conditions which limited the availability of jobs for residents.

<b>Activity</b>	<b>Plan Year</b>	<b>Close Out Year</b>	<b>Reason for Close Out</b>
HCV HQS Enforcement	FY 2004	FY 2012	PHA elected to discontinue this policy based on a decision to establish uniform HQS enforcement policies for both MTW and Non-MTW vouchers.
Public Housing Service Order Policy	FY 2004	FY 2012	PHA elected to discontinue this policy after discussions with the HUD Field Office concerning the need to expedite service order response times.
Tenant Responsibility Training	FY 2004	FY 2013	Determination made that activity does not require MTW flexibility.
Blueprint	FY 2004	FY 2013	PHA continues to implement the Blueprint Program; however, a determination was made that activity does not require MTW flexibility.
Transitional Housing Facilities	FY 2007	FY 2013	Determination made that comparable activities are authorized under Partnership Initiative.
LIFE Program	FY 2007	FY 2013	Determination made that activity does not require MTW flexibility.
Community Service Policy	FY 2011	FY 2013	Determination made that activity does not require MTW flexibility.
Expanding Use of LIHTC	FY 2011	FY 2013	Determination made that proposed activities were covered under Partnership and Unit-Based Leasing/Development Initiatives.
Family Economic Development Action Plan/Tenant Responsibility Training	FY 2004	FY 2014	PHA discontinued this activity along with discontinuation of HCV time limit as they were interrelated activities. No additional statutory exceptions outside of the current MTW flexibilities were considered.
Comprehensive Resident Self Sufficiency Services	FY 2005	FY 2014	PHA continues to provide comprehensive resident self-sufficiency services 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.

<b>Activity</b>	<b>Plan Year</b>	<b>Close Out Year</b>	<b>Reason for Close Out</b>
90 Day Voucher Reissuance Policy	FY 2005	FY 2014	PHA elected to discontinue this policy based on an assessment that it would not contribute to PHA's utilization goals.
Accessible Unit Retrofitting and Development	FY 2010	FY 2014	PHA has completed the accessible unit retrofitting under Attachment E of the MTW Agreement. PHA will continue to develop accessible units as part of its revitalization programs; however, this activity does not require specific MTW authority.

## V. Sources and Uses of Funds

### A. Sources and Uses of MTW Funds

PHA submits all required FY 2015 annual financial information in the prescribed format through HUD's Financial Assessment System.

#### Activities Using Only Single Fund Flexibility

In FY 2015, PHA used its MTW single fund flexibility as follows:

- Capital Activity funds in the amount of \$13,557 were utilized to support various capital and development projects.
- Family Program funds in the amount of \$6,225,387 were utilized to support a wide range of public safety, program compliance, and training and education efforts for PHA residents including: youth development programs, senior programs, Pre-Apprenticeship Program, Homeownership Program, Community Relations police units, Community Partners training and educational programs, related staffing costs, and other Economic Development and Self-Sufficiency program activities.
- Management Improvement funds in the amount of \$5,653,453 were utilized to support: functional enhancements and training on PHA's Customer Relationship Management software systems; functional enhancements, training, and program support for Financial Management systems; Data Warehousing initiative; Energy Management initiatives; GPS monitoring program; and other business process improvements and staff training initiatives.
- Quality of Life funds in the amount of \$143,309 were utilized for Lease Enforcement and Section 8 investigation programs.

### B. Local Asset Management Plan

Has PHA allocated cost within statute during the FY 2015 plan year?

No
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Has PHA implemented a local asset management plan (LAMP)?

Yes
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Has PHA provided a LAMP in the appendix?

Yes
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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 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.

### C. Commitment of Unspent Funds

HUD has indicated that MTW agencies are not required to provide information in this section of the Annual Report until subsequent guidance and clarification is provided by HUD. For informational purposes, the following chart provides a summary of PHA's commitments for use of existing unspent and future MTW and other available funds. This chart provides current cost estimates for Board authorized development projects. Estimates are preliminary and subject to change.

Site	Planned Expenditure	Committed Funds (Estimate)
Queen Lane	Demolition and development of 55 rental units	\$24,615,718
Queens Row	Development of 24 rental units	\$3,978,856
Markoe Street	Development of 6 rental units	\$2,000,000
Strawberry Mansion	Development of 67 rental units	\$24,768,611
Oakdale Street	Development of 12 rental units	\$4,625,413
Gordon Street	Development of 21 rental units	\$8,712,492
Impact Veterans	Capital grant, 26-unit veterans housing	\$577,851
Blumberg Phase 1	Development of 57 rental units	\$21,516,328
Blumberg Senior Tower	Rehab of 96 existing rental units	\$2,113,000
Blumberg Street Design	Design	\$107,000
Blumberg Street Construction	New street development	\$5,671,437
Blumberg Phase 2B	Elevator	\$1,700,000
Blumberg Demo	Relocation and environmental	\$8,564,000
Blumberg Acquisition	Condemnation/acquisition of off-site parcels	\$44,000,000
Blumberg Phase 3	Development of 83 rental units	\$26,500,000
Blumberg Phase 4	Development of 68 homeownership units	\$15,300,000
Blumberg School Acquisition	Acquisition of Reynolds School	\$2,000,000
Blumberg Future Phases	Multi-phase development of 274 rental units	\$65,375,000
Norris	Multi-phase development of 297 rental units	\$123,247,825
Scattered Sites	Force Account development of 300 rental units	\$20,000,000
Lucien E. Blackwell	Community Center construction	\$5,000,000
Administrative	Office consolidation	\$40,000,000
Mantua Promise Zone	Development of 89 units	\$30,990,852
<b>Total</b>		<b>\$481,364,383</b>

## VI. Administrative

### A. HUD Reviews, Audits, and /or Physical Inspection Issues

Progress on the correction of observed deficiencies cited in monitoring visits and physical inspections are identified below:

**REAC Inspections** – For REAC FY 2015, 52 sites were required to have inspections. 29 inspections were completed thus far<sup>1</sup> - 25 of which have already had scores released. 11 of these scores increased over their last inspection. 2 of these were being inspected for the first time and scored a 93 and 95. These increases and high first time scores are credited to a variety of reasons, including PHA’s comprehensive Uniform Physical Conditions Standards (UPCS) Inspection Program.

PIH Project Number	Property Name	Year Last Inspected	Score for Last Inspection	2015 Score
PA002000173	Paschall Village I	2012	98	90
PA002000174	Paschall Village II	2012	96	91
PA002000164	Mantua Phase II	2012	99	94
PA002000158	Nellie Reynolds Gardens	2014	62	74
PA002000152	Germantown House	2012	99	74
PA002000018	Arch Homes	2014	76	80
PA002000145	Mill Creek/Blackwell	2014	71	78
PA002000138	Mount Olivet	2012	92	44
PA002000133	Richard Allen Phase IIIAB	2014*	76	85
PA002000139	Tasker (GGFE) I	2013	85	77
PA002000156	Marshall Shepard Village	2014	68	67
PA002000143	GGFE II	2012	95	74
PA002000160	Warnock I	2014	78	79
PA002000157	Ludlow Scattered Sites Phase III	2014	78	82
PA002000014	Norris Apartments II	2014	45	51
PA002000015	Harrison Plaza	2014	48	61
PA002000901	Scattered Sites 901	2014*	64	74
PA002000065	Collegeview Homes	2014*	78	71
PA002000050	Norman Blumberg Apts	2014*	47	41
PA002000079	Plymouth Hall	2013	82	80
PA002000903	Scattered Sites 903	2014*	66	81
PA002907169	CBMO 907 Quads	N/A	N/A	95
PA002000904	Scattered Sites 904	2014*	79	66
PA002000130	Schuylkill Falls	2014	76	99
PA002906168	CBMO 906 Quads	N/A	N/A	93
Note: Inspections marked as 2014* were not conducted when due in 2013, so 2013 inspections physically completed in 2014 were counted as 2014.				

<sup>1</sup> Inspections were performed in March, April and May of 2015 for FY 2015.

Of the 25 inspections in 2015 that have yet to be scored, common deficiencies included: misaligned electrical panels, grounds erosion and tripping hazards, and blocked egress due to bedroom window air conditioner units. The above mentioned new UPCS program is being revised to help address these and other reoccurring deficiencies.

In addition, as a follow up to inspections, PHA has instituted a policy whereby 100% of all deficiencies noted, routine or otherwise, are tracked by way of creating a service order in the Customer Relationship Management system. Once created, these service orders can then be accessed and updated until work is complete. This is PHA's second REAC Inspection year using this protocol. Addressing actual maintenance, the entire agency has placed a stronger emphasis on the creation of service orders to immediately address deficiencies, both inside and outside of units, found during annual or informal inspections and site visits.

PHA believes that the above measures will continue to have a positive impact on future REAC scores.

## **B. Evaluations**

Not applicable. PHA utilizes internal resources to measure and evaluate MTW Activities.

## **C. Certification of MTW Statutory Requirements**

PHA certifies that, in Fiscal Year 2015, it continued to meet the three statutory objectives of the MTW program. Appendix D includes the Board resolution containing the certification required by HUD.

## **VII. Appendices**

### **A. Local Asset Management Plan**

## **APPENDIX A- Local Asset Management Plan**

### **Introduction**

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

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

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

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

PHA Asset Managers develop and monitor a property budget with support from the PHA Finance and Budget staff. Budget trainings are held annually to support the budget development process. Asset Managers are provided with tools to develop their budget estimates including property-specific non-utility and utility cost data from the prior 18 months.

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

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

- Scattered Site Portfolio. PHA has over 4,190 scattered site properties, which represents nearly 1/3 of its public housing portfolio. We understand this is far and away the largest scattered site public housing portfolio in the country. The geographic diversity of these scattered site units impacts warehouse operations, locations and numbers of management offices, and staffing requirements. The scattered site portfolio also includes a number of vacant lots, for which no HUD subsidy is received and for which a fee-based asset management approach could not be implemented. PHA has developed a strategy for reconfiguring this portfolio in a way that would be more cost-effective to operate. These plans have been submitted to HUD for approval. Managing these scattered sites presents unique challenges that PHA's asset management plans are structured to address.
- Aging Housing Stock. PHA operates one of the oldest public housing stocks in the country. Due to the age and condition of these properties, they are more costly to operate than newer housing. PHA has engaged in an aggressive development program during the last few years to upgrade and redevelop these units. Due to a lack of adequate funds, this process is far from complete.
- Unionized Workforce. PHA has a heavily unionized workforce. Currently, PHA has contracts with approximately 11 unions. This significantly impacts the operations and costs of PHA's activities. As such, PHA's asset management plan is structured to be cost effective within the limits of these contracts.
- MTW Initiatives. Since the onset of its participation in MTW, PHA has sought to use its MTW flexibilities to implement agency-wide cost-cutting initiatives to increase efficiencies, maximize uses of federal dollars, and benefit PHA's clients. PHA has moved many functions to the site-based level, however a number of MTW initiatives require central administration so they can be adequately managed and measured. For example, PHA has implemented innovative technological systems to maximize efficiencies in admissions, property management, and client services. PHA must fund the costs associated with development and implementation and maintenance of these systems before they are implemented at the site level. Under MTW, PHA has also implemented departmental oversight protocols through Quality Assurance Program. PHA's quality control program has reduced programmatic errors and improved oversight.

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

A description of the cost allocation plan and other technical components of PHA's local asset management plan to be applied in MTW Year 12 follow.

#### **I. AMP Definitions**

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

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

PHA has analyzed and distributed all balance sheet account items between the AMPs and the Indirect Cost Departments. PHA completed the balance sheet distribution by May 31, 2009 in compliance with the Local Asset Management Plan of July 1, 2009. The FDS for the following fiscal years, March 31, 2010 and March 31, 2011 were also submitted in compliance with the Local Asset Management Plan

#### **A. Cash & Investments**

PHA has distributed all reconciled cash for reporting purposes between the PHA Managed AMPs and the Indirect Cost Departments, except for the cash related to the insurance settlement for Plymouth Hall and the investments related to PHASI. The cash and investments and the related liabilities were presented with the Plymouth Hall AMP and for PHASI under the Other Projects column in the FDS, based on the HUD's Special Instructions for preparing Financial Data Schedules for MTW Agencies. PHA will report the PHASI activity in the MTW column. PHA has not created separate cash banking accounts for each of the PHA Managed AMPs. PHA's accounting system can separate the cash accounts between the PHA Managed AMPs in the general ledger. All cash activity will be managed and housed in a general operating bank account. However, all cash receipt and disbursement activity and transactions will be segregated and posted in PHA's ledger to the respective PHA Managed AMPs.

PHA has elected to charge each site for allocated indirect overhead and frontline expenses rather than utilizing the fee for service model. PHA calculates the total expenses for the Indirect Cost at the end of each fiscal year, and allocates the cost to each AMP. Each fiscal year, investment income is allocated between the PHA Managed AMPs and the Indirect Cost Departments based on cash balances from the end of the respective fiscal year.

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

At fiscal year ending March 31, 2011, PHA adjusted the tenant accounts receivable balances for each of the PHA Managed AMPs to the appropriate PHA Managed AMP based on the latest tenant ledger from Emphasis. PHA's accounting policies recognizes the tenant accounts receivable balance as the outstanding balance from all tenants in possession of a unit plus the outstanding balances due from tenants that have vacated during the fiscal year. All other vacated tenant accounts receivable balances are written off at the end of the fiscal year after board approval. PHA's tenant ledger from the Emphasis system will provide PHA with the data to separate these amounts. PHA also adjusted the allowance for doubtful accounts at fiscal year ending March 31, 2011, so that the balances are distributed to the PHA Managed AMPs. PHA reconciles the tenant accounts receivable balance at the end of each fiscal year to the tenant ledger by AMP and makes any necessary adjustments to the allowance for doubtful accounts.

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

**C. Other Account Receivable**

Other accounts receivable will be allocated based on the purpose and source of the receivable. Receivables related to a PHA Managed AMP and PAPMC/AME Managed AMP will be distributed to the specific AMP. Any receivable that is not associated to a specific AMP will be distributed to the Indirect Cost Departments.

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

The PHASI and Worker's Compensation liabilities will remain with the Indirect Cost departments. PHA has determined that these liabilities are PHA Agency Wide liabilities. PHA has utilized the LIPH (Fund 001) cash accounts in the past to pay most Agency Wide liabilities. Then, the LIPH (Fund 001) receives reimbursements from other programs where applicable. The expenses related to the PHASI liability and worker's compensation liability will continue to be charged to appropriate programs or AMPs. PHA has created a cash reserve for each of these liabilities that has been funded over the years by all programs based on the allocation of salaries. The cash reserves offset PHA's liability. PHA utilizes the reserves to pay the liabilities as needed. PHA will review the treatment of these liabilities and corresponding cash reserves on an annual basis.

**E. Prepaid Insurance**

The prepaid insurance balances for the PHA Managed AMPs will be distributed to the respective AMP based on the insurance expense allocation methodology.

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 101) financial statements. Prepaid insurance is included in the PHA Audited financial statements for each discretely presented component unit.

**F. Material Inventory**

PHA implemented an e-procurement system that will streamline the purchasing process by connecting the site and support staffs' material needs directly to the vendor. This will allow PHA staff to order and receive materials on an as needed basis.

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

**G. Fixed Assets and Accumulated Depreciation**

Fixed assets and accumulated depreciation are reconciled to the PeopleSoft Asset Module and allocated to the respective PHA Managed AMPs and the Indirect Cost Departments. PHA has reviewed and analyzed all fixed assets to ensure that costs are allocated to the appropriate PHA Managed AMP or Indirect Cost Department. PHA identified the respective cost for each scattered site unit and has established each individual unit as an asset in the fixed asset module. PHA's Asset Module (AM) provides PHA with the ability to assign fixed assets and calculate depreciation by AMP or departments. AM tracks the fixed assets transactions and records monthly entries to the appropriate PHA Managed AMP or Indirect Cost Department.

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

**H. Accounts Payable and Accrued Liabilities**

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

**I. Payroll Liabilities**

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

**J. Compensated Absences**

Compensated absences liabilities will be distributed between in the Indirect Cost Departments and the PHA Managed AMPs based on where payroll is charged. No compensated absences liabilities will be distributed to the PAPMC/AME AMPs because payroll is not charged to those AMPs.

## **K. Equity**

Equity has been reclassified based on the redistribution of all assets and liabilities. By definition, the Invested in Capital Assets equity balance will follow the Net Fixed Assets that are associated with AMPs or departments. Invested in Capital Assets will be distributed between the Indirect Cost Departments and the PHA Managed AMPs based on the Net Fixed Assets distribution amount.

Based on the Special Instructions for Preparing Financial Data Schedule for Moving to Work Agencies, PHA will report all unrestricted new assets for the LIPH (Fund 001) program with the MTW column, CFDA #14,881. All unrestricted net asset balances for the PHA Managed AMPs will be adjusted to zero, and PHA will only provide each PHA Managed AMP with funding to operate the program. Any excess funding or operating profit or loss will be absorbed into the MTW program based on the principle that the MTW program is treated as a single funding source.

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

## **III. Revenues**

### **A. Tenant Revenues**

#### **1. PHA Managed AMPs**

Tenant Revenues will be directly charged to the appropriate AMP.

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

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

### **B. Direct Revenues**

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

#### **1. PHA Managed AMPs**

PHA currently records all direct revenues to the proper PHA Managed AMP. PHA currently records all tenant charges and any direct revenue to the proper PHA Managed AMP. PHA's

account structure includes the program code (AMP number) and the appropriate department code, which enables PHA to charge the revenues to the proper PHA Managed AMPs.

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

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

PAPMC/AME Managed AMPs will not be included in the LIPH (Fund 00) financial statements. Direct revenues are included in the PHA Audited financial statements for each discretely presented component unit.

## **C. Indirect Revenues**

Indirect revenues are other income items that cannot be identified or charged to a specific AMP or to the Indirect Cost Departments. Indirect revenues will be allocated between the PHA Managed AMPs based on the percentage of units available. PHA will review the treatment of these liabilities on an annual basis to confirm the appropriate treatment.

## **D. HUD Operating Subsidy**

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

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

### **2. PHA Managed AMPs**

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

PHA will distribute the remaining operating subsidy to the PHA Managed AMPs based on the actual operating subsidy to the PHA Managed AMPs. The operating subsidy transferred will be sufficient for each PHA Managed AMP to have neither an operating profit nor loss.

PHA will examine the financial needs of each of the PHA Managed AMPs using its financial statements to determine that HUD Operating Subsidy allocated to PHA Managed AMPs is sufficient for the AMPs financial needs.

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

##### **1. PHA Managed AMPs**

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

##### **2. PAPMC/AME Managed AMPS**

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

#### **IV. Expenses**

##### **A. Direct Expenses**

##### **1. PHA Managed AMPs**

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

For payroll, PHA directly charges all payroll costs using account labels. Account labels are used to tell PHA's accounting system where to directly charge an employee's payroll costs. PHA can setup as many account labels as needed to have payroll costs charged to the proper program, department, AMP, etc. based on PHA's requirements. PHA's accounting system gives the Authority the automated ability to charge payroll costs from the employee's timesheets to the proper account. When employees complete their weekly timesheets, the employees report all hours to account labels. The timesheets allow employees to charge as many account labels as needed during the week. Employees submit their timesheets to their direct supervisor for approval. The direct supervisor verifies the accuracy of the account labels. PHA's systems and procedures related to direct expenses are in compliance with asset based accounting. PHA's systems and procedures will require no transition period or transition procedures to comply with asset based accounting requirements of presenting all direct revenues and expenses under the proper AMP.

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

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

### **B. Corporate Legal**

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

#### **1. Direct Legal Expenses**

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

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

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

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

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

### **C. Maintenance Expenses**

#### **1. Payroll Expenses**

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

#### **2. Materials and Contract Costs**

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

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

#### D. Indirect Expenses

##### 1. PHA Managed AMPs

PHA will be using an allocation to charge overhead from the Indirect Cost Departments to the AMPs. The Indirect Costs Departments expenditures will be allocated to all PHA Managed AMPs. (APPENDIX 3) PHA will have the ability to print reports that present the total revenues and operating expenses of the Indirect Cost Departments and show the overhead allocation amount as an offset to the operating expenses.

PHA will review each cost department, Indirect Cost and Frontline, to determine the appropriate allocation for each department. PHA will review all allocations on an annual basis to determine if each of the PHA Managed AMPs is charged the proper amount of expenses. The review of the allocations will examine the financial impact to each of the AMPs. PHA will reserve the right to adjust the allocations as needed to reflect the proper cost structure for PHA Managed AMPs.

At the end of each fiscal year, PHA calculates the total expenses of the Indirect Cost Departments, and allocates the expenses across all of the PHA Managed AMPs.

##### 2. PAPMC/AME Managed AMPs

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

#### E. Frontline Expenses

##### 1. PHA Managed AMPs

PHA has certain frontline expenses may be provided centrally since as this is the most cost-effective way to provide these services. These services are provided to PHA's Managed AMPs only. The prorating of expenses to the AMPs will be determined on a department-by-department basis, so that the AMPs receiving services from the department are charged an appropriate percentage of the department expenses (APPENDIX 2). Frontline expenses will be charged to the appropriate expense accounts for the AMPs.

PHA will review all of its allocations on an annual basis to determine if each of the PHA Managed AMPs is charged the proper amount of expenses. The review of the allocations will examine the financial effects of the allocations to each of the AMPs. PHA will reserve the right to adjust allocations as needed to assist the financial solvency of all of the PHA Managed AMPs.

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

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

## **V. Capital Fund Program**

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

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

### **A. 1406 Expenditures**

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

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

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

#### **1. Direct Expenditures**

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

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

Indirect costs that cannot be defined as expenditures for a specific AMP, but can be identified as providing benefits to the PHA Managed AMPs will be prorated across all AMPs. This would include expenditures in the 1410 BLI. PHA utilizes 10% of each year's annual award to charge an allocated percentage of administrative salaries and benefits per PHA's OMB circular A-133 compliant Indirect Cost Allocation Plan. PHA will continue to allocate administrative salaries and benefits to this BLI; however, at this time the expenditures will be prorated across all the PHA Managed AMPs. PHA will review these expenditures on an annual basis to determine if any adjustments to the allocation are required.

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

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

## **C. 1501 Expenditures**

1501 Expenditures are related to the repayment and interest on Construction Bonds that were approved by HUD in prior fiscal years. PHA currently has 2 bond series outstanding. HUD repays the bonds and interest on a semi-annual basis. PHA utilized the proceeds of the Construction Bonds for the benefit of several different PHA Managed AMPs, for Homeownership units that have been sold, and for PAPMC/AME Managed AMPs. PHA also utilized the interest earned on the proceeds for the benefit of construction projects. PHA will not be able to identify which specific PHA Managed AMP or PAPMC/AME Managed AMPs to charge the annual payments of principle and interest. PHA plans to charge the expenditures to the Capital Projects category.

## **D. All Other CFP BLIs**

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

## **E. Project Based Budgeting**

PHA currently prepares project based operating budgets and operating budgets for all departments. PHA incorporates all of the budgets into the Automated Accounting System. Operating budgets are currently used in the procurement and accounts payable process. The operating budgets are consolidated for the purposes of preparing PHA's monthly financial statements. PHA needs to add to the operating budgets for each of the projects and departments budget amounts for the Indirect Cost

and Frontline Expense Departments allocation account. PHA's operating budget process is currently in compliance with the HUD Project Based Budgeting requirements.

When PHA has prepared its Capital Fund Program Budgets, PHA a project list is developed for specific capital work items that need to be completed at PHA's sites. PHA does not establish a Capital Budget by site, but by work item. Then once PHA determines which sites PHA will perform the work item, PHA reclassifies the budget amount from a PHA Wide work item to the specific site. PHA will continue this process; however, the budget will be established at the Capital Projects category rather than PHA Wide.

**VI. FDS Reporting- Financial Data Schedule ("FDS")**

PHA will submit its FYE2015 FDS in compliance with the HUD "Special Instructions for Preparing Financial Data Schedules for Moving to Work Agencies" published March 9, 2010.

**APPENDIX A LOCAL ASSET MANAGEMENT PLAN**

**Appendix 1**

**PHA Managed Sites**

<b>Project</b>		<b>Units</b>
<b>Number</b>	<b>Project Name</b>	
PA2-001	Johnson Homes	535
PA2-003	Richard Allen	150
PA2-010	Raymond Rosen	553
PA2-013	Wilson Park	729
PA2-014	Norris Apartments	147
PA2-015	Harrison Plaza	300
PA2-018	Arch Homes	77
PA2-020	Spring Garden Apartments	203
PA2-024	Queen Lane Apartments	139
PA2-029	Hill Creek	339
PA2-030	Abbotsford Homes	236
PA2-031	Bartram Village	500
PA2-032	Oxford Village	199
PA2-034	Whitehall Apartments	252
PA2-035	Haddington Homes	150
PA2-039	West Park Apartments	327
PA2-042	Champlost Homes	102
PA2-046	Haverford Homes	24
PA2-049	Morton Homes	250
PA2-050	Blumberg Apartments	510
PA2-054	Parkview Apartments	21
PA2-055	Fairhill Apartments	264
PA2-062	Cassie L Holley	72
PA2-063	Katie B Jackson	59
PA2-065	College View	54
PA2-066	Holmecrest Homes	84
PA2-076	Emlen Arms	159
PA2-077	Bentley Hall	100
PA2-079	Plymouth Hall	53
PA2-093	Westpark Plaza	66
PA2-100	Cecil B Moore	30
PA2-104	Arlene Homes	32
PA2-114	Gladys B Jacobs	80
PA2-901	Scattered Sites - Haddington	468
PA2-902	Scattered Sites - Mantua	485
PA2-903	Scattered Sites - Kingsessing	551
PA2-904	Scattered Sites - Germantown/Hunting Park	409
PA2-905	Scattered Sites - Fairhill Square	526
PA2-906	Scattered Sites - Francisville	513
PA2-907	Scattered Sites - Ludlow	507
PA2-908	Scattered Sites - Susquehanna	471
PA2-909	Scattered Sites - Strawberry Mansion	622
PA2-910	Scattered Sites - Oxford Jefferson	492
<b>Total</b>		<b><u>11,840</u></b>

**PAPMC / AME MANAGED SITES**

<b>Project</b>		<b>Units</b>
<b>Number</b>	<b>Project Name</b>	
PA2-121	Courtyard Apartments @Riverview	470
PA2-126	8 Diamonds	152
PA2-127	Spring Garden Scattered Sites	86
PA2-128	Martin Luther King - Phase I	49
PA2-129	Cambridge Plaza II	40
PA2-130	Falls Ridge	135
PA2-131	St. Anthony's Senior Residence	38
PA2-132	Suffolk Manor	137
PA2-133	Richard Allen III	178
PA2-136	Martin Luther King - Phase III	45
PA2-137	Cambridge Plaza I	44
PA2-138	Mount Olivet	161
PA2-139	Greater Grays Ferry Estates I	245
PA2-143	Greater Grays Ferry Estates II	184
PA2-145	Lucien E. Blackwell I	80
PA2-146	Angela Court I (St. Ignatius)	67
PA2-147	Cambridge Plaza III	40
PA2-148	Neumann North	67
PA2-149	Martin Luther King IV	42
PA2-150	Lucien E. Blackwell II	80
PA2-152	Germantown House	133
PA2-153	Lucien E. Blackwell III	50
PA2-156	Marshal Shepard	80
PA2-157	Ludlow Phase III	75
PA2-158	Nellie Reynolds Garden	64
PA2-159	Angela Court II	54
PA2-160	Warnock I	50
PA2-161	Warnock II	45
PA2-162	Spring Garden II	32
PA2-163	Mantua I	50
PA2-164	Mantua II	51
PA2-173	Paschall Village I	50
PA2-174	Paschall Village II	50
PA2-175	Norris, LP	51
		<b><u>3,175</u></b>

**APPENDIX 2****FRONTLINE DEPARTMENTS AND PRORATION METHODS**

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

**APPENDIX 2 (CONTINUED)****PHA FRONTLINE PRORATION RATE CALCULATIONS**

<b>Project Number</b>	<b>Project Name</b>	<b>Units</b>	<b>Percentage</b>
PA2-001	Johnson Homes	535	4.52%
PA2-003	Richard Allen	150	1.27%
PA2-010	Raymond Rosen	553	4.67%
PA2-013	Wilson Park	729	6.16%
PA2-014	Norris Apartments	147	1.24%
PA2-015	Harrison Plaza	300	2.53%
PA2-018	Arch Homes	77	0.65%
PA2-020	Spring Garden Apartments	203	1.71%
PA2-024	Queen Lane Apartments	139	1.17%
PA2-029	Hill Creek	339	2.86%
PA2-030	Abbotsford Homes	236	1.99%
PA2-031	Bartram Village	500	4.22%
PA2-032	Oxford Village	199	1.68%
PA2-034	Whitehall Apartments	252	2.13%
PA2-035	Haddington Homes	150	1.27%
PA2-039	West Park Apartments	327	2.76%
PA2-042	Champlost Homes	102	0.86%
PA2-046	Haverford Homes	24	0.20%
PA2-049	Morton Homes	250	2.11%
PA2-050	Blumberg Apartments	510	4.31%
PA2-054	Parkview Apartments	21	0.18%
PA2-055	Fairhill Apartments	264	2.23%
PA2-062	Cassie L Holley	72	0.61%
PA2-063	Katie B Jackson	59	0.50%
PA2-065	College View	54	0.46%
PA2-066	Holmecrest Homes	84	0.71%
PA2-076	Emlen Arms	159	1.34%
PA2-077	Bentley Hall	100	0.84%
PA2-079	Plymouth Hall	53	0.45%
PA2-093	Westpark Plaza	66	0.56%
PA2-100	Cecil B Moore	30	0.25%
PA2-104	Arlene Homes	32	0.27%
PA2-114	Gladys B Jacobs	80	0.68%
PA2-901	Scattered Sites - Haddington	468	3.95%
PA2-902	Scattered Sites - Mantua	485	4.10%
PA2-903	Scattered Sites - Kingsessing	551	4.65%
PA2-904	Scattered Sites - Germantown/Hunting Park	409	3.45%
PA2-905	Scattered Sites - Fairhill Square	526	4.44%
PA2-906	Scattered Sites - Francisville	513	4.33%
PA2-907	Scattered Sites - Ludlow	507	4.28%
PA2-908	Scattered Sites - Susquehanna	471	3.98%
PA2-909	Scattered Sites - Strawberry Mansion	622	5.25%
PA2-910	Scattered Sites - Oxford Jefferson	492	4.16%
<b>Total</b>		<b>11,840</b>	<b>100.00%</b>

APPENDIX 2 (CONTINUED)

PHA FRONTLINE PRORATION RATE CALCULATIONS

Project Number	Area	Project Name	Units	Percentage
PA2-024	Germantown	Queen Lane Apartments	139	15.19%
PA2-030	Germantown	Abbotsford Homes	236	25.79%
PA2-042	Germantown	Champlost Homes	102	11.15%
PA2-049	Germantown	Morton Homes	250	27.32%
PA2-076	Germantown	Emlen Arms	159	17.38%
PA2-178	Germantown	Queen Row	24	2.62%
PA2-204	Germantown	Queen Row Affordable	5	0.55%
<b>Germantown Region Total</b>			<b>915</b>	<b>100.00%</b>
PA2-003	North	Richard Allen	150	13.11%
PA2-014	North	Norris Apartments	147	12.85%
PA2-015	North	Harrison Plaza	300	26.22%
PA2-020	North	Spring Garden Apartments	203	17.74%
PA2-055	North	Fairhill Apartments	264	23.08%
PA2-114	North	Gladys B Jacobs	80	6.99%
<b>North Region Total</b>			<b>1,144</b>	<b>100.00%</b>
PA2-001	North Central	Johnson Homes	535	31.51%
PA2-010	North Central	Raymond Rosen	553	32.57%
PA2-050	North Central	Blumberg Apartments	510	30.04%
PA2-077	North Central	Bentley Hall	100	5.89%
<b>North Central Region Total</b>			<b>1,698</b>	<b>100.00%</b>
PA2-029	Northeast	Hill Creek	339	36.57%
PA2-032	Northeast	Oxford Village	199	21.47%
PA2-034	Northeast	Whitehall Apartments	252	27.18%
PA2-066	Northeast	Holmecrest Homes	84	9.06%
PA2-079	Northeast	Plymouth Hall	53	5.72%
<b>Northeast Region Total</b>			<b>927</b>	<b>100.00%</b>
PA2-054	Scattered Sites	Parkview Apartments	21	0.22%
PA2-065	Scattered Sites	College View	54	0.58%
PA2-100	Scattered Sites	Cecil B Moore	30	0.32%
PA2-104	Scattered Sites	Arlene Homes	32	0.34%
PA2-901	Scattered Sites	Haddington	468	4.99%
PA2-902	Scattered Sites	Mantua	485	5.17%
PA2-903	Scattered Sites	Kingsessing	551	5.88%
PA2-904	Scattered Sites	Germantown/Hunting Park	409	4.36%
PA2-905	Scattered Sites	Fairhill Square	526	5.61%
PA2-907	Scattered Sites	Ludlow	507	5.41%
PA2-906	Scattered Sites	Francisville	513	5.47%
PA2-908	Scattered Sites	Susquehanna	471	5.02%
PA2-909	Scattered Sites	Strawberry Mansion	622	6.63%
PA2-910	Scattered Sites	Oxford Jefferson	4,689	50.00%
<b>Scattered Sites Region Total</b>			<b>9,378</b>	<b>100.00%</b>
PA2-013	South	Wilson Park	729	51.12%
PA2-031	South	Bartram Village	500	35.06%
PA2-062	South	Cassie L Holley	72	5.05%
PA2-063	South	Katie B Jackson	59	4.14%
PA2-093	South	Westpark Plaza	66	4.63%
<b>South Region Total</b>			<b>1,426</b>	<b>100.00%</b>
PA2-018	West	Arch Homes	77	13.32%
PA2-035	West	Haddington Homes	150	25.95%
PA2-039	West	West Park Apartments	327	56.57%
PA2-046	West	Haverford Homes	24	4.15%
<b>West Region Total</b>			<b>578</b>	<b>100.00%</b>

**APPENDIX 2 (CONTINUED)****PHA FRONTLINE PRORATION RATE CALCULATIONS**

<b>Project Number</b>	<b>Project Name</b>	<b>Units</b>	<b>Percentage</b>
PA2-001	Johnson Homes	535	7.87%
PA2-003	Richard Allen	150	2.21%
PA2-010	Raymond Rosen	553	8.14%
PA2-013	Wilson Park	729	10.73%
PA2-014	Norris Apartments	147	2.16%
PA2-015	Harrison Plaza	300	4.41%
PA2-018	Arch Homes	77	1.13%
PA2-020	Spring Garden Apartments	203	2.99%
PA2-024	Queen Lane Apartments	139	2.05%
PA2-029	Hill Creek	339	4.99%
PA2-030	Abbottsford Homes	236	3.47%
PA2-031	Bartram Village	500	7.36%
PA2-032	Oxford Village	199	2.93%
PA2-034	Whitehall Apartments	252	3.71%
PA2-035	Haddington Homes	150	2.21%
PA2-039	West Park Apartments	327	4.81%
PA2-042	Champlost Homes	102	1.50%
PA2-046	Haverford Homes	24	0.35%
PA2-049	Morton Homes	250	3.68%
PA2-050	Blumberg Apartments	510	7.50%
PA2-054	Parkview Apartments	21	0.31%
PA2-055	Fairhill Apartments	264	3.88%
PA2-062	Cassie L Holley	72	1.06%
PA2-063	Katie B Jackson	59	0.87%
PA2-065	College View	54	0.79%
PA2-066	Holmecrest Homes	84	1.24%
PA2-076	Emlen Arms	159	2.34%
PA2-077	Bentley Hall	100	1.47%
PA2-079	Plymouth Hall	53	0.78%
PA2-093	Westpark Plaza	66	0.97%
PA2-100	Cecil B Moore	30	0.44%
PA2-104	Arlene Homes	32	0.47%
PA2-114	Gladys B Jacobs	80	1.18%
<b>Conventional Sites Totals</b>		<b>6,796</b>	<b>100.00%</b>

**APPENDIX 3****INDIRECT COST DEPARTMENTS OVERHEAD ALLOCATION RATES**

<b>Project Number</b>	<b>Project Name</b>	<b>Units</b>	<b>Percentage</b>
PA2-001	Johnson Homes	535	4.52%
PA2-003	Richard Allen	150	1.27%
PA2-010	Raymond Rosen	553	4.67%
PA2-013	Wilson Park	729	6.16%
PA2-014	Norris Apartments	147	1.24%
PA2-015	Harrison Plaza	300	2.53%
PA2-018	Arch Homes	77	0.65%
PA2-020	Spring Garden Apartments	203	1.71%
PA2-024	Queen Lane Apartments	139	1.17%
PA2-029	Hill Creek	339	2.86%
PA2-030	Abbottsford Homes	236	1.99%
PA2-031	Bartram Village	500	4.22%
PA2-032	Oxford Village	199	1.68%
PA2-034	Whitehall Apartments	252	2.13%
PA2-035	Haddington Homes	150	1.27%
PA2-039	West Park Apartments	327	2.76%
PA2-042	Champlost Homes	102	0.86%
PA2-046	Haverford Homes	24	0.20%
PA2-049	Morton Homes	250	2.11%
PA2-050	Blumberg Apartments	510	4.31%
PA2-054	Parkview Apartments	21	0.18%
PA2-055	Fairhill Apartments	264	2.23%
PA2-062	Cassie L Holley	72	0.61%
PA2-063	Katie B Jackson	59	0.50%
PA2-065	College View	54	0.46%
PA2-066	Holmecrest Homes	84	0.71%
PA2-076	Emlen Arms	159	1.34%
PA2-077	Bentley Hall	100	0.84%
PA2-079	Plymouth Hall	53	0.45%
PA2-093	Westpark Plaza	66	0.56%
PA2-100	Cecil B Moore	30	0.25%
PA2-104	Arlene Homes	32	0.27%
PA2-114	Gladys B Jacobs	80	0.68%
PA2-901	Scattered Sites - Haddington	468	3.95%
PA2-902	Scattered Sites - Mantua	485	4.10%
PA2-903	Scattered Sites - Kingsessing	551	4.65%
PA2-904	Scattered Sites - Germantown/Hunting Park	409	3.45%
PA2-905	Scattered Sites - Fairhill Square	526	4.44%
PA2-906	Scattered Sites - Francisville	513	4.33%
PA2-907	Scattered Sites - Ludlow	507	4.28%
PA2-908	Scattered Sites - Susquehanna	471	3.98%
PA2-909	Scattered Sites - Strawberry Mansion	622	5.25%
PA2-910	Scattered Sites - Oxford Jefferson	492	4.16%
<b>Public Housing Unit Totals</b>		<b>11,840</b>	<b>100.000%</b>

APPENDIX 3 (CONTINUED)  
INDIRECT COST DEPARTMENTS

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

## **B. Replacement Housing Factor Funds Appendix**

## REPLACEMENT HOUSING FACTOR FUNDS APPENDIX

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 amounts prior to disbursing RHF funds.
- PHA will develop the number of affordable and/or public housing units required under the proportionality test.
- 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 (03/2015)</b>
2015	PA26R002501-15	\$3,192,399
2015	PA26R002502-15	\$2,969,371
2014	PA26R002501-14	\$3,961,127
2014	PA26R002502-14	\$2,969,371
2013	PA26R002501-13	\$4,024,988
2013	PA26R002502-13	\$5,405,430
2012	PA26R002501-12	\$3,409,555
2012	PA26R002502-12	\$5,180,974
2011	PA26R002501-11	\$1,790,550
2011	PA26R002502-11	\$10,793,131
2010	PA26R002501-10	\$0
2010	PA26R002502-10	\$1,931,697
2009	PA26R002501-09	\$0
2009	PA26R002504-09	\$0
2008	PA26R002501-08	\$18,670
2008	PA26R002502-08	\$0

- PHA is currently utilizing RHF Grant awards to develop affordable and/or public housing units at the following locations:
  - Queen Lane Apartments – \$9,704,793.00 - 55 Units - 60% Completed
  - Queen’s Row – \$1,712,271.00 – 26 Units - 30% Completed

## C. PHA Strategic Direction Plan

# 2015

## STRATEGIC GUIDE





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12 S. 23rd Street, Philadelphia, PA 19103  
[www.pha.phila.gov](http://www.pha.phila.gov)

# PHA STRATEGIC PRIORITIES

## MESSAGE FROM PHA BOARD CHAIR AND THE PRESIDENT & CEO

We are pleased to publish this Strategic Directions Plan: 2015-2019, which defines an ambitious and achievable agenda for the Philadelphia Housing Authority over the next five years. The Plan confirms and enhances PHA's ongoing commitment to preserve and expand the supply of quality affordable housing, to support efforts to strengthen families, and to be an active and engaged partner in building safe, sustainable communities. It also highlights our commitment to conducting PHA business in an open and transparent manner which adheres to the highest ethical standards.

The twelve (12) Strategic Priorities described in the Plan provide a framework for PHA's activities and resource allocation decisions in the coming years, and have been developed in response to the challenges and opportunities identified during the planning process. We know that the challenges facing the agency and our residents are daunting: Existing public housing developments have capital needs in excess of \$1 billion while federal financial support continues to decline. Demand for affordable housing by families with children, seniors and people with disabilities is surging. Drug-related and other criminal activities continue to plague our communities. The myriad impacts of poverty place enormous stress on the health, financial stability and general well-being of our residents.

In the face of these challenges, significant progress is being made and we remain optimistic about PHA's future. We have an ambitious agenda to revitalize existing public housing communities including initiatives at Norris Homes, Queen Lane and Blumberg Apartments. Preservation efforts will be expanded through PHA's participation in HUD's new Rental Assistance Demonstration program. Through partnerships with committed and highly qualified non-profit organizations, PHA will support development of new affordable housing at New Courtland Senior Apartments at Allegheny, Impact Veterans Services Housing, Project Home Permanent Supportive Housing and at other locations. PHA has been awarded Full Green Organizational Accreditation by HUD and is working to further reduce energy consumption by 20% over a ten year period. Through partnerships with local schools, health care organizations and social service providers, we are helping to increase access by PHA residents to critically needed programs and services.

The process leading up to the Strategic Directions Plan actively solicited and encouraged input from PHA residents, employees and a wide array of community stakeholders. We want to express our sincere thanks to everyone who took time to participate for their candid feedback, ideas and recommendations for PHA's future. We look forward to working with residents and the broader community to promote PHA's mission, which is to open doors to affordable housing, economic opportunity and safe, sustainable communities to benefit Philadelphia residents with low incomes.

Sincerely,



Lynette M. Brown-Sow  
PHA Board of Commissioners Chair



Kelvin A. Jeremiah  
President & CEO

# PHA Challenges and Opportunities

- PHA is the largest provider of affordable housing in the City of Philadelphia and the fourth largest Housing Authority in the United States. Established in 1937, PHA currently has more than 14,400 public housing units available for occupancy by families, seniors and people with disabilities, who qualify as low-income. These affordable apartments are located throughout the City in thirty-five (35) conventional public housing developments, twenty-three (23) Low Income Housing Tax Credit (LIHTC) developments, and eleven (11) developments operated by Alternate Management Entities (AME) under contract to PHA. Over 4000 of PHA's public housing units are "scattered sites," i.e. housing units located in single family homes or small buildings of up to 4 units. These units pose unique operating challenges due to their age and geographic dispersion. PHA operates one of the largest scattered site public housing programs in the country.
- In addition to its portfolio of owned housing, through the Housing Choice Voucher (HCV) program PHA provides tenant-based, project-based rental subsidies and first time homebuyer assistance for over 17,000 low-income households who live in privately owned housing. A significant portion of project-based units subsidized by PHA are owned by local non-profit agencies that also provide supportive services for residents. While the population of PHA's HCV program is diverse, serving veterans and their families is a major focus with funding from the Veterans Affairs Supportive Housing (VASH) program.
- Over 31,000 households, with more than 76,000 family members, live in apartments owned or assisted by PHA. PHA serves many of the lowest-income citizens of Philadelphia: Average household income is \$14,213 among public housing households and \$11,622 among HCV-assisted households. Only 26% of PHA households report any income from employment. Note, however, that the majority of PHA households are headed by seniors (35%) and/or or people with disabilities (48%). PHA developments also house over 15,500 children under the age of 18.
- PHA works closely with the City of Philadelphia and many local mission-driven agencies towards the goal of reducing and ultimately eliminating homelessness, including providing 500 housing opportunities each year specifically for homeless citizens as part of the "Blueprint to End Homelessness" initiative. Due to the lack of affordable housing in the City, virtually all PHA residents would be at risk of homelessness without the affordable rents provided through PHA programs.
- PHA is one of only thirty-nine (39) agencies nationwide that are designated to participate in the Moving to Work (MTW) Demonstration Program. MTW was established by Congress to foster locally determined, innovative strategies that promote expanded housing choice, family economic self sufficiency and/or administrative efficiency. Through MTW, PHA is able to waive program regulations and combine its major HUD funding sources into a single MTW Block Grant that can be used flexibly. PHA's current MTW Agreement runs until 2018. The flexibility afforded by MTW has been a critical ingredient in PHA's ongoing efforts to revitalize distressed public housing, transform Philadelphia's neighborhoods and provide education, training and job placements for residents. It is essential to the success of planned housing and neighborhood revitalization initiatives under this plan.
- The backlog of unmet and unfunded capital needs for PHA's public housing communities is estimated at greater than \$1 billion and growing, while the most recent Capital Fund grant from the U.S. Department of Housing and Urban Development (HUD) was \$45 million. PHA is able to address only a small fraction of its capital needs with existing funding. The oldest PHA developments were built more than 70 years ago, and a total of twenty-eight (28) sites are now more than 40 years old. Several sites are functionally obsolete from design, efficiency and operating cost perspectives; however, the availability of funding to support major redevelopment efforts has been extremely limited, a situation that appears unlikely to change in the near future, given federal budget constraints.
- PHA is currently implementing an ambitious development program with the goal of developing or preserving 6000 units of housing and helping to strengthen and revitalize Philadelphia's neighborhoods. Working collaboratively with public housing and other neighborhood residents, the City and local non-profits, PHA is working to transform distressed public housing developments into viable communities at Norris Homes, Blumberg, Queen Lane and scattered site locations. At Norris, PHA and the City are implementing a Choice Neighborhoods Implementation grant. At Blumberg/Sharswood, PHA is implementing a Choice Neighborhoods Planning grant. PHA is also partnering with and/or providing financial support for new housing developments designed to serve veterans, homeless families, seniors and other special populations.
- PHA is committed to promoting energy conservation and incorporating sustainable materials and practices in both new and existing housing developments and its administrative offices. In recognition of these efforts, PHA was recently awarded Full Green Organizational Accreditation by HUD and the Sustainable Performance Institute. As a member of the national Better Buildings Challenge, PHA has committed to a goal of reducing its portfolio-wide energy consumption by 20% over a ten-year period.
- Through innovative partnerships with educational, employment focused, youth-oriented, health care and other local institutions, PHA is working to improve the economic self-sufficiency and well-being of adult residents and to promote educational attainment and healthy development of PHA youth. Except for limited special grant funding, HUD does not provide funding to support effective resident service programs. PHA has utilized its MTW funding flexibility to help leverage other resources to support these critically needed objectives. Through new initiatives such as the PhillySEEDS non-profit, PHA is working to provide scholarships to PHA youth and other needed services to residents.
- The demand for affordable housing in the City is vastly greater than the supply. PHA currently has over 88,000 low-income households on its waiting lists, a figure that is artificially low due to the closing of the HCV wait list. While a limited number of families have priority on the waitlist due to being homeless, most families must expect to wait ten years or more for public housing assistance, with the wait time for seniors being three years or more. PHA is urgently working to address local housing needs through its housing development and preservation initiatives, as well as through ongoing efforts to maximize utilization of existing public housing and rental assistance resources.

The above information provides a summary of the many challenges and opportunities facing PHA.

Additional information on PHA programs and services can be obtained from PHA's website at [www.pha.phila.gov](http://www.pha.phila.gov).

# Updated Mission Statement

*The Philadelphia Housing Authority's mission is to open doors to affordable housing, economic opportunity and safe, sustainable communities to benefit Philadelphia residents with low incomes.*



## Proposed Strategic Priorities

Over the five-year period of the Strategic Directions Plan, PHA will focus intensive efforts on twelve (12) strategic priority areas. Taken together, these priorities provide the framework for PHA's major initiatives and resource allocation decisions over the period from 2015 through 2019:

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

For each of the strategic priority areas, PHA has identified five-year measures of success and a series of strategic initiatives and/or projects to be accomplished by 2019. It needs to be emphasized that a majority of the strategic initiatives and projects depend on the availability of sufficient funding or other external factors in order to be fully realized. These factors are not entirely within PHA's control and may impact the agency's ability to fulfill its plans. For example, further reductions to federal funding levels or modifications to the MTW Agreement may have a direct impact on PHA's ability to undertake planned redevelopment initiatives.

As conditions change and new opportunities and challenges arise in the future, PHA fully expects that the Strategic Directions Plan will evolve and be modified. Thus, while PHA is committed to implementation of the Plan, and will use best efforts to accomplish it in its entirety, it can reasonably be expected to change over time.

The following pages provide a summary of the twelve strategic priorities and the outcomes that PHA intends to achieve through a series of targeted initiatives.



# PHILADELPHIA HOUSING AUTHORITY: STRATEGIC DIRECTIONS PLAN: 2015-2019

## ■ Planning Process

Beginning in early 2014, the Philadelphia Housing Authority (PHA) engaged in a planning process involving PHA residents and employees, the PHA Board of Commissioners, social service and advocacy organizations, elected officials, property owners, funders, and other community stakeholders. The Strategic Directions process included numerous small and large group open discussion sessions, on-line surveys, structured interviews, and interactive working groups. Ensuring that PHA residents were actively involved was a key objective of the planning process. Achievement of this objective was facilitated through roundtable discussions with resident leaders and a series of ten open meetings at locations around the City co-sponsored by PHA and the Resident Advisory Board.

The primary focus of all these efforts was to solicit candid feedback on PHA operations, to identify opportunities and challenges facing PHA, and to create a roadmap or framework to guide agency initiatives and resource allocation decisions over the upcoming five-year period. PHA values the contributions and perspectives of all the participants in the planning process, and their input proved invaluable in developing long-range plans and strategies.

The results of these efforts are summarized in this Strategic Directions Plan: 2015-2019. PHA's Board of Commissioners approved the Plan in December 2014 following a public comment period during which PHA conducted review meetings for resident leadership and the general public.





# Preserve and Expand the Supply of Affordable Housing Available to Philadelphia’s Residents with Low Incomes

This strategic priority encompasses PHA's goal to both increase the overall supply of affordable housing and to preserve and maintain its existing portfolio to the greatest extent feasible. PHA will continue its own development efforts and also work with public and private partners to significantly increase the leverage of PHA's limited resources. The focus of new development is to provide quality housing that supports neighborhood revitalization for high priority populations including veterans, people with disabilities, seniors, and homeless families.

PHA's "6 in 5" program, which has established the ambitious goal of developing or preserving 6,000 units over five years, is a key component under this strategic priority. There is an existing pipeline of planned projects scheduled for completion over the next several years including comprehensive revitalization plans for Norris Homes and Blumberg Apartments under the Choice Neighborhoods program, the development of new replacement housing at Queen Lane and construction of several new developments in collaboration with well-qualified local partners.

In addressing the needs of PHA's existing portfolio, PHA will work to secure capital grants and other funding to redevelop or replace developments which are functionally obsolete. PHA will utilize comprehensive physical needs assessments and other studies to identify priority capital improvement projects for inclusion in PHA's Capital Plan. As part of a strategy to ensure the long term financial viability and preservation of the existing portfolio, PHA has submitted an application for conversion of approximately 3000 public housing units to project-based assistance through the Rental Assistance Demonstration (RAD) program. Subject to Congressional action and HUD approval, PHA intends to proceed with the RAD conversion effort over the five-year period of this Plan.

PHA will continue efforts to reposition the large scattered site portfolio and will implement a new Section 32 homeownership initiative.

## PRIORITY #1 STRATEGIC INITIATIVES

- 1.1 Fully implement the Choice Neighborhoods Transformation Plan for Norris Homes and the North Central Philadelphia neighborhood in partnership with residents, the City and key stakeholders.
- 1.2 Develop and implement a Transformation Plan for the Blumberg/Sharswood neighborhood in partnership with residents, the City and key stakeholders.
- 1.3 Complete development of new replacement family housing at Queen Lane.
- 1.4 Complete the development of new family housing at Strawberry Mansion/Oakdale, Markoe Street and Queens Row.
- 1.5 Expand affordable housing options by providing capital funding and/or operating assistance for qualified non-profit and other development partners through PHA's "6 in 5" initiative.
- 1.6 Promote long-term preservation of existing public housing units through conversion to project-based assistance under the Rental Assistance Demonstration program.
- 1.7 Implement scattered site asset repositioning plan to identify productive alternatives for vacant and/or demolished scattered site units.
- 1.8 Pursue available funding opportunities to address replacement of other obsolete public housing units.
- 1.9 Continue collaboration with the City and local agencies to provide 500 housing opportunities annually to reduce and help prevent homelessness.
- 1.10 Expand first time homeownership opportunities through a new Section 32 initiative and ongoing HCV homeowner assistance.

## FIVE YEAR SUCCESS MEASURES

- Preserve or develop 6,000 units of affordable housing
- Implement Transformation Plan for Norris Homes and North Central Neighborhood
- Implement Transformation Plan for Blumberg Apartments and the Blumberg/Sharswood Neighborhood
- Complete Queen Lane redevelopment
- Provide housing for at least 500 homeless families and individuals each year

**Achieve Excellence in the Provision of Management and Maintenance Services to PHA Residents**



**FIVE YEAR SUCCESS MEASURES**

- Meet or exceed service order completion benchmarks for 98% or greater of all service orders, i.e. 24 hours for emergencies and 30 days for routine service orders
- Achieve 98% or greater performance in rent collections, recertifications and occupancy
- All new residents successfully complete resident orientation program
- All housing units and developments meet or exceed Uniform Physical Conditions Standards

This strategic priority focuses on the activities and initiatives that PHA undertakes to manage and maintain the existing portfolio of approximately 14,400 housing units at sixty-nine (69) housing developments and in scattered site locations throughout the City. PHA Operations staff provides these services for the conventional public housing developments and scattered site locations, while staff from PHA's PAPMC entity supports twenty-three (23) Low Income Housing Tax Credit sites. Private management entities manage and maintain eleven (11) developments under contract with PHA.

PHA's goal is to provide excellent management and maintenance services to all residents, an increasingly challenging task in light of ongoing reductions in federal operating funds and the age and physical conditions of many PHA housing developments. As part of the Strategic Directions initiative, PHA will re-focus and strengthen ongoing site-level comprehensive preventive maintenance activities, achieve continuous improvement in physical conditions as measured by

inspection results, and work to improve efficiency and customer service provided through the service order intake and processing system.

PHA will work to achieve industry-recognized high performance levels on key performance indicators such as rent collections, recertifications and occupancy. Initiatives to ensure that all residents are housed in appropriately sized units will be implemented, and rent policies will be reviewed and updated as needed to ensure that PHA continues to house those residents of Philadelphia with the greatest need based on household income.

Working with resident leadership, PHA will develop and implement new resident orientation programs designed to help ensure that new residents succeed in meeting their lease obligations. To control costs and improve accountability, PHA will continue to consolidate and streamline operations consistent with generally accepted industry asset management principles.

**STRATEGIC INITIATIVES**

- 2.1** Complete implementation of asset management consolidation to strengthen accountability and oversight at property level.
- 2.2** Achieve continuous improvement in average HUD Real Estate Assessment Center (REAC) scores.
- 2.3** Review, update and implement site-level, comprehensive preventive maintenance plans.
- 2.4** Achieve high performer benchmarks for rent collections, on-time service order completion, unit inspections, vacancy turnaround and recertifications.
- 2.5** Evaluate and update service order processes to improve customer service.
- 2.6** Implement new resident orientation and housekeeping training program in collaboration with resident leadership.
- 2.7** Improve compliance with public housing unit size occupancy standards.

## Create Safe Communities in Collaboration with Neighborhood Residents and Law Enforcement Agencies



### FIVE YEAR SUCCESS MEASURES

- Achieve Part I and Part II crime rates at each PHA development that are lower than their respective neighborhood crime rates

This strategic priority focuses on PHA's efforts to ensure that residents live in safe communities. PHA's goal is to reduce crime rates at its public housing developments so that they are lower than the average Part I and II crime rates for their respective neighborhoods. PHA will continue to implement a series of activities designed to maximize the positive public safety impact of PHA's limited funding through close collaboration with residents and local law enforcement agencies. PHA recognizes that law enforcement efforts alone cannot guarantee community safety, and that neighborhood residents need to be involved in public safety planning and implementation efforts in a meaningful way.

PHA does not receive any targeted grant funding for public safety initiatives. Funding to support PHA Police Department personnel and private security guard contractors comes from the same limited pool of dollars available to fund overall property management and maintenance operations. Similarly, capital improvements related to security, such as

fencing, security cameras, etc., must compete with other needed physical improvements for PHA's limited capital dollars.

PHA plans to continue to implement its policing efforts using a community policing model that ensures regular police presence and interaction with residents at targeted sites. In light of the substantial investments made in security cameras, PHA will continue to evaluate their effectiveness in preventing or reducing crime and, as needed, make adjustments to the current strategy.

Other ongoing initiatives under this strategic priority include collaborative efforts with PHA resident leadership and active engagement in the City's Youth Violence Prevention Strategic Plan.

### STRATEGIC INITIATIVES

- 3.1 Partner with residents and law enforcement to improve/increase the rate of reported crimes.
- 3.2 Continue to incorporate community policing practices into the operations of the PHA Police Department.
- 3.3 Implement regular planning meetings and communication/coordination protocols among PHA Police, City of Philadelphia Police and other law enforcement agencies.
- 3.4 Engage law enforcement, management and residents in annual review of public safety needs and priorities at each PHA development.
- 3.5 Evaluate effectiveness of existing security camera monitoring systems and implement improvements as needed.
- 3.6 Support formation and ongoing engagement of the PHA SAFE Task Force.
- 3.7 Collaborate with the City and a consortium of community agencies on the Youth Violence Prevention Strategic Plan.
- 3.8 Strengthen training and oversight of security guard contractors.

**Enhance Resident Well-Being and Economic Self-Sufficiency Through Partnerships for Employment, Job Training, Education, Health and Other Evidence-Based Supportive Services**



**FIVE YEAR SUCCESS MEASURES**

- 75 residents complete job training programs annually
- 45 residents are provided with job placement assistance annually
- 25 residents complete GED or adult education courses annually
- 50 residents are provided with scholarships through Philly Seeds annually
- All PHA housing is Smoke Free

**STRATEGIC INITIATIVES**

- 4.1** Connect residents to training and good paying jobs with benefits through the Pre-Apprenticeship Program, the partnership with Philadelphia Works, Community Partner programs, Section 3 Resident Job Bank and other employment and training initiatives.
- 4.2** Expand adult literacy, educational and youth after school program services in collaboration with partners including Cheyney University, Drexel University, Temple University and the Community College of Philadelphia.
- 4.3** Secure additional funds to award scholarships to PHA youth through PhillySEEDS.
- 4.4** Evaluate partnership options to expand services for seniors to promote independent living.
- 4.5** Work with resident leadership, Philadelphia Health Department and others to implement a PHA housing smoke-free policy.

PHA is committed to eliminating barriers to employment, encouraging economic self-sufficiency, promoting healthy lifestyles, and assisting all PHA residents to achieve their full potential. This is an enormous challenge: more than 95% of resident households earn less than 50% of Area Median Income; 35% of households are headed by low-income seniors; and, 48% are headed by persons with disabilities. More than 15,500 children reside in PHA developments. Recognizing the scope of resident needs and the complexity of intergenerational poverty, PHA will enhance its efforts to create and foster partnerships with agencies and institutions that have resources and expertise that can leverage PHA's limited funding.

improve adult literacy and educational attainment will be expanded in partnership with local universities and colleges.

PHA's efforts will also include after school programming and expansion of scholarship programs through the PhillySEEDS initiative.

Recognizing the unique needs of its large population of seniors and people with disabilities, PHA will continue the Nursing Home Transition program in partnership with the City and State, and work to identify adequate funding and support for Adult Day Care and other support services.

A major focus will continue to involve linking work-able residents to training that leads to good paying jobs with benefits through initiatives such as the Pre-Apprenticeship program, the Philadelphia Works partnership, Community Partner programs and the Section 3 Resident Job Bank. Related initiatives to

As part of PHA's commitment to resident health, the entire housing portfolio will be designated as Smoke Free beginning in 2015.

**Improve Access to Quality Housing Choices and Opportunity Neighborhoods Through the Housing Choice Voucher Program**



**STRATEGIC INITIATIVES**

**FIVE YEAR SUCCESS MEASURES**

- 5.1** Increase number of vouchers based on MTW funding availability.
- 5.2** Achieve high performer benchmarks for inspections, recertifications, rent calculation and HQS enforcement.
- 5.3** Assist voucher holders to identify housing and jobs in areas that provide greater economic, educational and social mobility opportunities through implementation of the pilot HCV Mobility Program.
- 5.4** Expand the number of veterans and their families who are assisted under the Veterans Affairs Supportive Housing program.
- 5.5** Improve services to property owners through enhanced landlord advisory committee and other program changes.
- 5.6** Provide HCV project/unit-based assistance to support Permanent Supportive Housing, services-enriched housing and other developments that combine housing and services for special populations.

- Achieve 100% utilization of MTW leasing target
- Achieve 98% or greater performance in recertifications, HQS inspections, HQS enforcement
- Increase VASH vouchers by 20% or greater
- Increase number of voucher holders leasing units in high opportunity neighborhoods by 25%

The Housing Choice Voucher (HCV) program is PHA's largest housing program, providing rental vouchers and first time homebuyer assistance to over 17,000 households with low-incomes. PHA provides rental assistance through tenant-based vouchers and project-based contracts. There are currently over 1,900 housing units in project-based developments, many of which house formerly homeless families and individuals, disabled residents and other special needs households.

This strategic priority incorporates ongoing and planned initiatives designed to maximize utilization of PHA's limited HCV resources, streamline services to owners and participants and encourage voucher holders to live in areas with employment, educational and other opportunities. Major objectives include

achieving and maintaining high performance on key benchmarks such as utilization, inspections and recertifications.

PHA will continue to implement the pilot HCV Mobility program in partnership with HUD, regional Housing Authorities and other stakeholders. The program provides extensive education and supports to voucher holders, helping them to locate and secure housing in neighborhoods that offer higher opportunities for family members.

A goal of increasing the number of vouchers available for veterans and their families through the Veterans Affairs Supportive Housing (VASH) program has been established, building on PHA's successful efforts to date.

**STRATEGIC  
PRIORITY  
#6**

**Incorporate Energy Conservation Measures and Sustainable Practices Throughout PHA Operations**



**STRATEGIC INITIATIVES**

**FIVE YEAR SUCCESS MEASURES**

- 6.1** Achieve 20% portfolio-wide reduction in energy consumption by 2020 through implementation of Better Buildings Challenge initiative.
- 6.2** Implement policy initiatives as per approved Green Action Plan and Green Operations and Maintenance Manual.
- 6.3** Maintain PHA's Full Green Organizational Accreditation status.

- Achieve 20% reduction in energy consumption portfolio-wide (by the year 2020)
- Energy conservation and sustainability initiatives implemented system-wide per the Green Action Plan

- Sustain accreditation status as full Green Organization

Conserving energy and implementing sustainable materials and practices throughout PHA is the focus of this strategic priority. PHA expends approximately 29% of its public housing operating budget on utilities, making it the single largest expense category outside of personnel costs. Thus, PHA's Strategic Directions initiatives in this area over the next five years have significant potential to help control or reduce PHA's operating costs while enhancing the quality of life for all.

PHA will expand its commitment to energy efficiency and sustainability over the next five years, building on a substantial record of performance to date as evidenced by its full Green Organizational Accreditation status.

The accreditation designation was awarded to PHA by the Sustainability Performance Institute and HUD as part of HUD's Affordable Green Initiative. It reflects PHA's commitment to implementing green building and operational practices, tracking and measuring energy performance over time and achieving substantial cost savings.

In addition to accreditation, PHA has committed to reducing portfolio-wide energy consumption by 20% by the year 2020 as part of the Better Buildings Challenge. To support this effort, PHA has developed a Green Action Plan and Green Operations Maintenance Manual, both of which will be fully implemented as part of the Strategic Directions Plan.

**STRATEGIC  
PRIORITY  
#7**

**Improve Customer Service, Streamline Operations and Create a Business Model That is Data-Driven and High Performing**



**STRATEGIC INITIATIVES**

**FIVE YEAR SUCCESS MEASURES**

- 7.1** Improve tracking of and responsiveness to calls by residents and the general public through evaluation and updating of PHA's telecommunications systems including restructuring call center operations.
- 7.2** Enhance website tools available to residents, HCV participants and property owners, PHA vendors, partners and others to streamline and expand access to relevant information and services.
- 7.3** Upgrade management reporting tools as needed to ensure appropriate tracking and oversight of PHA finances and departmental activities.
- 7.4** Upgrade PHA applications to support evolving technologies and user requirements.

- Improve call processing time and accuracy
- Increase utilization of self-service options through website and interactive voice response systems

PHA will continue to utilize technology, training and data-driven analysis to improve customer service and create a more efficient, streamlined organization. PHA recognizes that dealing with a large organization can be a complex and sometimes frustrating experience for residents, vendors and the general public. The agency is committed to improving this experience by, among other initiatives, improving its telephone systems, streamlining the call center and enhancing the website to increase self-service options.

a dedicated call center for HCV participants and property owners will be created through this initiative.

PHA plans to assess several areas of its operations including warehouse and inventory systems, property management delivery and other functions to identify potential efficiencies and cost-savings measures.

Management reports and software applications will also be enhanced to support asset management and other initiatives and to ensure that PHA management have accurate and timely data available to monitor performance and inform the decision-making process.

An analysis of the call center is planned, to be followed by restructuring efforts designed to ensure that all calls are routed efficiently and responded to by qualified subject matter experts. It is anticipated that

**STRATEGIC  
PRIORITY  
#8**

**Conduct PHA Business in an Open and Transparent Manner That Promotes Accountability and Access, Ensures Diversity and Adheres to the Highest Ethical Standards**



**STRATEGIC INITIATIVES**

**FIVE YEAR SUCCESS MEASURES**

- 8.1** Implement comprehensive compliance and internal control program with required follow up corrective strategies to address deficiencies identified during the review.
- 8.2** Implement MBE/WBE and Section 3 contracting and compliance activities to achieve agency goals.
- 8.3** Facilitate access to all PHA programs and services through full implementation of approved Language Access Plan, Reasonable Accommodations, Violence Against Women Act and other applicable policies.
- 8.4** Review current waiting list policies and update as needed to promote broad dissemination of information to all racial and ethnic groups within the City.
- 8.5** Partner with disability advocacy organizations to identify and implement methods to reduce barriers to full utilization of PHA programs and services.
- 8.6** Ensure annual independent audit of PHA and subsidiary finances with Board review and oversight.

- Implement annual audit and compliance plan and proactively address all findings

- Achieve 20% MBE, 10% WBE and Section 3 contracting goals

This strategic priority reflects PHA's values as a public organization and a commitment to openness and accountability in all agency matters. In addition to contracting for annual financial audits performed by independent experts, PHA will continue to implement a comprehensive internal audit, compliance and quality control program designed to improve operations, ensure regulatory and PHA policy compliance, and eliminate fraud, waste and abuse.

PHA will continue to monitor and achieve its Section 3 goals and its goals for participation by Minority and Women-owned Business Enterprises. Full implementation and periodic updating of the Language Access Plan and other policy initiatives will occur throughout the Plan period.

Ensuring open and equal access to PHA housing, services, employment and contracting opportunities by all groups regardless of language, race, ethnicity, gender or disability status continues to be an agency priority. With respect to employment and contracting,

**STRATEGIC  
PRIORITY  
#9**

**Strengthen Existing Relationships and Forge New Public, Private, and Philanthropic Partnerships to Support PHA's Strategic Goals**



**FIVE YEAR SUCCESS MEASURES**

- Leverage \$500,000 in new resources annually to support PHA's strategic priorities

In light of ongoing underfunding of public housing operating and capital needs, this strategic priority focuses on identifying and securing partners and resources to address the “hard” costs associated with developing new housing and preserving the existing housing portfolio and the “soft” costs associated with supporting resident employment, education, health care, youth development and other supportive service needs.

**STRATEGIC INITIATIVES**

- 9.1** Develop and implement fundraising strategy to support expansion of resident programs and address other identified strategic objectives.
- 9.2** Continue and strengthen collaboration with City agencies, non-profits, neighborhood groups and other stakeholders on neighborhood revitalization, public safety and other initiatives.

**Make PHA an Employer of Choice with an Accountable, Diverse, Trained, and Productive Workforce**



**FIVE YEAR SUCCESS MEASURES**

- Implement annual performance evaluations and follow up actions as needed for all employees
- Implement employee training per annual training plan
- Achieve 15% increase in customer satisfaction over 2015 baseline

**STRATEGIC INITIATIVES**

- 10.1** Assess staff skill levels and training needs, and implement annual staff training plan.
- 10.2** Develop and implement agency-wide customer service metrics and ongoing employee training initiative.
- 10.3** Implement periodic employee surveys to identify employee concerns and develop action plan in response to survey results.
- 10.4** Expand employee recognition initiatives.
- 10.5** Complete annual employee performance evaluations and required follow up actions.

PHA employs more than 1,300 employees throughout its operations. Ensuring that every employee has the necessary training, tools and other resources to do their jobs properly is the focus of this strategic priority. On an annual basis, PHA will establish and implement a training plan to build employee skills and capacity, and will conduct thorough performance evaluations designed to provide employees with meaningful feedback on their job performance.

PHA will also implement periodic employee surveys and other initiatives to encourage candid feedback on

agency policies, procedures and working conditions. Ongoing efforts to recognize and reward exemplary performance among employees will be expanded.

A major initiative under the Strategic Directions Plan involves establishing agency-wide customer service standards and metrics, providing customer service training to employees and upgrading their customer service skills. The use of periodic surveys will be expanded to measure the satisfaction of PHA residents and others who utilize or provide services to PHA.

## Ensure That PHA Is a Good Neighbor and Reliable Community Partner



### FIVE YEAR SUCCESS MEASURES

- Neighborhood meetings conducted at pre-development stage
- Achieve 15% increase in respondents who believe PHA is a good neighbor over 2015 baseline

PHA is committed to being a good neighbor and reliable partner to the community at large and to neighborhood residents in and around PHA's current and planned housing developments. Toward this end, PHA plans to expand opportunities to solicit feedback, listen to and have constructive dialogues with diverse members of the community. As noted earlier, PHA plans to expand use of feedback surveys from residents, HCV participants and owners, employees, vendors and others to support these efforts.

PHA will also work to engage residents and neighborhood groups at the early stages of planned development initiatives so as to improve the information flow, share ideas and provide greater opportunity for input.

Being a good neighbor is an ongoing priority for PHA that will be supported by a new rebranding initiative in 2015.

### STRATEGIC INITIATIVES

- 11.1** Implement PHA rebranding initiative.
- 11.2** Actively solicit feedback on PHA performance from residents, vendors, partners, HCV property owners and others through surveys, informational sessions and other methods.
- 11.3** Engage neighborhood organizations and other stakeholders as early as possible in the revitalization process to provide meaningful opportunities for community input into PHA development plans.

**STRATEGIC  
PRIORITY  
#12**

**Encourage Innovation and Promote PHA's Financial Health Through Ongoing Participation in the Moving to Work Program**



**FIVE YEAR SUCCESS MEASURES**

- MTW Agreement extended beyond 2018

Participation in the Moving to Work (MTW) Demonstration Program provides PHA with a set of tools and resources that are essential to addressing the operating, capital and supportive service needs of PHA's housing portfolio and residents. The regulatory and funding flexibility afforded by MTW has helped shape virtually all aspects of PHA's housing policies. It has been the single most important factor in PHA's ability to implement comprehensive redevelopment activities at distressed public housing developments,

to help transform Philadelphia's neighborhoods and to provide employment training and other supportive services to residents.

PHA's current MTW Agreement is scheduled to expire in 2018. Without a long-term extension of the current Agreement, many of the plans and strategies described in the Strategic Directions Plan – including the development and preservation initiatives detailed in Strategic Priority #1 - will be in jeopardy.

**STRATEGIC INITIATIVES**

- 12.1** Continue to evaluate and pursue strategies to utilize MTW flexibility to support PHA's strategic goals while addressing one or more of the MTW Program's statutory objectives.
- 12.2** Promote awareness locally and nationally of the benefits and outcomes attributable to the MTW program and of the importance of extending the program beyond 2018.
- 12.3** Work with HUD and elected officials to secure a long-term extension of the MTW Agreement on substantially similar terms to the current Agreement.



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**12 S. 23rd Street, Philadelphia, PA 19103**  
[www.pha.phila.gov](http://www.pha.phila.gov)



## **D. Board Certification of Compliance with MTW Statutory Objectives**



**PHILADELPHIA HOUSING AUTHORITY BOARD OF COMMISSIONERS MEETING MINUTES**  
**Thursday, June 18, 2015, 3 p.m., at 12 S. 23rd St., Philadelphia, PA 19103**

The regular meeting of the Philadelphia Housing Authority (“PHA”) Board of Commissioners was brought to order at approximately 3:10 p.m. by the Chair, Lynette Brown-Sow. Vice-Chair Wetzel and Commissioners Camarda, Coney and Danzy were also in attendance, in person, as well as President & CEO, Kelvin Jeremiah (“CEO Jeremiah”) and Board Secretary and General Counsel, Barbara Adams. Commissioner Callahan participated by telephone, as was noted at the beginning of the meeting by CEO Jeremiah. Commissioner Kurland participated in the meeting in person as of approximately 3:30 p.m.

The Chair began the meeting by asking for a moment of silence in preparation for the work to be done in the meeting.

CEO Jeremiah reviewed the procedure for public comment at the Board meeting and then introduced PHA’s 25 summer interns, ten of whom are PHA residents. They received a round of applause, before being dismissed to go back to work.

CEO Jeremiah then noted that the Blumberg transformation plan is moving along well, with “demo/dispo” approval from HUD having been received and the relocation process began on June 8<sup>th</sup>, with 300 families involved so far. CEO Jeremiah announced that the City Council had that day approved the eminent domain acquisition sought by PHA of approximately 1,300 properties in the neighborhood, which is a significant step in the Blumberg/Sharswood transformation.

As part of the monthly Resident Spotlight, highlighting successes of PHA residents who have excelled with help from PHA’s resident services programs, CEO Jeremiah recognized two residents, Rokeisha Gallashaw and Asia Patterson, who graduated from the Police Academy on June 5<sup>th</sup> and officially started with PHAPD on June 8, 2015. These two women are the first residents to become PHA Police Officers and were heartily congratulated, as well as presented with awards. An engaging video highlighting the Academy training and background of the new officers was also presented.

The Chair then inquired whether there were any corrections or amendments to the minutes of the Board Meeting of May 21, 2015. Hearing none, the minutes were accepted as submitted.

Six resolutions were presented, all of which were unanimously approved.

**Resolution 11786**, attached in Appendix 1, was presented by Erik Soliván, Senior Vice President - Policy, Research, and Enterprise Planning, to authorize PHA to approve the Annual Moving to Work Report for submission to HUD for PHA’s Fiscal Year 2015. Vice-Chair Wetzel, as Chair of the Policy

and Planning Committee that reviewed the resolution, moved for its approval. The motion was seconded, after which Vice-Chair Wetzel noted that the Committee recommended its approval. There being no further discussion or public comment, for which an opportunity was provided, the resolution was unanimously approved (prior to the arrival of Commissioner Kurland).

**Resolution 11787**, attached in Appendix 1, was presented by Erik Soliván, Senior Vice President - Policy, Research, and Enterprise Planning, to authorize PHA to approve submission to HUD of an amendment to PHA's Fiscal Year 2016 Moving to Work Plan to include the conversion to the Rental Assistance Demonstration program ("RAD") of 57 units of new construction in Phase 1 of the Blumberg redevelopment. It was noted that this resolution relates to new construction. CEO Jeremiah also stated that PHA has committed to providing educational briefings on the RAD program as part of communication sessions for residents at sites that may be impacted by RAD, separate from this resolution. Vice-Chair Wetzel, as Chair of the Policy and Planning Committee that reviewed the resolution, moved for its approval and, after the motion was seconded, noted that its adoption was recommended by the committee. Following public comment, the resolution was unanimously approved.

**Resolution 11788**, attached in Appendix 1, was presented by William Myles, Executive Vice-President - Community Operations & Resident Development, to authorize PHA to enter into a Memorandum of Understanding by and among the City of Philadelphia Department of Human Services, Philadelphia Youth Network and PHA for the provision of 100 jobs for PHA youth as part of the Summer WorkReady Program in Philadelphia. Commissioner Coney, as Chair of the Resident Services Committee to which the resolution was sent for review, moved for its approval. The motion was seconded and Commissioner Coney noted that members of the Committee had discussed the resolution and recommended its approval. There being no further discussion or public comment, for which an opportunity was provided, the resolution was unanimously approved.

**Resolution 11789**, attached in Appendix 1, was presented by Dave Walsh, Executive Vice President – Supply Chain Management ("EVP – SCM"), to authorize PHA to exercise all three (3) one (1) year options for non-litigation legal services contracts that were entered into pursuant to a previous resolution that required Board approval for the exercise of contract options. The contract option approvals were for the following firms: Ballard Spahr, Dilworth Paxson, Eckert Seamans, Fox Rothschild, Hawkins Delafield, Kleinbard Bell & Brecker, Kolber & Randazzo (formerly, Kolber & Freiman), Pepper Hamilton, Reno & Cavanaugh and Ahmad & Zaffarese (as successor to The Smyler Firm). The total aggregate amount is not to exceed six million dollars (\$6,000,000) for all three (3) years. Commissioner Danzy, as a member of the Finance Committee that reviewed the resolution, moved for its approval, and, after the motion was seconded, noted that the reviewing committee recommended its approval. Following the opportunity for public comment, of which there was none, the resolution was unanimously approved.

**Resolution 11790**, attached in Appendix 1, was presented by Dave Walsh, EVP – SCM, to authorize PHA to execute a task order with TN Ward Company, under an existing master contract, for construction management services for demolition as part of the Norman B. Blumberg Revitalization, in an amount not to exceed seven million two hundred sixty-three thousand five hundred seventy-five dollars (\$7,263,575.00). Commissioner Danzy, as a member of the Finance Committee that reviewed the resolution, moved for its approval. Following a second

and Commissioner Danzy noting that the Finance Committee recommended approval, there was an opportunity for public comment, of which there was none. The motion was unanimously approved.

**Resolution 11791**, attached in Appendix 1, was presented by Dave Walsh, EVP – SCM, to execute task orders with VellNiece Construction LLC; DKJ Builders and Construction Managers, Inc.; W & W Contractors, Inc.; and Townes Mechanical Contractors, Inc.<sup>1</sup> for vacant unit rehabilitation, in an amount not to exceed two million five hundred thousand dollars (\$2,500,000.00). Commissioner Danzy, as a member of the Finance Committee that reviewed the resolution, moved for its approval. Following a second and public comment, the motion was unanimously approved.

The public comment period was then held, beginning at 3:50 p.m.

The Chair adjourned the meeting at approximately 4:20 p.m. Sign-up sheets with the name of each member of the public who signed up to speak on specific resolutions and in the general comment period, with a designation of the topic(s) addressed by the speaker, are attached as Appendix 2.

Respectfully submitted,



*Barbara Adams*  
Secretary  
Philadelphia Housing Authority

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<sup>1</sup> The agenda page distributed at the meeting erroneously included Morgan Construction Management LLC. That company was not part of the resolution nor mentioned in the resolution and CEO Jeremiah indicated that it should be stricken from the agenda page, which it has been, in Appendix 1.

# APPENDIX 1

THE PHILADELPHIA HOUSING AUTHORITY  
MEETING OF THE BOARD OF COMMISSIONERS  
12 S. 23<sup>rd</sup> St.  
PHILADELPHIA, PA 19103  
THURSDAY, JUNE 18, 2015, at 3 p.m.  
AGENDA

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- A. **Call to Order** Lynette M. Brown-Sow, Chair of the Board of Commissioners  
The Philadelphia Housing Authority Board of Commissioners
- B. **Remarks** Lynette M. Brown-Sow, Chair of the Board of Commissioners  
Kelvin A. Jeremiah, President & CEO
- C. **Approval of Minutes** of the Board Meeting held May 21, 2015, as distributed.
- D. **New Business**
1. **RESOLUTION APPROVING THE FISCAL YEAR 2015 ANNUAL MOVING TO WORK ("MTW") REPORT FOR THE PHILADELPHIA HOUSING AUTHORITY ("PHA") FOR SUBMISSION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AND CERTIFYING THAT PHA HAS MET THE THREE MTW STATUTORY REQUIREMENTS**  
  
(Erik L. Soliván)
  2. **RESOLUTION AUTHORIZING THE PHILADELPHIA HOUSING AUTHORITY TO SUBMIT AN AMENDMENT TO ITS FISCAL YEAR 2016 MOVING TO WORK ("MTW") ANNUAL PLAN ("PLAN") FOR THE CONVERSION OF 57 NEW UNITS TO THE RENTAL ASSISTANCE DEMONSTRATION PROGRAM**  
  
(Erik L. Soliván )
  3. **RESOLUTION AUTHORIZING A MEMORANDUM OF UNDERSTANDING WITH THE CITY OF PHILADELPHIA DEPARTMENT OF HUMAN SERVICES AND PHILADELPHIA YOUTH NETWORK AS PART OF THE SUMMER WORK READY EMPLOYMENT PROGRAM**  
  
(William Myles)

4. **RESOLUTION AUTHORIZING THE EXERCISE OF CONTRACT OPTIONS WITH BALLARD SPAHR, DILWORTH PAXSON, ECKERT SEAMANS, FOX ROTHSCHILD, HAWKINS DELAFIELD, KLEINBARD BELL & BRECKER, KOLBER & RANDAZZO (FORMERLY, KOLBER & FREIMAN), PEPPER HAMILTON, RENO & CAVANAUGH, AND AHMAD & ZAFFARESE (AS SUCCESSOR TO THE SMYLER FIRM) FOR NON-LITIGATION LEGAL SERVICES**

(Dave Walsh)

5. **RESOLUTION AUTHORIZING A TASK ORDER WITH TN WARD COMPANY FOR CONSTRUCTION MANAGEMENT SERVICES FOR BLUMBERG DEMOLITION**

(Dave Walsh)

6. **RESOLUTION AUTHORIZING TASK ORDERS WITH VELLNIECE CONSTRUCTION LLC; DKJ BUILDERS AND CONSTRUCTION MANAGERS, INC.; W&W CONTRACTORS, INC.; AND TOWNES MECHANICAL CONTRACTORS, INC. FOR REHABILITATION OF VACANT UNITS**

(Dave Walsh)

**E. Public Comment Period**

**RESOLUTION NO. 11786**

**RESOLUTION APPROVING THE FISCAL YEAR 2015 ANNUAL MOVING TO WORK ("MTW") REPORT OF THE PHILADELPHIA HOUSING AUTHORITY ("PHA") FOR SUBMISSION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AND CERTIFYING THAT PHA HAS MET THE THREE MTW STATUTORY REQUIREMENTS**

**WHEREAS**, the U.S. Department of Housing and Urban Development ("HUD") requires the Philadelphia Housing Authority ("PHA"), as a participant in the Moving to Work Demonstration Program ("MTW"), to submit an Annual Report on the status of its programs, operations, and finances in a form specified and required by HUD; and

**WHEREAS**, under the MTW Agreement, HUD will assess PHA's performance on an annual basis by comparing, at the end of PHA's fiscal year, its goals as stated in its approved MTW Annual Plan, to its actual performance, as stated in its Annual Report; and

**WHEREAS**, PHA must include in the MTW Annual Report all required elements as described in the MTW Agreement; and

**WHEREAS**, the MTW Agreement, in Attachment B, HUD Form 50900 Section VI (A), requires a certification in the Annual Report that PHA has met the three MTW statutory requirements of: 1) assuring that at least 75 percent of the families assisted by PHA are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families under MTW as would have been served had the funding amounts not been combined under MTW; and, 3) maintaining a comparable mix of families by family size, as would have been served or assisted had the amounts not been used under the MTW demonstration; and

**WHEREAS**, the Annual Report must be submitted no later than ninety (90) days after the end of PHA's fiscal year; and

**WHEREAS**, PHA's fiscal year ended on March 31, 2015 and its Annual Report is due to HUD on or before June 30, 2015; and

**WHEREAS**, PHA has prepared its Annual MTW Report for Fiscal Year 2015, which is ready for timely submission to HUD and which contains all the required elements;

**BE IT RESOLVED**, that the PHA Board of Commissioners hereby approves PHA's Annual Report for the MTW Demonstration Program for Fiscal Year 2015 (period ending March 31, 2015), as distributed to the Board, for submission to HUD, and certifies that the report reflects that PHA has met the three MTW statutory requirements of: 1) assuring that at least 75 percent of the families assisted by PHA are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families under MTW as would have been served had the funding amounts not been combined under MTW; and 3) maintaining a comparable mix of families by family size, as would have been served or assisted had the amounts not been used under the MTW demonstration; and authorizes the President & CEO and/or his designee(s) to undertake all necessary actions including, but not limited to, responding to HUD comments and requests for additional information, in order to secure HUD approval for the Annual Report.

I hereby certify that this was  
**APPROVED BY THE BOARD ON** 6/18/15  
*Barbara Wilson, General Counsel*  
**ATTORNEY FOR PHA**

**RESOLUTION NO. 11787**

**RESOLUTION AUTHORIZING THE PHILADELPHIA HOUSING AUTHORITY TO SUBMIT AN AMENDMENT TO ITS FISCAL YEAR 2016 MOVING TO WORK ("MTW") ANNUAL PLAN ("PLAN") FOR THE CONVERSION OF 57 NEW UNITS TO THE RENTAL ASSISTANCE DEMONSTRATION PROGRAM**

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

**WHEREAS**, pursuant to Philadelphia Housing Authority ("PHA") Board of Commissioners Resolution No. 10618, dated December 21, 2000, PHA submitted to HUD an MTW Application Plan and Agreement; and

**WHEREAS**, since 2002, when HUD accepted PHA's application for participation in the MTW Demonstration Program and HUD and PHA executed a MTW Demonstration Agreement ("MTW Agreement"), PHA has continuously participated in the MTW Demonstration Program, as detailed in Resolution 11577, adopted by the Board on January 11, 2013; and

**WHEREAS**, as a participant in the Rental Assistance Demonstration Program, PHA is required amend its MTW Annual Plan for any conversion of units to the RAD program; and

**WHEREAS**, PHA's Phase 1 Blumberg Redevelopment Plan ("Phase 1") anticipates the construction of 57 rental units that will be converted to the RAD Program and provided to residents that are relocated prior to the demolition of the existing Blumberg multi-family buildings; and

**WHEREAS**, no current PHA residents are impacted or are subject to relocation due to this proposed RAD conversion because the 57 rental units are new construction that will be converted to RAD upon completion and occupancy, which is expected to begin in 2017; and

**WHEREAS**, PHA has fulfilled the HUD requirement of providing opportunities for resident and public participation and comment on the Amendment to the MTW Plan, including scheduling at least one (1) public hearing and taking into consideration any comments received, by performing the following actions: 1) holding a public hearing on May 20, 2015 with a second one scheduled for June 11, 2015; 2) posting the draft Amendment on PHA's website; 3) making copies of the draft amendment available at PHA site offices; and 4) accepting and considering public comments over a period lasting from May 5, 2015 to June 15, 2015;

**BE IT RESOLVED** that the Board of Commissioners hereby approves the amendment referenced above to the MTW Fiscal Year 2016 Annual Plan and authorizes PHA's Chair and/or its President & CEO or his or her authorized designee(s) to: 1) submit to HUD the Amended PHA MTW Annual Plan for Fiscal Year 2016; 2) take all steps necessary to finalize and secure HUD approval and implement initiatives as described in the Plan, subject to receipt of adequate funding from HUD; and 3) execute any requirements related to the financial closing for the Phase 1 development.

I hereby certify that this was

APPROVED BY THE BOARD ON 6/18/15

*Barbara Adams, General Counsel*

ATTORNEY FOR PHA

**ATTACHMENT TO MTW ANNUAL PLAN RESOLUTION FOR MTW YEAR FIFTEEN**  
*[Reference Footnotes deleted]*

**Philadelphia Housing Authority – Moving to Work (MTW) Program  
FY 2016 Amendment**

**Philadelphia Housing Authority  
Fiscal Year 2016 Moving to Work Annual Plan Amendment  
Rental Assistance Demonstration Significant Amendment**

The Philadelphia Housing Authority (PHA) is amending its Fiscal Year 2016 Moving to Work (MTW) Annual Plan to incorporate additional information as required by the US Department of Housing and Urban Development (HUD) concerning the planned conversion of certain PHA public housing units to project-based assistance under the Rental Assistance Demonstration (RAD) program.

**Background**

In December 2013, the PHA Board of Commissioners authorized the submission of several applications to HUD to convert certain public housing units under the RAD program, including 57 units located at Blumberg Apartments. The Board's approval came after a series of public meetings were held with residents of the impacted public housing developments to inform residents about the RAD program and their rights under a proposed RAD conversion.

In March 2015, HUD issued a series of RAD award letters to PHA that approved the applications for conversion of 3,189 public housing units, subject to PHA meeting all of the conditions and requirements of the RAD program. The award letters serve as HUD's Commitment to Enter into a Housing Assistance Payments Contract (CHAPs) for the subject public housing developments. Accordingly, PHA intends to proceed with RAD conversion under the guidelines of PIH Notice 2012-32, REV-1 and any other successor Notices issued by HUD.

One of the conditions of the CHAP is that PHA must submit a Significant Amendment to its MTW Annual Plan that incorporates important information on PHA's RAD conversion plans. The information included in this document provides the required information and serves as PHA's RAD Significant Amendment. PHA is providing a thirty-day public comment period and will conduct a Public Hearing on May 20, 2015 to allow residents and the general public an opportunity to review and comment on the RAD Significant Amendment. Following this period, the PHA Board of Commissioners will conduct a vote on the RAD Significant Amendment at a public meeting.

**RAD Conversion Plan**

HUD has approved the conversion of 3,189 public housing units to project-based assistance under the RAD program. Of this total, 619 are currently occupied (65.6%), with the balance representing long-term vacant and uninhabitable units.

Attachment 1 includes current information on the PHA development at Blumberg that is proposed for RAD conversion. For each development approved for RAD conversion, Attachment 1 includes the following information:

<b>Current Units:</b>	Total number of units, bedroom size distribution and unit type
<b>Post-Conversion Units:</b>	If applicable, any changes proposed to the current number of units, the bedroom size distribution or the unit type including de minimis reductions
<b>Transfer of Assistance:</b>	Whether PHA intends to transfer assistance to another development as part of the RAD conversion and, if so, the location, number of units, bedroom size distribution, and unit type where known.
<b>PBV or PBRA:</b>	Whether PHA intends to convert the development to the Project Based Voucher (PBV) program or to the Project Based Rental Assistance (PBRA) program, along with information on resident rights, resident participation, waiting list and grievance procedures applicable to each program. A more detailed discussion of PBV and PBRA follows below.
<b>Capital Fund Impact:</b>	The current amount of Capital Fund dollars received prior to RAD conversion. Developments converted through the RAD program are not eligible for Public

Housing Capital Funds. A more detailed discussion of the projected Capital Fund impact of RAD conversion follows below.

*Transfer of Waiting List:*

How existing waiting lists will be addressed as part of the conversion

### **Conversion to Project Based Vouchers or Project Based Rental Assistance**

Public housing developments that are converted to project-based assistance will no longer be subject to HUD rules and regulations pertaining to the public housing program. Upon conversion to RAD, the former public housing units will be subject to the rules and regulations pertaining to either the Housing Choice Voucher PBV or PBRA programs, depending on which program option is selected by PHA. HUD has modified both the PBV and PBRA program rules and regulations to incorporate additional provisions that apply solely to units converted under RAD. These additional provisions provide important protections to current residents of public housing that are impacted by a RAD conversion.

PHA currently plans to convert the RAD units listed in Attachment 1 to the PBV program. As part of the conversion initiative, PHA will adopt all required RAD PBV rules, and will modify its existing Housing Choice Voucher Program Administrative Plan as needed to incorporate these requirements, including, but not limited to resident rights, resident participation, waiting list, lease, grievance processes and other matters.

Attachment 2 provides information on the PBV program related to: resident screening and right to return; phasing in of rent increases if applicable; eligibility for Family Self Sufficiency and ROSS program services; resident participation rights including the right to operate a resident organization and be eligible for resident participation funding; lease renewal and termination provisions; grievance processes; earned income disregard continued eligibility; and, establishment of a waiting list.

For informational and comparative purposes, Attachment 3 provides information on the PBRA related to: resident screening and right to return; phasing in of rent increases if applicable; eligibility for Family Self Sufficiency and ROSS program services; resident participation rights including the right to operate a resident organization and be eligible for resident participation funding; lease renewal and termination provisions; grievance processes; earned income disregard continued eligibility; and, establishment of a waiting list.

### **Capital Fund Budget**

Conversion of existing public housing developments under the RAD program will enable PHA to leverage existing funds to secure additional private and other funding. This new funding will be used to undertake long-deferred capital improvements and, in instances where transfer of assistance is involved, to construct new affordable housing units.

PHA currently receives HUD Capital Funds on an annual basis, subject to Congressional appropriations for the majority of its public housing units. Attachment 1 includes the current Capital Fund allocation for each RAD conversion site. Upon conversion to RAD, PHA will no longer receive a Capital Fund allocation for units that have been converted and the annual Capital Fund grant will be decreased.

The estimated reduction in PHA Capital Funds on an annual basis is \$159,126, assuming that all public housing units that have been issued a CHAP are converted under RAD. Over a five year period, the estimated Capital Fund reduction is \$795,633. As RAD conversions are completed, PHA will modify its existing capital plans to reflect the reduction in funding and change in work scopes.

The RAD conversion will not impact PHA's existing Capital Fund Financing Program (CFFP) obligations. PHA will utilize Replacement Housing Funds (RHF) to support the RAD conversion as follows:

- \$8.7 Million

### **Site and Neighborhood Standards for Transfer of Assistance Conversions**

PHA has analyzed all currently known replacement sites for those RAD conversions that involve transfer of assistance. All proposed sites meet the current MTW Site and Neighborhood Standards as defined in PHA's MTW Agreement.

### **Relocation Plan**

Temporary relocation may be required for some public housing residents to accommodate construction that is part of the RAD conversion process. Any temporary relocation will comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) and its implementing regulations. As part of its RAD Financing Plan submission, PHA will complete and submit the Accessibility and Relocation Plan Checklist provided by HUD.

### **Compliance**

PHA is not presently subject to a voluntary compliance agreement, consent order, consent decree, final judicial ruling or administrative ruling that has any relation to or impact on the planned RAD conversion.

**Moving To Work**

PHA may utilize MTW fungibility and programmatic flexibility to support the RAD conversion effort subject to Board and HUD approvals. PHA certifies that regardless of any funding changes that may occur as a result of conversion under RAD, PHA will continue to administer and maintain service levels for its remaining portfolio of public housing units. PHA will do this by utilizing available funding including Public Housing Operating Fund, Capital Fund, and Tenant Rental Income.

**Significant Amendment Definition**

As part of the RAD conversion initiative, a Significant Amendment to the MTW Plan will not be required for the following RAD-specific actions, provided that the adjustments to the RAD plans are authorized by the Board of Commissioners in the normal course of business:

- Changes to the Capital Fund budget produced as a result of each approved RAD conversion regardless of whether the proposed conversion will include use of additional Capital Funds;
- Decisions to apply MTW programmatic flexibility to post-conversion RAD developments;
- Decisions or changes related to the ownership and/or financing structures for each approved RAD conversion including decisions to allocate PHA financial resources as a source of funds to support the RAD conversion initiatives;
- Changes to the construction and rehabilitation plans and scheduled for each approved RAD conversion;
- Changes in the bedroom size distribution or the number of de minimis unit reductions up to the 5% permitted under RAD program rules; and,
- Decisions to convert to either Project Based Vouchers or Project Based Rental Assistance.

**RAD Significant Amendment Attachment 1**

<b>Development Name</b>	Phase 1
<b>PIC Development ID #</b>	PA002000050
<b>Conversion Type (PBV or PBRA)</b>	Project Based Vouchers
<b>Capital Fund Grant (FY15)</b>	\$159,126
<b>Pre-Conversion Total Units</b>	57
<b>Pre-Conversion Unit Type</b>	Multi family
<b>Pre-Conversion Bedroom Size</b>	
	<b># of Units - 57</b>
0 BR	
1 BR	2
2 BR	24
3 BR	16
4 BR	15
5 BR	
6 BR	
<b>Post-Conversion Total Units</b>	57
<b>Post-Conversion Unit Type</b>	Multi family
<b>Post-Conversion Bedroom Size</b>	
	<b># of Units</b>

0 BR	
1 BR	10
2 BR	25
3 BR	19
4 BR	3
5 BR	
6 BR	

Transfer of Assistance Yes

De Minimis Reduction

Transfer of Waiting List

**Fiscal Year 2016 Moving to Work Annual Plan Amendment  
Rental Assistance Demonstration Significant Amendment  
Attachment 2 – Project Based Voucher Program (PBV)**

The following information regarding conversion of public housing units to the Project Based Voucher (PBV) program under the Rental Assistance Demonstration (RAD) program is taken directly from the HUD RAD program instructions found at PIH Notice 2012-32, REV-1.

**Section 1.6.C. PBV Resident Rights and Participation**

- 1. No Re-screening of Tenants upon Conversion.** Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting provisions. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, 24 CFR § 982.201, concerning eligibility and targeting, will not apply for current households. Once that remaining household moves out, the unit must be leased to an eligible family.
- 2. Right to Return.** Any residents that may need to be temporarily relocated to facilitate rehabilitation or construction will have a right to return to an assisted unit at the development once rehabilitation or construction is completed. Where the transfer of assistance to a new site is warranted and approved (see Section 1.6.B.7 and Section 1.7.A.8 on conditions warranting a transfer of assistance), residents of the converting development will have the right to reside in an assisted unit at the new site once rehabilitation or construction is complete. Residents of a development undergoing conversion of assistance may voluntarily accept a PHA or Owner's offer to permanently relocate to another assisted unit, and thereby waive their right to return to the development after rehabilitation or construction is completed.
- 3. Renewal of Lease.** Under current regulations at 24 CFR § 983.257(b)(3), upon lease expiration, a PHA can choose not to renew the lease, without good cause. In such a case, the regulatory consequence is the loss of the assisted unit. Under RAD, the PHA must renew all leases upon lease expiration, unless cause exists. Consequently, 24 CFR 983.257(b)(3) will not apply. This provision must be incorporated by the PBV owner into the tenant lease or tenancy addendum, as appropriate.
- 4. Phase-in of Tenant Rent Increases.** If a tenant's monthly rent increases by more than the greater of 10 percent or \$25 purely as a result of conversion, the rent increase will be phased in over 3 or 5 years. To implement this provision, HUD is waiving section 3(a)(1) of the Act, as well as 24 CFR § 983.3 (definition of "total tenant payment" (TTP)) only to the extent necessary to allow for the phase-in of tenant rent increases. A PHA must create a policy setting the length of the phase in period at three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three year phase-in for smaller increases in rent and a five year phase-in for larger increases in rent. This policy must be in place at conversion and may not be modified after conversion.

The below method explains the set percentage-based phase-in an owner must follow according to the phase-in period established. For purposes of this section "standard TTP" refers to the TTP calculated in accordance with regulations at 24 CFR §5.628 and the "most recently paid TTP" refers to the TTP recorded on line 9j of the family's most recent HUD Form 50058

Three Year Phase-in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 33% of difference between most recently paid TTP and the standard TTP
- Year 2: Year 2 Annual Recertification (AR) and any Interim Recertification (IR) prior to Year 3 AR – 66% of difference between most recently paid TTP and the standard TTP
- Year 3: Year 3 AR and all subsequent recertifications – Full standard TTP

Five Year Phase in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 20% of difference between most recently paid TTP and the standard TTP
- Year 2: Year 2 AR and any IR prior to Year 3 AR – 40% of difference between most recently paid TTP and the standard TTP
- Year 3: Year 3 AR and any IR prior to Year 4 AR – 60% of difference between most recently paid TTP and the standard TTP
- Year 4: Year 4 AR and any IR prior to Year 5 AR – 80% of difference between most recently paid TTP and the standard TTP
- Year 5: AR and all subsequent recertifications – Full standard TTP

*Please Note:* In either the three year phase-in or the five-year phase-in, once the standard TTP is equal to or less than the previous TTP, the phase-in ends and tenants will pay full TTP from that point forward.

5. **Public Housing Family Self Sufficiency (PH FSS) and Resident Opportunities and Self Sufficiency Service Coordinator (ROSS-SC) programs.** Current PH FSS participants will continue to be eligible for FSS once their housing is converted under RAD, and PHAs will be allowed to use any PH FSS funds granted previously or pursuant to the FY 2013 PH FSS NOFA, to serve those FSS participants who live in units converted by RAD and who will as a result be moving to the HCV FSS program, subject to the following:
- a. If a PHA has an HCV FSS program, a PHA must convert the PH FSS program participants at the covered project to their HCV FSS program. Please see future FSS Notices of Funding Availability and other guidance for additional details, including FSS coordinator funding eligibility of PHAs under a RAD conversion.
  - b. If a PHA does not have an HCV FSS program, the PHA must establish an HCV FSS program and convert the PH FSS program participants at the covered project into their HCV FSS program. PHAs are not required to offer enrollment in FSS to residents in converting projects and other HCV participants, other than to residents in converting projects that were enrolled in the PH FSS program. Please see future FSS Notices of Funding Availability and other guidance for additional details, including FSS coordinator funding eligibility of PHAs under a RAD conversion.
- All PHAs will be required to administer the FSS program in accordance with FSS regulations at 24 CFR Part 984 and in accordance with the participants' contracts of participation. However, residents who were converted from the PH FSS program to the HCV FSS program through RAD may not be terminated from the HCV FSS program or have HCV assistance withheld due to the participant's failure to comply with the contract of participation. Consequently, 24 CFR 984.303(b)(5)(iii) does not apply to FSS participants in converted properties.

Current ROSS-SC grantees will be able to finish out their current ROSS-SC grants once their housing is converted under RAD. However, once the property is converted, it will no longer be

eligible to be counted towards the unit count for future public housing ROSS-SC grants, nor will its residents be eligible to be served by future public housing ROSS-SC grants.

6. **Resident Participation and Funding.** In accordance with Attachment 1B, residents of covered projects converting assistance to PBVs will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment and be eligible for resident participation funding.
7. **Resident Procedural Rights.** The following items must be incorporated into both the Section 8 Administrative Plan and the owner's lease, which includes the required tenancy addendum, as appropriate. Evidence of such incorporation may be requested by HUD for purposes of monitoring the program.
  - a. **Termination Notification.** HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects that convert assistance under RAD. In addition to the regulations at 24 CFR § 983.257, related to owner termination of tenancy and eviction, as modified by the waiver in Section 1.6(C)(3) above, the termination procedure for RAD conversions to PBV will require that PHAs provide adequate written notice of termination of the lease which shall not be less than:
    - i. A reasonable period of time, but not to exceed 30 days:
      - If the health or safety of other tenants, PHA employees, or persons residing in the immediate vicinity of the premises is threatened; or
      - In the event of any drug-related or violent criminal activity or any felony conviction;
    - ii. 14 days in the case of nonpayment of rent; and
    - iii. 30 days in any other case, except that if a State or local law provides for a shorter period of time, such shorter period shall apply.

- b. **Grievance Process.** HUD is incorporating additional procedural rights to comply with the requirements of section 6 of the Act.

For issues related to tenancy and termination of assistance, PBV program rules require the PHA to provide an opportunity for an informal hearing, as outlined in 24 CFR § 982.555. RAD will waive 24 CFR § 982.555(b) in part, which outlines when informal hearings are not required, and require that:

- i. In addition to reasons that require an opportunity for an informal hearing given in 24 CFR § 982.555(a)(1)(i)-(vi),<sup>31</sup> an opportunity for an informal hearing must be given to residents for any dispute that a resident may have with respect to a PHA (as owner) action in accordance with the individual's lease or the contract administrator in accordance with RAD PBV requirements that adversely affect the resident's rights, obligations, welfare, or status.
  - For any hearing required under 24 CFR § 982.555(a)(1)(i)-(vi), the contract administrator will perform the hearing, as is the current standard in the program.
  - For any additional hearings required under RAD, the PHA (as owner) will perform the hearing.
- ii. An informal hearing will not be required for class grievances or to disputes between residents not involving the PHA (as owner) or contract administrator. This hearing requirement shall not apply to and is not intended as a forum for initiating or negotiating policy changes between a group or groups of residents and the PHA (as owner) or contract administrator.
- iii. The PHA (as owner) give residents notice of their ability to request an informal hearing as outlined in 24 CFR § 982.555(c)(1) for informal hearings that will address circumstances that fall outside of the scope of 24 CFR §982.555(a)(1)(i)-(vi).

- iv. The PHA (as owner) provide opportunity for an informal hearing before an eviction.

Current PBV program rules require that hearing procedures must be outlined in the PHA's Section 8 Administrative Plan.

8. **Earned Income Disregard (EID).** Tenants who are employed and are currently receiving the EID exclusion at the time of conversion will continue to receive the EID after conversion, in accordance with regulations at 24 CFR § 5.617. Upon the expiration of the EID for such families, the rent adjustment shall not be subject to rent phase-in, as described in Section 1.6.C.4; instead, the rent will automatically rise to the appropriate rent level based upon tenant income at that time.

Under the Housing Choice Voucher program, the EID exclusion is limited to only persons with disabilities (24 CFR § 5.617(b)). In order to allow all tenants (including non-disabled persons) who are employed and currently receiving the EID at the time of conversion to continue to benefit from this exclusion in the PBV project, the provision in section 5.617(b) limiting EID to only disabled persons is waived. The waiver and resulting alternative requirement only applies to tenants receiving the EID at the time of conversion. No other tenant (e.g., tenants who at one time received the EID but are not receiving the EID exclusion at the time of conversion (e.g., due to loss of employment); tenants that move into the property following conversion, etc.) is covered by this waiver.

9. **Capital Fund Education and Training Community Facilities (CFCF) Program.**

CFCF provides capital funding to PHAs for the construction, rehabilitation, or purchase of facilities to provide early childhood education, adult education, and job training programs for public housing residents based on an identified need. Where a community facility has been developed under CFCF in connection to or serving the residents of an existing public housing project converting its assistance under RAD, residents will continue to qualify as "PHA residents" for the purposes of CFCF program compliance. To the greatest extent possible the community facility should continue to be available to public housing residents

- Section 1.6.D.4. Establishment of Waiting List.** In establishing the waiting list for the converted project, the PHA shall utilize the project-specific waiting list that existed at the time of conversion, unless the assistance is being transferred to another neighborhood. If a project-specific waiting list does exist, but the PHA is transferring the assistance to another neighborhood, the PHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list. In addition, the waiting list must be established and maintained in accordance with PBV program requirements.

If a project-specific waiting list for the project does not exist, the PHA shall establish a waiting list in accordance 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. For the purpose of establishing the initial waiting list, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing waiting list given the number of applicants, PHA resources, and community characteristics of the proposed conversion under RAD. Such activities should be pursuant to the PHA's policies for waiting list management, including the obligation to affirmatively further fair housing.

A PHA may consider contacting every applicant on the public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and non-minority groups, through various forms of media (e.g., radio stations, posters, newspapers) within the marketing area, informing local non-profit entities and advocacy groups (e.g., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's centralized public housing waiting list who wish to be placed onto the newly-established waiting list are done so in accordance with the date and time of their original

application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and the obligation to provide meaningful access for persons with limited English proficiency (LEP).<sup>34</sup>To implement this provision, HUD is waiving 24 CFR § 983.251(c)(2). However, after the initial waiting list has been established, the PHA shall administer its waiting list for the converted project in accordance with 24 CFR § 983.251(c).

**Fiscal Year 2016 Moving to Work Annual Plan Amendment  
Rental Assistance Demonstration Significant Amendment  
Attachment 3 – Project Based Rental Assistance (PBRA)**

The following information regarding conversion of public housing units to the Project Based Rental Assistance (PBRA) program under the Rental Assistance Demonstration (RAD) program is taken directly from the HUD RAD program instructions found at PIH Notice 2012-32, REV-1.

**Section 1.7. B. PBRA Resident Rights and Participation**

1. **No Rescreening of Tenants upon Conversion.** Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting provisions. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, the first clause of section 8(c)(4) of the Act and 24 CFR § 880.603(b), concerning determination of eligibility and selection of tenants, will not apply for current households. Once that remaining household moves out, the unit must be leased to an eligible family
2. **Right to Return.** Any resident that may need to be temporarily relocated to facilitate rehabilitation or construction will have a right to return to an assisted unit at the development once rehabilitation or construction is completed. Where the transfer of assistance to a new site is warranted and approved (see Section 1.6.B.7 and Section 1.7.A.8 on conditions warranting a transfer of assistance), residents of the converting development will have the right to reside in an assisted unit at the new site once rehabilitation or construction is complete. Residents of a development undergoing conversion of assistance may voluntarily accept a PHA or Owner's offer to permanently relocate to another assisted unit, and thereby waive their right to return to the development after rehabilitation or construction is completed.
3. **Phase-in of Tenant Rent Increases.** If a resident's monthly rent increases by more than the greater of 10 percent or \$25 purely as a result of conversion, the rent increase will be phased in over 3 years, which a PHA may extend to 5 years. To implement this provision, HUD is waiving section 3(a)(1) of the Act, as well as 24 CFR § 880.201 (definition of "total tenant payment"), to the limited extent necessary to allow for the phase-in of tenant rent increases. A PHA must set the length of the phase-in period to be three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three year phase-in for smaller increases in rent and a five year phase-in for larger increases in rent. This policy must be in place at conversion and may not be modified after conversion.  
The below method explains the set percentage-based phase-in an owner must follow according to the phase-in period established. For purposes of this section "Calculated Multifamily TTP" refers to the TTP calculated in accordance with regulations at 24 CFR §5.628 and the "most recently paid TTP" refers to the TTP recorded on the family's most recent HUD Form 50059.

Three Year Phase-in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 33% of difference between most recently paid Total Tenant Payments (TTP) and the calculated Multifamily housing TTP
- Year 2: Year 2 Annual Recertification (AR) and any Interim Recertification (IR) in prior to Year 3 AR – 66% of difference between most recently paid TTP and calculated Multifamily housing TTP
- Year 3: Year 3 AR and all subsequent recertifications – Year 3 AR and any IR in Year 3: Full Multifamily housing TTP

#### Five Year Phase-in

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 20% of difference between most recently paid TTP and the calculated Multifamily housing TTP
- Year 2: Year 2 AR and any IR prior to Year 3 AR – 40% of difference between most recently paid TTP and calculated Multifamily housing TTP
- Year 3: Year 3 AR and any IR prior to Year 4 AR – 60% of difference between most recently paid TTP and calculated Multifamily housing TTP
- Year 4: Year 4 AR and any IR prior to Year 5 AR – 80% of difference between most recently paid TTP and calculated Multifamily housing TTP
- Year 5 AR and all subsequent recertifications – Full Multifamily housing TTP

Please Note: In either the three year phase-in or the five-year phase-in, once Multifamily housing TTP is equal to or less than the previous TTP, the phase-in ends and tenants will pay full multifamily housing TTP from that point forward

4. **Public Housing Family Self-Sufficiency (PH FSS) and Resident Opportunities and Self Sufficiency (ROSS-SC).** Current PH FSS participants will continue to be eligible for FSS once their housing is converted under RAD. All owners will be required to administer the FSS program in accordance with the participants' contracts of participation and future guidance published by HUD. Owners may not offer enrollment in FSS to residents in projects converted to PBRA that were not enrolled in the PH FSS program prior to RAD conversion, nor may owners offer FSS enrollment to any new residents at the project. Owners will be allowed to use any funds already granted for PH FSS coordinator salaries until such funds are expended. All owners will be required to provide both service coordinators and payments to escrow until the end of the Contract of Participation. Please see future FSS Notices of Funding Availability and other guidance for additional details, including FSS coordinator funding eligibility under a RAD conversion. As the PH FSS grant is the source of funding for PH FSS, program compliance will continue to be monitored by the Office of Public and Indian Housing. Current ROSS-SC grantees will be able to finish out their current ROSS-SC grants once their housing is converted under RAD. However, once the property is converted, it will no longer be eligible to be counted towards the unit count for future public housing ROSS-SC grants nor will its residents be eligible to be served by future public housing ROSS-SC grants.
5. **Resident Participation and Funding.** Residents of covered projects converting assistance to PBRA will have the right to establish and operate a resident organization in accordance with 24 CFR Part 245 (Tenant Participation in Multifamily Housing Projects). In addition, in accordance with Attachment 1B, residents will be eligible for resident participation funding.
6. **Resident Procedural Rights.** The information provided below must be included as part of the House Rules for the associated project and the House Rules must be furnished to HUD as part of the Financing Plan submission. See Attachment 1E for a sample Addendum to the House Rules.
  - a. **Termination Notification.** HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects converting

assistance under RAD, that supplement notification requirements in regulations at 24 CFR § 880.607 and the Multifamily HUD Model Lease.

- i. **Termination of Tenancy and Assistance.** The termination procedure for RAD conversions to PBRA will additionally require that PHAs (as owners) provide adequate written notice of termination of the lease which shall not be less than:
  - A reasonable period of time, but not to exceed 30 days:
    - If the health or safety of other tenants, owner employees, or persons residing in the immediate vicinity of the premises is threatened; or
    - In the event of any drug-related or violent criminal activity or any felony conviction; or
  - 14 days in the case of nonpayment of rent.
- ii. **Termination of Assistance.** In all other cases, the requirements at 24 CFR § 880.603, the Multifamily HUD Model Lease, and any other HUD multifamily administrative guidance shall apply.

b. **Grievance Process.** In addition to program rules that require that tenants are given notice of covered actions under 24 CFR Part 245 (including increases in rent, conversions of a project from project-paid utilities to tenant-paid utilities, or a reduction in tenant paid utility allowances), HUD is incorporating resident procedural rights to comply with the requirements of section 6 of the Act. RAD will require that:

- i. Residents be provided with notice of the specific grounds of the proposed owner adverse action, as well as their right to an informal hearing with the PHA (as owner);
- ii. Residents will have an opportunity for an informal hearing with an impartial member of PHA's staff (as owner) within a reasonable period of time;
- iii. Residents will have the opportunity to be represented by another person of their choice, to ask questions of witnesses, have others make statements at the hearing, and to examine any regulations and any evidence relied upon by the owner as the basis for the adverse action. With reasonable notice to the PHA (as owner), prior to hearing and at the residents' own cost, resident may copy any documents or records related to the proposed adverse action; and
- iv. PHAs (as owners) provide the resident with a written decision within a reasonable period of time stating the grounds for the adverse action, and the evidence the PHA (as owner) relied on as the basis for the adverse action.

The PHA (as owner) will be bound by decisions from these hearings, except if the:

- i. Hearing concerns a matter that exceeds the authority of the impartial party conducting the hearing.
- ii. Decision is contrary to HUD regulations or requirements, or otherwise contrary to federal, State, or local law.

If the PHA (as owner) determines that it is not bound by a hearing decision, the PHA must promptly notify the resident of this determination, and of the reasons for the determination.

7. **Earned Income Disregard (EID).** Tenants who are employed and are currently receiving the EID exclusion at the time of conversion will continue to receive the EID exclusion after conversion, in accordance with regulations at 24 CFR § 960.255. After conversion, no other tenants will be eligible to receive the EID. If a tenant receiving the EID exclusion undergoes a break in employment, ceases to use the EID exclusion, or the EID exclusion expires in accordance with 24 CFR §960.255, the tenant will no longer receive the EID exclusion and the Owner will no longer be subject to the provisions of 24 CFR §960.255. Furthermore, tenants whose EID ceases or expires after conversion shall not be subject to the rent phase-in provision, as described in Section 1.7.B.3; instead, the rent will automatically be adjusted to the appropriate rent level based upon tenant income at that time.

**8. Capital Fund Education and Training Community Facilities (CFCF) Program.**

CFCF provides capital funding to PHAs for the construction, rehabilitation, or purchase of facilities to provide early childhood education, adult education, and job training programs for public housing residents based on an identified need. Where a community facility has been developed under CFCF in connection to or serving the residents of an existing public housing project converting its assistance under RAD, residents will continue to qualify as "PHA residents" for the purposes of CFCF program compliance. To the greatest extent possible the community facility should continue to be available to public housing residents.

**Section 1.7.C. 3. Establishment of Waiting List.** In establishing the waiting list for the converted project, the PHA shall utilize the project-specific waiting list that existed at the time of conversion. If a project-specific waiting list does exist, but the PHA is transferring the assistance to another neighborhood, the PHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list.

If a project-specific waiting list for the project does not exist, the PHA shall establish a waiting list in accordance 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. For the purpose of establishing the initial waiting list, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing waiting list given the number of applicants, PHA resources, and community characteristics of the proposed conversion under RAD. Such activities should be pursuant to the PHA's policies for waiting list management, including the obligation to affirmatively further fair housing.

A PHA may consider contacting every applicant on the public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and non-minority groups, through various forms of media (i.e., radio stations, posters, newspapers) within the marketing area; informing local non-profit entities and advocacy groups (i.e., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's centralized public housing waiting list who wish to be placed onto the newly-established waiting list are done so in accordance with the date and time of their original application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted in accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and the obligation to provide meaningful access for persons with limited English proficiency (LEP).

To implement this provision, HUD will not apply 24 CFR § 880.603, regarding selection and admission of assisted tenants. However, after the initial waiting list has been established, the PHA shall administer its waiting list for the converted project in accordance with 24 CFR § 880.603.

**RESOLUTION NO. 11788**

**RESOLUTION AUTHORIZING A MEMORANDUM OF UNDERSTANDING WITH THE CITY OF PHILADELPHIA DEPARTMENT OF HUMAN SERVICES AND PHILADELPHIA YOUTH NETWORK AS PART OF THE SUMMER WORK READY EMPLOYMENT PROGRAM**

**WHEREAS**, the Philadelphia Housing Authority ("PHA") provides quality affordable housing to families with low incomes as a designated Moving to Work Agency; and

**WHEREAS**, the City Department of Human Services ("DHS") provides child protection, foster care and adoption, delinquency, jobs training and education services to youth in Philadelphia; and

**WHEREAS**, the Philadelphia Youth Network, Inc. ("PYN") is a non-profit organization that provides large scale programs and services in collaboration with partners across the City that target underserved young people for academic achievement, economic opportunity and personal success, including the WorkReady Program, managed by PYN, which is a cross-sector partnership dedicated to improving the economic outcomes of the region's youth by attracting, aligning and investing resources in youth workforce-development strategies; and

**WHEREAS**, the WorkReady Program has a summer youth employment initiative that identifies job opportunities for Philadelphia youths, through partnerships with the City, Foundations, Banks, Corporations and non-profit organizations; and

**WHEREAS**, PHA and DHS have partnered in the past on a variety of initiatives to support youth in the City of Philadelphia, including those aging out of foster care; to provide summer and opportunities for those youths who are currently served by DHS; and PHA and DHS now seek to expand the collaboration to include summer employment opportunities for PHA youth; and

**WHEREAS**, PHA and PYN have partnered on a host of activities including the Choice Neighborhoods Initiatives in Sharswood/Blumberg and North Central/Norris Apartments, whereby PYN has provided 30 Summer Work Ready employment opportunities for youths at these two sites and now PHA and PYN seek to expand the partnership to provide opportunities to other PHA sites; and

**WHEREAS**, the term of the MOU is for a one year period, from June 18, 2015 to June 18, 2016, and the parties may agree to extend the term of the MOU, and revise or amend the services outlined therein, for up to two (2) additional one (1) year terms; and

**WHEREAS**, PHA's total financial contribution shall not exceed one hundred seventy-thousand dollars (\$170,000.00), for one hundred (100) placements for PHA youth per year;

**BE IT RESOLVED**, that the Board of Commissioners hereby authorizes the President & CEO and/or his authorized designee(s) to enter into a Memorandum of Understanding, in substantially the form attached hereto, with DHS and PYN to provide summer employment opportunities for eligible PHA residents with employers throughout the City under the Summer WorkReady Program.

I hereby certify that this was

APPROVED BY THE BOARD ON 6/18/15

*Barbara Adams, General Counsel*  
ATTORNEY FOR PHA

**ATTACHMENT TO RESOLUTION RE: MOU FOR SUMMER WORK READY EMPLOYMENT**

**MEMORANDUM OF UNDERSTANDING  
BY AND AMONG  
THE PHILADELPHIA YOUTH NETWORK, THE PHILADELPHIA DEPARTMENT OF HUMAN  
SERVICES AND THE PHILADELPHIA HOUSING AUTHORITY  
June 18, 2015 – June 18, 2016**

This **MEMORANDUM of UNDERSTANDING** (hereafter called the "MOU"), entered into by and among the Philadelphia Youth Network Incorporated, ("PYN"), the Philadelphia Department of Human Service ("DHS"), and the Philadelphia Housing Authority (hereafter referred to as "PHA"), effective the 21 day of May 2015.

**WITNESSETH**

**WHEREAS**, PHA is a public body, corporate and politic, organized and existing as a public housing authority in accordance with the Housing Authorities Law of 1937, which appears at Title 35, §1541 *et seq.*, of the Pennsylvania Statutes; and

**WHEREAS**, DHS is a city government agency that provides a variety of services to youth throughout the City including job training and placement programs, including residents of PHA via its contracted vendors that includes PYN; and,

**WHEREAS**, PYN is an incorporated 501(c)3 corporation located at 714 Market Street, Suite 304, Philadelphia PA 19106, and is designated by the City of Philadelphia to administer the Philadelphia Summer Work Ready Program and is the recipient of funding for the program by DHS that provides jobs for youth in the City of Philadelphia including youth residing in PHA; and

**WHEREAS**, the mission of PHA is to provide safe, decent, and sanitary housing for persons of low income, in accordance with the United States Housing Act of 1937, as amended, which appears at Title 42, §1437 *et seq.*, United States Code, and the Pennsylvania Housing Authorities Law of 1937; and

**WHEREAS**, the mission of DHS is to provide Child Protection, Foster Care and Adoption, Delinquency and Prevention services to all youth in Philadelphia including youth at PHA; and

**WHEREAS**, the mission of PYN is to equip young people for academic achievement, economic opportunity and personal success by administrator YouthWorks Administrator for the federal Workforce Innovation and Opportunity Act Funds and the managing partner of the WorkReady summer program; and

**WHEREAS**, PHA has an interest in partnering with DHS and PYN because PYN's administration of the City of Philadelphia's WorkReady Program provides opportunity for PHA to leverage city and federal government funds to support a targeted pilot project to provide summer jobs to PHA youth via the City's WorkReady Program as administered by PYN; and

**WHEREAS**, in furtherance of mutual objectives, PYN, DHS and PHA agree there could be no better time, than at present, to collaborate on the provision of targeted job opportunities under the Summer Work Ready program for youth in PHA; and

**NOW THEREFORE**, based upon the mutual promises, covenants, and conditions set forth herein, and agreeing to be bound hereby, PYN and PHA agree and commit to work closely on the following initiatives:

**AGREEMENT**

1. **INCORPORATION.** The background set forth herein above is specifically made part of this MOU.

2. **ACTIVITIES.**

A. WorkReady Summer Program

PHA and PYN commit to sharing program and financial resources for the provision of a pilot project that targets PHA resident youth for participation in the City of Philadelphia's Summer Work Ready Program as administered by PYN. The DHS may provide data on youth residing in PHA receiving DHS services as needed to facilitate their connection to this opportunity. The PHA's total financial contribution shall not exceed \$170,000 per the annual Summer Work Ready

Program. The PYN shall coordinate with PHA on the recruitment, selection, and job placement of 100 PHA resident youth per the annual Summer Work Ready Program. The 100 placements for PHA youth shall be separate and distinct from the partnership among the parties herein under the Blumberg/Sharswood and North Central Philadelphia Choice Neighborhoods Initiatives.

A. Data Sharing

PYN, DHS and PHA shall identify and share data on youth attending the program. The data will be used to track participation and individual challenges to success. The exchange of data will be subject to the provisions pertaining to confidentiality as detailed in Section 10 of this MOU.

B. Collaborative Grant Writing

PYN and DHS will work closely with PHA to identify opportunities to submit collaborative grants together, especially those related to the development of data methodology, data collection analysis of PHA data for research grants, and where appropriate, to support programming provided to youth including those youth residing at PHA.

3. **AMENDMENTS.** This MOU may be amended by the President and Chief Executive Officer of PHA, PYN and the Commissioner of DHS, through its authorized representative, in writing signed by all parties, contingent upon review and signature by all appropriate legal counsel. No oral representation, warranty, condition, or agreement of any kind or nature whatsoever shall be binding upon the parties hereto, unless incorporated in this agreement in the form of an amendment.

4. **SEVERABILITY.** The invalidity or unenforceability of any one or more provisions of this MOU shall not affect the validity or enforceability of the remaining portions of this MOU, unless the invalidity or unenforceability would substantially deprive a party of the benefits of this MOU.

5. **DISSOLUTION.** Either PHA, PYN or DHS may terminate this MOU by giving thirty (30) days notice in writing, unless a shorter period of notice is mutually agreeable.

6. **RECIPROCAL HOLD HARMLESS CLAUSE.** Each party to this MOU shall hold the other harmless from, and indemnify each other against, any and all third-party claims, demands and actions based upon or arising out of any activities performed by either party and its employees and agents, and shall, at the request of either party, defend any and all actions brought against either party based upon any such claims or demands.

7. **TERM AND REVIEW OF MOU.**

A. The initial term of this MOU will be from June 18, 2015 to the ending date of June 18, 2016.

B. The parties may agree to extend the term of this MOU and revise or amend the services outlined herein for up to two (2) additional one (1) year terms. Any such decision to extend the term of the MOU must be made in writing by June 1, 2016.

C. If the MOU expires and is not renewed, the affiliation between the parties will be dissolved as of the end of the then-current term.

8. **NOTICE.** Any notice required to be given hereunder shall be made by U.S. Registered Mail, return receipt requested, postage pre-paid, and shall be deemed to have been received on the date noted on the receipt returned to sender. Any such notice shall be addressed as follows:

**Philadelphia Youth Network:**

714 Market Street, Suite 304  
Philadelphia, PA 19106  
Attention: Office of the President

**Philadelphia Housing Authority:**

12 S. 23<sup>rd</sup> Street  
Philadelphia, PA 19103  
Attention: Executive Office

**With a copy to:**  
12 S. 23<sup>rd</sup> Street  
Philadelphia, PA 19103  
Attention: Office of the General Counsel

**Department of Human Services:**  
1515 Arch Street  
Philadelphia, PA 19102  
Attention: Commissioner

9. **CHOICE OF LAW.** This MOU is executed pursuant to and shall be construed under the laws of the Commonwealth of Pennsylvania. In the event that a dispute arises under this MOU that cannot be resolved by the parties, jurisdiction shall rest with a Pennsylvania tribunal of competent jurisdiction.

10. **CONFIDENTIALITY.** As part of this MOU, PHA and PYN may share data containing certain information including, but not limited to, information about staff, resident population, initiatives, business, operations, litigation, properties, financial condition, plans, intellectual property, trade secrets, technologies, processes, business relationships and/or vendors. All such information furnished, whether oral, written, or recorded/electronic, and regardless of the manner in which it is furnished, is referred to in this MOU as "**Confidential Information.**" The term "Confidential Information" shall also include all reports, summaries, compilations, analyses, notes or other information prepared by the either party or its representatives that are based on, contain or reflect any Confidential Information. Unless otherwise agreed to in writing by both parties agree (a) to keep all Confidential Information confidential and not to disclose or reveal any Confidential Information to any person, and (b) not to disclose to any person any information about the MOU or any other facts relating thereto, or the fact that Confidential Information has been made available to either parties representatives, in each case other than to those of its representatives who are actively and directly participating in, or otherwise need to know for purposes of performing, the MOU.

Both parties agree to take the same steps to safeguard and protect the confidentiality of the Confidential Information as it takes with respect to its own confidential information. Both parties will cause its representatives to observe the terms of this article of the MOU and will be responsible for any breach of its terms by its representatives.

Both parties agree that it will use the Confidential information only for purposes of performing the MOU.

In the event that either party is requested pursuant to, or required by, applicable law, regulation or legal process to disclose any Confidential information, that party will provide the other party with prompt notice of such request or requirement.

Upon completion of the MOU, each party will promptly deliver to the other all Confidential Information, including all copies, reproductions, summaries, compilations, third party analyses or extracts thereof or based thereon in its possession or in the possession of any representative thereof.

IN WITNESS WHEREOF, the parties hereto, have caused this Memorandum of Understanding to be executed by their respective officers the date and year of the hereinabove mentioned.

**Philadelphia Youth Network Inc.**

**Philadelphia Housing Authority**

\_\_\_\_\_  
Chekemma J. Fulmore-Townsend  
President

\_\_\_\_\_  
Kelvin A. Jeremiah  
President and Chief Executive Officer

Date \_\_\_\_\_  
Vanessa Garrett-Harley  
Commissioner

Date \_\_\_\_\_

Date \_\_\_\_\_

**RESOLUTION NO. 11789**

**RESOLUTION AUTHORIZING THE EXERCISE OF CONTRACT OPTIONS WITH BALLARD SPAHR, DILWORTH PAXSON, ECKERT SEAMANS, FOX ROTHSCHILD, HAWKINS DELAFIELD, KLEINBARD BELL & BRECKER, KOLBER & RANDAZZO (FORMERLY, KOLBER & FREIMAN), PEPPER HAMILTON, RENO & CAVANAUGH, AND AHMAD & ZAFFARESE (AS SUCCESSOR TO THE SMYLER FIRM) FOR NON-LITIGATION LEGAL SERVICES**

**WHEREAS**, on September 19, 2013, by Resolution No. 11647, the Board of Commissioners ("Board") of the Philadelphia Housing Authority ("PHA") approved the award of contracts to the following ten (10) firms: Ballard Spahr, Dilworth Paxson, Eckert Seamans, Fox Rothschild, Hawkins Delafield, Kleinbard Bell & Brecker, Kolber & Freiman (currently, Kolber & Randazzo), Pepper Hamilton, Reno & Cavanaugh and The Smyler Firm (Ahmad & Zaffarese is the successor firm); and

**WHEREAS**, in Resolution No. 11647, the Board approved each contract to be for a two-year base period with an aggregate amount to be expended under all of the contracts not to exceed four million dollars (\$4,000,000.00) for that two-year base period, with three one-year option periods thereafter, in amounts not to exceed, in the aggregate among all firms, two million dollars (\$2,000,000.00) per year; and

**WHEREAS**, Resolution No. 11647 required Board approval for the exercise of each of the three one-year option periods; and

**WHEREAS**, PHA is seeking the approval of all three (3) additional one (1) year option periods, to be exercised at PHA's discretion, based on need, performance and other legitimate business factors; and

**WHEREAS**, the reporting requirement under Resolution No. 11647 would remain unchanged by this resolution, so as to continue to require that the General Counsel shall report to the Board in Executive Session, no less frequently than quarterly, all task orders issued under each such contract, including the firm involved, the nature of the legal services provided and an estimate of anticipated costs;

**BE IT RESOLVED**, that the Board of Commissioners hereby authorizes the President & CEO and/or his authorized designee(s) to exercise all three (3) of the one (1) year option periods provided for under Resolution No. 11647, for an aggregate amount among all firms not to exceed two million dollars (\$2,000,000.00) per year and six million dollars (\$6,000,000.00) for all three years, subject to the availability of funds therefor, and to take all necessary actions relating to such contracts with Ballard Spahr, Dilworth Paxson, Eckert Seamans, Fox Rothschild, Hawkins Delafield, Kleinbard Bell & Brecker, Kolber & Randazzo (formerly, Kolber & Freiman), Pepper Hamilton, Reno & Cavanaugh, and Ahmad & Zaffarese (as successor to The Smyler Firm).

I hereby certify that this was  
APPROVED BY THE BOARD ON 6/18/15  
*Barbara Gilman, General Counsel*  
ATTORNEY FOR PHA

**RESOLUTION NO. 11790**

**RESOLUTION AUTHORIZING A TASK ORDER WITH TN WARD COMPANY FOR  
CONSTRUCTION MANAGEMENT SERVICES FOR BLUMBERG DEMOLITION**

**WHEREAS**, the Philadelphia Housing Authority ("PHA") has identified a need for construction management services for demolition at the Blumberg site and a Request for Proposal was developed for the selection of a company to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

**WHEREAS**, the Request for Proposal was mailed to the appropriate companies among PHA's contracted vendors who were previously awarded master contracts as Large Construction Management Contractors, pursuant to Resolution No. 11709, approved by the Board of Commissioners on June 19, 2014; and

**WHEREAS**, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

**WHEREAS**, based upon the consensus evaluation, it is recommended that a task order be awarded to TN Ward Company; and

**WHEREAS**, it is further recommended that the task order be for a total amount not to exceed seven million two hundred sixty-three thousand five hundred seventy-five dollars (\$7,263,575.00);

**BE IT RESOLVED**, that the Board of Commissioners hereby authorizes the President & CEO and/or his authorized designee(s) to conclude and execute a task order with TN Ward Company in a total amount not to exceed seven million two hundred sixty-three thousand five hundred seventy-five dollars (\$7,263,575.00), subject to availability of funds therefor, as set forth above, and to take all necessary actions relating to such task order.

I hereby certify that this was  
APPROVED BY THE BOARD ON 6/18/15  
*Bartosa Adams, Daniel Brown*  
ATTORNEY FOR PHA

**RESOLUTION NO. 11791**

**RESOLUTION AUTHORIZING TASK ORDERS WITH VELLNIECE CONSTRUCTION LLC; DKJ BUILDERS AND CONSTRUCTION MANAGERS, INC.; W&W CONTRACTORS, INC.; AND TOWNES MECHANICAL CONTRACTORS, INC. FOR REHABILITATION OF VACANT UNITS**

**WHEREAS**, the Philadelphia Housing Authority ("PHA") has identified a need for rehabilitation of vacant units and a Request for Proposal was developed for the selection of a company to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

**WHEREAS**, the Request for Proposal was mailed to the appropriate companies among PHA's contracted vendors who were previously awarded master contracts as Small General Contractors, pursuant to Resolution No. 11756, approved by the Board of Commissioners on January 15, 2015; and

**WHEREAS**, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

**WHEREAS**, based upon the consensus evaluation, it is recommended that task orders be awarded to VellNiece Construction LLC; DKJ Builders and Construction Managers, Inc.; W & W Contractors, Inc.; and Townes Mechanical Contractors, Inc., in the not-to-exceed amounts set forth below:

- 1) VellNiece Construction LLC, one million one hundred thirty-four thousand seven hundred eighteen dollars (\$1,134,718.00);
- 2) DKJ Builders and Construction Managers, Inc., two million five hundred ninety thousand nine hundred twenty-four dollars (\$ 2,590,924.00);
- 3) W & W Contractors, Inc., one million three hundred eighty-one thousand one hundred thirty-eight dollars (\$1,381,138.00);
- 4) Townes Mechanical Contractors, Inc., three million thirty-six thousand eighty dollars (\$3,036,080.00); and

**WHEREAS**, it is further recommended that the aggregate amount to be expended under the four (4) task orders is not to exceed two million five hundred thousand dollars (\$2,500,000.00), regardless of the not-to-exceed amounts authorized for each of the five (5) awardees;

**BE IT RESOLVED**, that the Board of Commissioners hereby authorizes the President & CEO and/or his authorized designee(s) to conclude and execute task orders with VellNiece Construction LLC; DKJ Builders and Construction Managers, Inc.; W & W Contractors, Inc.; and Townes Mechanical Contractors, Inc., as set forth above, in a total aggregate amount not to exceed, two million five hundred thousand dollars (\$2,500,000.00), subject to availability of funds therefor, and to take all necessary actions relating to such task orders.

I hereby certify that this was  
APPROVED BY THE BOARD ON 6/18/15  
*Barbara Adams, General Counsel*  
ATTORNEY FOR PHA

# **APPENDIX 2**

# JUNE 18, 2015 SIGN-UP SHEET FOR COMMENT ON SPECIFIC RESOLUTIONS (3 minutes per person)



**Reso. #1:** *FY2015 MTW Report*

**Reso. #2:** *FY2016 MTW Plan Amendment for RAD*

**Reso #3:** *Summer Work Ready Employment Program MOU*

**Reso. #4:** *Non-Litigation Legal Services*

**Reso #5:** *Construction Task Order for Blumberg Demo*

**Resol. #6:** *Task Orders for Vacant Unit Rehab*

**Please PRINT your name & check the number of the resolution on  
which you wish to speak:**

- |                                      |   |
|--------------------------------------|---|
| √ 1. Name: <u>Rasheedah Phillips</u> | Reso. #1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> |
| √ 2. Name: <u>Marie Wussack</u>      | Reso. #1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> |
| √ 3. Name: <u>Jacob Boyer</u>        | Reso. #1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> |
| √ 4. Name: <u>Carl Snodgrass</u>     | Reso. #1 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> |
| √ 5. Name: <u>Louise Hamble</u>      | Reso. #1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input checked="" type="checkbox"/> |
| 6. Name: _____                       | Reso. #1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/>            |
| 7. Name: _____                       | Reso. #1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/>            |
| 8. Name: _____                       | Reso. #1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/>            |
| 9. Name: _____                       | Reso. #1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/>            |

# JUNE 18, 2015 SIGN-UP SHEET FOR THE GENERAL PUBLIC COMMENT PERIOD AT THE END OF THE BOARD MEETING (3 minutes per person)



Please **PRINT** your name and generally identify your topic:

1. ✓ Name: ROBERT L. WOODSON JR. MT OLIVET Announcing a men Only event at Mt. Olivet and thanks to PHA for a/c assistance  
 Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): Comment
2. ✓ Name: ~~Shirlene Taylor~~  
 Maintenance Issue? Yes  No  Other (topic): Part Whiting  
Q re Recall vote of a Bd member
3. ✓ Name: PATRICIA GREEN  
 Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): Issues w/ Mt. Olive + HOUSING LAWN & SAND REMOVAL
4. Name: Ellyott Chaplin - Not in attendance at time of public comment period  
 Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): Housing
5. ✓ Name: Gwendolyn Toler  
 Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): Concern about PHA keeping scattered sites on her block, given new housing being constructed (not by PHA) and her interest in buying her home.

6. ✓ Name: Albert Hicks Questions re: length of  
Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): long time on waiting list, flying for a friend
7. Name: Dorcas Williamson (Ms. Tate spoke on her behalf)  
Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): Housing
8. ✓ Name: Vernell Tate Concern about Ms Williamson's legal situation.  
Maintenance Issue? Yes \_\_\_ No  Other (topic): Residents
9. ✓ Name: TRINE SMITH  
Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): PHA Gross Misconduct
10. ✓ Name: Louise Stanible Thanks for maintenance assistance and concern about attention and explanation to be given to transitioning PHA senior residents, being relocated.  
Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): given to transitioning PHA senior residents, being relocated.
11. ✓ Name: P. Stephens  
Maintenance Issue? Yes \_\_\_ No  Other (topic): Eviction issue for another resident.
12. Name: \_\_\_\_\_  
Maintenance Issue? Yes \_\_\_ No \_\_\_ Other (topic): \_\_\_\_\_