

PHILADELPHIA HOUSING AUTHORITY



MOVING TO WORK ANNUAL PLAN YEAR THIRTEEN

**PHA FISCAL YEAR 2014
(APRIL 1, 2013 TO MARCH 31, 2014)**

DRAFT FOR PUBLIC COMMENT

PUBLIC COMMENT PERIOD: 11/20/2012-12/20/2012

PHILADELPHIA HOUSING AUTHORITY
MOVING TO WORK ANNUAL PLAN – YEAR THIRTEEN (FY 2014)

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I. INTRODUCTION AND OVERVIEW

This Annual Plan provides information on activities planned by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW) for implementation during MTW Year Thirteen. It covers PHA's Fiscal Year 2014, i.e. the period from April 1, 2013 to March 31, 2014.

PHA has been an MTW agency since April 2001. Pursuant to the Amended and Restated MTW Agreement (MTW Agreement) executed in October 2008, PHA will continue to be in the MTW Demonstration through 2018. In March 2010, PHA and HUD amended the MTW Agreement to allow for use of MTW funds to implement a broader range of activities that fall outside of Sections 8 and 9 of the US Housing Act of 1937. The MTW Agreement as amended describes both the authorities granted to PHA under MTW and the requirements for participation.

MTW is a demonstration program authorized by Congress, through which participating agencies are given the flexibility to waive certain statutes and US Department of Housing and Urban Development (HUD) regulations in order to design and test approaches for providing housing assistance that address one or more of the following 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.

The three objectives listed above are referred to as "MTW Statutory Objectives". PHA's Annual Plan includes information on both: "MTW Activities", i.e. initiatives which promote one or more statutory objectives and that require use of authority granted to PHA under its MTW Agreement; and, "non-MTW Activities", i.e. all other activities that do not specifically require MTW authority to implement. Organizing the Plan into MTW and non-MTW activities is a HUD requirement; however, it should be noted that the funding flexibility allowed under the MTW Agreement impacts most areas of PHA operations.

Through the MTW Demonstration, PHA will continue to substantially transform its properties and programs, utilizing flexibility provided by the MTW Agreement in virtually every area of agency operations. PHA's previous accomplishments have been documented in a series of MTW Annual Plans and Reports published each year.

Recovery Plan Initiative

PHA continues to operate under the Cooperative Endeavor Agreement (CEA) signed in 2011 between the former PHA Board of Commissioners and HUD and subsequently extended. Under the CEA, PHA prepared and obtained HUD Board approval for a Recovery Plan which identifies tasks and objectives to be accomplished in order for PHA to return to local control and normal Board governance. The Recovery Plan is posted on the PHA website, and periodic updates are provided to the HUD Board and the public at large.

Key Recovery Plan tasks have been completed including the establishment of a new Office of Audit and Compliance; restructuring of the Office of General Counsel and Human Resources Department; establishment of new ethics, non-discrimination and other essential workplace policies; completion of assessments of and corrective actions to major PHA operational areas; and, resolution of a majority of outstanding audit findings from the HUD Office of Inspector General.

Significant changes to the PHA Board structure have been approved by the Pennsylvania Legislature and signed into law by the Governor. Under the new legislation, the Mayor of Philadelphia will appoint a nine-member Board of Commissioners, subject to the approval of the Philadelphia City Council. A national search is underway for a new Executive Director who will ultimately report to the newly established PHA Board. Kelvin Jeremiah currently serves as PHA's Interim Executive Director.

MTW Year Thirteen Highlights

PHA will implement a coordinated, comprehensive program of capital improvements, development activities, maintenance and management initiatives, and resident supportive services in MTW Year Thirteen.

In light of ongoing federal budget pressures, PHA is preparing for the impact of declining resources beyond the overall net 5% reduction experienced in PHA's \$400 million FY 2013 annual budget. While FY 2014 funding levels are not yet finalized, Housing Choice Voucher funding is projected to remain somewhat flat over prior year levels and significant reductions (i.e. an additional 4-6%) are projected for both the Public Housing Operating and Capital Funding streams. PHA will continue to respond to these budget challenges by stretching budget dollars to do more with less, by driving efficiency and promoting sustainability and innovation in its operations wherever possible, and by creatively establishing strategic partnerships in support of the agency's mission.

In addition to completing all open Recovery Plan tasks, PHA will undertake a broad range of MTW and non-MTW activities in the coming year. This Annual Plan provides a summary of planned activities. Highlights include:

- ***Development Principles*** – PHA will implement an ambitious affordable housing development and preservation program based on a set of development principles approved by the Board in September 2012. This policy statement is part of PHA's renewed commitment to transparency and accountability in all of its operations. It provides the framework for future development activities undertaken with public and private partners, and clarifies the process and key issues such as PHA's commitment to Section 3 jobs, to sustainable development and defensible space principles, and to achieving maximum leverage with limited public funds.
- ***"6 in 5" Program***: In tandem with newly articulated development principles, PHA has established and obtained Board approval for a new initiative designed to create or preserve 6,000 affordable housing units over the next five years subject to funding availability. The "6 in 5" initiative will involve a range of 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. The current pipeline described below includes 655 units to be developed subject to funding availability including planned Queen Lane, Queen's Row, Markoe Phase III, Strawberry Mansion and other sites to be determined.

- ***Sustainability Policy*** - In August 2012, PHA adopted a Sustainability Policy which authorizes the appointment of a PHA Sustainability Working Group to develop proposals and budgets for a short and long term sustainability plan. The short term plan proposal is due in early 2013. The plan, when adopted, will be implemented throughout MTW Year Thirteen and beyond. The Sustainability Policy documents PHA's commitment to certain principles designed to reduce energy consumption; increase use of alternative energy sources; minimize environmental impacts in the areas of waste, water, energy and air quality; educate staff and residents about sustainability practices and healthy living choices; and, increase the number of opportunities for residents in green jobs.
- ***Public Safety Initiatives*** – Recognizing that safety and security is a paramount concern for residents and staff, PHA recently announced a major expansion of its policing and quality of life efforts. Up to fifty (50) new police officers will be hired, which will more than double the size of the PHA Police Department (PHAPD). The new officers will focus their efforts primarily on six priority developments, while also rotating patrols throughout PHA developments. PHA is adopting a community-policing model that will link its policing activities to the broader framework provided by the City's Police Department and work in conjunction with members of the business community, faith-based organizations, community groups, nonprofit groups, victim service providers, health service providers, the media, individuals, and other city agencies. In tandem, a new Quality of Life Task Force consisting of residents, staff and partners has been charged with identifying other strategies to fight crime at PHA developments. Funding for these initiatives comes from reductions in private security contracts.
- ***HCV Mobility Pilot Program*** - PHA plans to establish a new pilot Housing Choice Voucher Mobility Program in partnership with the First Suburbs Project and/or other local partners. The overall goal is to encourage HCV voucher holders to find housing and jobs in areas that provide higher economic, educational and social mobility opportunities both within and outside of the City of Philadelphia boundaries. This may be within the Philadelphia city limits or in the broader region. Participants will be provided with a broad range of support services, housing counseling and other efforts to promote the successful transition to higher opportunity areas.
- ***Self-Sufficiency and Youth Development Programs*** - PHA will continue to offer a broad array of self-sufficiency services focused on helping residents prepare for the workforce and obtain jobs with living wage incomes, along with programs to support youth development and education. PHA is currently evaluating the structure and outcomes for all of its ongoing self-sufficiency initiatives including the Family Self Sufficiency Program. PHA's goal is to identify program strategies and enhancements that will provide an integrated, holistic self-sufficiency system - one that incorporates appropriate incentives and disincentives, is evidence-based and that is outcome-oriented. A critical requirement is that PHA maximize the leverage of its investments through innovative partnerships. The recently funded Assets for Independence initiative provides one model for future PHA efforts. Programs to help PHA youth succeed in school and obtain

scholarships are also a high priority. PHA anticipates that significant changes will be made to its self-sufficiency program and youth development strategies over the coming year.

- **No Smoking Initiative** – To promote staff and resident health and wellness, PHA will implement an across the board prohibition on smoking in public housing beginning in MTW Year Thirteen.
- **Scattered Site Asset Repositioning Strategy:** PHA will continue implementation of an asset repositioning strategy for the scattered site portfolio in order to promote neighborhood revitalization, generate revenue and reduce operating expenses. Comprehensive needs assessments have been completed of impacted properties which will help guide PHA decision-making regarding appropriate strategies for these important assets.
- **Rent Simplification Initiatives:** PHA will continue to implement previously approved MTW initiatives which simplify program administration and provide incentives for economic self sufficiency.

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

Background on the MTW Annual Plan

This is the thirteenth Annual Plan submitted by PHA under the MTW Demonstration Program. HUD defines the content of the MTW Annual Plan. In addition to submission of an Annual Plan, PHA is required to submit to HUD an MTW Annual Report summarizing the accomplishments for each MTW program year. The October 2008 MTW Agreement establishes revised standards for both documents.

This MTW Year Thirteen Annual Plan summarizes PHA's major plans and initiatives for PHA Fiscal Year 2014, which begins on April 1, 2013. Progress and outcomes of MTW tasks and objectives are tracked and updated on a routine basis.

As part of each year's MTW planning process, PHA provides opportunities for residents, PHA staff and the broader community to review the proposed goals and objectives and offer feedback, consistent with the requirements of the MTW Agreement. In 2012, PHA also conducted a series of internal workshops for key staff to discuss PHA's current and future MTW priorities and initiatives. Some changes to the Annual Plan were made based on this internal review, and additional changes are anticipated over the next year.

Prior to finalizing the Annual Plan, PHA will conduct a meeting with resident leadership to discuss its contents and provide opportunities for resident input. PHA will also provide a 30 day public notice and comment period, conduct two public hearings and seek Board approval prior to submission of the Plan to HUD.

II. GENERAL OPERATING INFORMATION

A. Housing Stock Information

Public Housing/HCV Inventory

PHA's public housing inventory includes units for families, seniors and people with disabilities located at conventional and scattered site properties including properties managed by Alternate Management Entities (AME) and the Philadelphia Asset and Property Management Corporation (PAPMC). The inventory count includes all standing units. It includes units that have been approved for demolition or disposition where the demolition or disposition has not yet taken place. Units Available for Occupancy includes only those units actually available for current occupancy, i.e. it excludes units approved for demolition/disposition, those used for administration or resident services, under scheduled modernization and other authorized exclusions.

Table 1 provides information on PHA's current and projected public housing inventory. Units available for occupancy are projected to change during the next year as a result of PHA's approved demolition and disposition and planned construction and modernization activities described below. PHA does not have any Non-MTW Public Housing units.

Table 1 – Public Housing Inventory

	Actual as of September 30, 2012	Projected as of March 31, 2014
MTW Public Housing Units*	15,260	14,388
Public Housing Units Available for Occupancy**	14,228	13,961

*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: approved for disposition or demolition; approved for non-dwelling uses; vacant due to litigation as defined in 24 CFR 990.145 and other authorized exclusions.

PHA operates a Housing Choice Voucher program including both MTW and Non-MTW vouchers. Table 2 below provides information on the current and projected number of MTW and Non-MTW Housing Choice Vouchers.

Table 2 – Housing Choice Voucher (HCV) Inventory

Voucher Type	Actual Authorized as of September 30, 2012	Projected Authorized as of March 31, 2014
MTW Housing Choice Vouchers		
MTW Tenant Based HCV	15,120	15,169
MTW Activity Vouchers*	3000	3000
MTW HCV Voucher Subtotal	18,120	18,169
Non-MTW Housing Choice Vouchers		
Family Unification	300	300
Designated Housing	250	250
Mainstream	70	70
Tenant Protection Vouchers	99	50
VASH	410	410
Moderate Rehabilitation (MR)	203	203
Single Room Occupancy (SRO)	430	430
Non MTW HCV Voucher Subtotal**	1762	1713
Total All Housing Choice Vouchers	19,882	19,882

*“MTW Activity Vouchers” are vouchers used fungibly for MTW authorized purposes under its MTW block grant.

** Note that the MTW Agreement authorizes PHA under defined circumstances to transfer vouchers from the Non-MTW category into the MTW Block Grant. PHA acknowledges restrictions associated with Special Purpose vouchers as described in HUD’s published Q&A.

Planned Additions to Public Housing Inventory

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

Along with articulating its development principles, PHA announced plans to create or preserve 6,000 affordable housing units over the next five years subject to funding availability. The “6 in 5” initiative will involve a three-pronged strategy 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. The current pipeline described below includes 655 units to be developed subject to funding availability including planned Queen Lane, Queen’s Row, Markoe Phase III, Strawberry Mansion and other sites to be determined.

Table 3 summarizes planned additions to inventory through new construction as well as planned rehabilitation efforts on existing inventory in FY 2014. Actual numbers may vary based on construction and reoccupancy schedules as well as on funding availability. PHA utilizes MTW flexibility in the development process as more fully described in Chapter VI. Following are brief descriptions of the current development pipeline. Note that not all units will come on-line in the next year:

- Scattered Sites: PHA plans to undertake modernization or substantial rehab of approximately 100 scattered site units. An assessment is currently underway to determine the locations of this activity.
- Queen Lane Apartments: PHA plans to undertake new construction of 55 affordable rental units. Unit amenities will include off-street parking, central air-conditioning, and modern kitchens with electric range and garbage disposals. Six of the units will be handicap accessible. The plan is to begin construction in FY 2014 subject to funding availability.
- Strawberry Mansion-Oakdale: PHA plans to undertake new construction of 65 affordable scattered site rental units. Unit amenities will include modern kitchen with electric range and garbage disposal. The plan is to begin construction in FY 2014 subject to funding availability.
- Markoe Phase III: PHA plans to undertake new construction (with or without rehab) of 6 affordable scattered site rental units. Unit amenities will include modern kitchen with electric range and garbage disposal. The plan is to begin construction in FY 2014 subject to funding availability.
- Queen's Row: PHA plans to acquire and substantially rehabilitate an existing 29 unit apartment complex. Unit amenities will include modern kitchen with electric range and garbage disposal. The plan is to begin construction in FY 2014 subject to funding availability.
- Third Party Partnerships: PHA is currently working to identify partnerships to develop an additional 500 affordable housing units subject to funding availability. Construction timetables will be firmed up over the course of the Plan year.

Table 3 – Planned Changes/Additions to Public Housing Inventory

New Construction/Acquisition								Planned Units with Accessible features
AMP #	Development	Bedroom Sizes					Total Units	
		Efficiency	One-bedroom	Two-bedroom	Three-bedroom	Four bedroom		
TBD	Queen Lane Apartments		9	26	20		55	6
TBD	Markoe Phase III			6			6	
TBD	Queen's Row		20	9			29	1
TBD	Strawberry Mansion						65	4
TBD	Third-Party Partnerships						500	25
Total New Construction/Acquisition							655	36

Substantial Rehab/Conversion*									
AMP #	Development	Bedroom Sizes						Total units	Planned units with Accessible Features
		One	Two	Three	Four	Five	Six		
901-910	901-910							100	
Total Substantial Rehab/Conversion								100	

*Scattered Site Assessment is in progress. The final unit mix, accessible units and count by AMP will be determined during the Plan year.

Planned Demolition/Disposition Activity

PHA's inventory is also projected to change during the MTW Plan year as a result of planned demolitions and/or disposition of up to 1,259 units. The actual number demolished or disposed of in a given year may vary. Actual timing may also vary depending on the HUD's approval cycle and the timing of development activities. Table 4 provides a summary of planned demolition/disposition activity by development. The status column indicates that 406 scattered site units have been sold and the disposition completed as of the submission date of the Plan. Additional scattered site closings are in process.

Table 4 – Planned Demolitions/Dispositions in Public Housing Inventory

AMP #	Development*	Units to be Disposed and/or Demolished	Justification	Status
44	Liddonfield Site	0	Sale of previously demolished Liddonfield site.	Demolition completed. Developer proposal selected. Development Services Agreement in process.
24	Queen Lane Apartments	120	Demolition of high-rise apartment building in 2011 to develop new 55 two & three story townhouse rental units, with disposition to limited partnerships under long term ground leases pursuant to mixed finance transactions.	4% Tax Credit Application submitted to PHFA in Dec 2011. Demolition/Disposition application to be submitted pending completion of Section 106 process.
901	Scattered Sites	41	Potential 41 vacant units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative to create a more sustainable occupied scattered site portfolio, and to stabilize communities by reducing the number of PHA-owned vacant structures that are considered beyond PHA potential for repair.	Disposition approval received. To date, 1 unit has been sold and disposition completed.
902	Scattered Sites	95	Potential up to 95 vacant units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description	Disposition approval received. To date, 4 units have been sold and disposition completed.
903	Scattered Sites	37	Potential up to 37 vacant units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 9 units have been sold and disposition completed.
904	Scattered Sites	94	Potential up to 94 vacant units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 44 units have been sold and disposition completed.
905	Scattered Sites	92	Potential up to 92 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 38 units have been sold and disposition completed.
906	Scattered Sites	139	Potential up to 139 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 46 units have been sold and disposition completed.
907	Scattered Sites	76	Potential up to 76 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 59 units have been sold and disposition completed.
908	Scattered Sites	142	Potential up to 142 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 88 units have been sold and disposition completed.
909	Scattered Sites	198	Potential up to 198 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 56 units have been sold and

AMP #	Development*	Units to be Disposed and/or Demolished	Justification	Status
				disposition completed.
910	Scattered Sites	225	Potential up to 225 units to be sold pursuant to PHA 1780 vacant scattered sites disposition initiative. See above description.	Disposition approval received. To date, 61 units have been sold and disposition completed.
Total Units		1,259		

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Planned Significant Capital Expenditures

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

PHA maintains updated physical needs assessments including estimated replacement and/or repair costs for all PHA developments. Capital needs continue to dramatically exceed available funding especially in light of ongoing federal funding cuts. The PHA Capital Investment Strategy summarized in Table 5 provides a multi-year projection of planned investments for PHA developments and facilities subject to funding availability. See also Appendix C–Asset Management Table for additional information on PHA potential and projected development and modernization activities by site and neighborhood. As these documents reflect a long-term perspective, they are subject to periodic change to reflect current priorities, conditions and opportunities. PHA expects that its updated Five Year Capital Plan will be completed by the start of the Plan year.

Table 5 – Capital Investment Strategy

Property	Estimated PHA Funding Need	Proposed Time Schedule
Abbottsford	\$24,000,000	2006-2017
Administrative building	\$80,000,000	2013-2017
Arch Homes	\$5,000,000	2020
Arlene Homes	\$1,159,000	2008- 2014
Bartram Village	\$5,100,000	2008- 2014
Bentley Hall	\$3,402,000	2013
Blumberg Apts	\$5,000,000	2006-2017
Cecil B. Moore	\$837,000	2014
Champlost	\$2,000,000	2016
Collegeview	\$1,636,000	2008- 2014
Emlen Arms	\$2,500,000	2009-2014
Fairhill Apts.	\$2,000,000	2009-2018
Gladys B Jacobs	\$3,500,000	2016-2020
Haddington Homes	\$2,500,000	2019-2021
Harrison Plaza	\$2,000,000	2004-2014
Haverford Homes	\$718,000	2014
Hill Creek	\$4,000,000	2009-2015
Holmercrest Homes	\$5,200,000	2013
Johnson Homes	\$10,000,000	2006-2014
Katie B. Jackson	\$5,060,000	2009-2021
Martin Luther King ¹	\$7,500,000	2013-2017
Morton Homes	\$1,000,000	2010-2016
Mount Olivet	\$2,000,000	2010-2016
Norris ¹	\$35,000,000	2009-2021
Oxford Village	\$13,000,000	2006, 2016-2017

Property	Estimated PHA Funding Need	Proposed Time Schedule
PHA Wide-Building Infrastructure upgrade	\$75,000,000	2009-2016
PHA Wide Community Building	\$5,000,000	2010-2016
Point Breeze	\$1,445,000	2009-2014
Queen Lane ¹	\$35,000,000	2010-2014
Raymond Rosen	\$11,000,000	2016-2020
RDA acquisitions and rehab	\$10,000,000	2012-2017
Scattered Site Renovation	\$230,000,000	2002-2021
Scattered Site Development	\$150,000,000	2002-2021
Scattered Site Modular Housing	\$60,000,000	2006-2021
Spring Garden Apts.	\$14,500,000	2009-2019
West Park Apts.	\$39,800,000	2009-2019
Westpark Plaza	\$12,000,000	2009-2016
Whitehall Apartments	\$8,250,000	2020-2021
Wilson Park	\$3,000,000	2009-2018
Suffolk Manor	\$2,000,000	2011-2015
Debt Service Repayments ²	\$310,000,000	2002-2022
TOTAL	\$1,191,107,000	

¹ Capital Funding needs for Mixed-Finance Developments.

² Bond Funded Developments: Tasker, Blumberg, Wilson III and Westpark (site improvements).

As part of the MTW Block Grant, PHA receives funding through the Capital Fund Program (CFP) and Replacement Housing Factor (RHF) Program on a federal fiscal year basis. PHA's current projection is that a combined total of \$46.25 million will be received for CFP and RHF during the Plan year. Capital Fund Program funds must be contractually obligated within 24 months and expended within 48 months of HUD approval of the MTW Plan. PHA has a demonstrated record of achieving, and often exceeding, required milestones for this and other programs.

Included as Appendix B to the MTW Annual Plan are the required HUD forms reflecting planned uses of Federal Fiscal Year 2013 (which equates for CFP purposes to PHA's FY 2014) CFP and RHF grants. Also included are Annual Statements for prior year grants with unexpended balances. The following is a summary of the major work item categories and specific work activities contained in the MTW Year Thirteen Capital Fund Program:

Management Improvements - The Capital Fund Program devotes approximately 10 percent of its funding allocation to address activities that qualify as management improvements. Resident and site security are major activities funded in this category. PHA will provide more than \$4.3 million for police patrols and the resident-staffed lobby monitor program. Computer software acquisition, production support, customization, and program implementation are also a major component of the Management Improvement line items. Over the past seven years, PHA has been implementing and upgrading PeopleSoft computer systems. The Capital Fund program will obligate \$1 million toward the maintenance of the PeopleSoft modules.

Additionally, the Capital Fund Program will provide approximately \$300,000 for the "on-the-job" training portion of the successful PHA Pre-Apprenticeship Job Training program. The Moving To Work program provides classroom training funds.

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

Fees and Costs - \$2 million is budgeted for Master Planning activities, A&E services, as well as consulting, legal, and professional services associated with the design of dwelling units, site improvement, and non-dwelling type improvements will be funded from this development account. Environmental testing for lead-based paint and other environmental testing is budgeted at \$500,000.

Site Acquisition - A budget of \$2 million has been established to assist in the acquisition phase of future PHA acquisition and development activities.

Site Improvements - The Capital Fund Program commits funding for site improvement activities at both scattered sites and conventional sites. PHA is committed to comprehensive site improvements at 83 scattered site units. The plan also provides for PHA's efforts to perform substantial site improvements at a variety of scattered site and conventional properties through a PHA-wide approach. Additional site improvements are budgeted for signage, fencing, lighting, and landscaping.

Scattered Site Renovations - Assuming adequate federal funding, PHA will undertake the comprehensive rehabilitation of an estimated 100 units.

Scattered Sites - Assuming adequate federal funding, PHA will undertake comprehensive Physical Needs Assessments to perform REAC repairs.

Conventional Site Renovations - The plan also provides funding for PHA-wide dwelling unit improvements. These work items are typically project/site specific and involve major system/component replacement activities. Additional building improvements are budgeted for environmental activities, systems upgrades, and building improvements.

Non-Dwelling Structures and Equipment - Funds are programmed for upgrades of common areas or non-dwelling space PHA-wide. Funding is also provided for security equipment PHA-wide. Computer hardware and related equipment, telephone infrastructure, maintenance equipment purchases, administrative and field office equipment and furniture, and community space equipment and furniture have been budgeted.

Demolition - Demolition funds are budgeted for buildings/units that pose life safety issues.

Relocation - Funds are budgeted to assist families who must relocate as a result of modernization activities.

Bond Debt Service - Debt service funds in the amount of \$11,949,677 are budgeted for bonds issued to support the Tasker revitalization project.

In addition to plans for timely expenditure of CFP and RHF grants received during MTW Year Thirteen, PHA has an ongoing pipeline of projects. PHA's planned capital activities include Mixed Finance projects and prior year CFP projects that are implemented over multiple fiscal years. Table 6 provides a summary of capital and development programs that are currently underway or are projected to commence

in the Plan year. Capital Fund, Replacement Housing Fund and/or other sources such as program income, LIHTC equity, bonds and other mixed-financing programs fund these development activities.

Table 6 – MTW Year Thirteen Capital Programs

Development Name	Scope of Work	Construction Costs	Completion Date
PHA-Wide	Security Upgrades	\$9,200,000	June-13
2800 Block Oakdale / Strawberry Mansion	New Development ¹	\$26,000,000	Jun-14
PHA-Wide-Scattered Sites Vacancy Reduction	Vacancy reduction	\$19,030,000	Apr-14
PHA-Wide-MEP Upgrade/Enhancement	Bldg Infrastructure systems Upgrade/Enhancement	\$5,000,000	Mar-14
PHA-wide Building Enhancements	Windows, roofs, doors, site work	\$35,000,000	Ongoing
Third Party Capital Requests	New Development ¹	\$5,000,000	Ongoing
PHA-Wide	Accessibility Improvements ³	\$500,000	Ongoing
PHA-Wide	Energy Conservation	\$500,000	Ongoing
PHA-Wide	Sparkle Plus	\$2,300,000	Ongoing
PHA-Wide Sites	Accessibility Improvements ³	\$2,000,000	Mar-14
Administrative Building	Renovation and fit out	\$7,500,000	Mar-14
Community Center	New Development	\$5,000,000	Mar-14
Markoe Phase III	Acquisition/Rehab/New Construction	\$2,500,000	Dec-13
Queen Lane	New Development	\$35,000,000	Jun-14
Queen's Row	Acquisition/Rehabilitation	\$3,000,000	Dec-13
TOTAL		\$157,530,000	

¹ Capital Funding needs for Mixed-Finance Developments.

³ Sites at which accessibility improvements may be completed include those submitted to HUD in PHA's Annual Accessible Housing Plans pursuant to Attachment E to PHA's MTW Agreement; to the extent such improvements are needed.

PHA has been aggressive and successful in using the HUD HOPE VI and Mixed-Finance Programs to redevelop PHA's aging and severely distressed housing units. To date, PHA has received five (5) HOPE VI grants. PHA plans to apply for Choice Neighborhoods and/or other revitalization grants, 9% tax credits and/or Tax Exempt Volume Cap Bonds that are accompanied with 4% tax credits for one or more conventional developments (including Queen Lane) and one or more Scattered Sites Area (CBMO 901 thru 910). PHA will continue to utilize capital funds to aggressively leverage other sources of funding as described above. See also Asset Management Table included as an Appendix for additional potential sites for future funding to be requested through HOPE VI, Choice Neighborhoods, LIHTC and other funding sources. PHA will also continue to monitor the new Rental Assistance Demonstration (RAD) program and may elect to propose one or more public housing sites for participation in the future if it determines this to be a feasible strategy. PHA will encourage and support modifications to the RAD program design that would allow Housing Authorities to convert unused ACC authority to Project Based Vouchers or Project Based Contracts up to the Faircloth limit.

PHA has either completed or has under development a number of replacement housing sites including: St. Anthony's Senior Residence, Eight Diamonds, 117 Scattered Site units, Suffolk Manor, Mt. Olivet, Ludlow, Marshall Shepherd Village, Falls Ridge, Martin Luther King Plaza Phase I, III and IV, Neumann North, Germantown House, Lucien E. Blackwell (LEB) I, II and III, St. Ignatius I and II, Spring Garden I and II, Nellie Reynolds Garden and Warnock Phases I and II, Scattered Sites 120 (Quad) units, Plymouth Hall, Paschall I and II, Mantua I and II and Norris. These sites have received significant investment of PHA capital or replacement housing funds, with the exception of St. Anthony's Senior Residence, which received an investment of ACC subsidy only. Currently in Master Planning are Queen Lane, Strawberry Mansion/Oakdale Street, Markoe Phase III, Queens Row and a potential Administrative Building.

B. Description of Project-Based Units

PHA currently has 1,630 HCV vouchers under the Project-based and MTW Unit Based Voucher program, as shown in Table 7. A total of 1,776 vouchers are projected to be in the PBV/UBV program by the end of MTW Year Thirteen. Actual numbers of units under contract may vary based on additional projects selections as well as removal of units and/or expiring contracts over the course of the Plan year.

Table 7 – Project Based Vouchers

Project Name/Sponsor	Contract Type	Description	Units Under Contract 9/30/2012	Projected Units Under Contract 3/31/2014
1260 Housing	UBA	Families/Very low income	152	152
1260 Housing (Inglis)	UBA	Families/Accessible	11	11
Art Apartments	PBA	Families/Very low income	30	30
Belmont Gardens -Sara Allen	UBA	Accessible unit/Very low income	6	6
Bernice Elza (PEC)	UBA	Emancipated Teens/homeless	6	6
Bethesda Project Bainbridge	UBA	Single Room Occupancy	20	20
Bethesda Project South	UBA	Men Only/very low income	4	4
Bethesda Project Spruce	UBA	Single Room Occupancy/homeless	13	13
Boriquen Associates	UBA	Families/Very low income	22	22
Brentwood Parkside	PBA	Families/Very low income	22	22
Chatham Court Apartments	PBA	Families/Very low income	18	18
Cloister III	UBA	Families/Very low income	18	18
Diamond St Venture I	PBA	Families/Very low income	14	14
Diamond St Venture II	PBA	Families/Very low income	6	6
Diamond St Venture III	PBA	Families/Very low income	17	17
Dignity Boss	UBA	Families/Very low income	8	8
Dignity Housing	PBA	Families/Very low income	48	48
Dunlap School Venture	PBA	Seniors/Accessible	35	35
Edgewood Manor	PBA	Families/Very low income	33	33
Fattah Homes I	UBA	Women/Families very low income	6	6
Fattah Homes II	UBA	Women/Families very low income	0	6
Fourth St Access	UBA	Families/Very low income	24	24
Freedom Village	UBA	Homeless families/Very low income	16	16
HELP Philadelphia II	PBA	Families/Very low income	50	50

Project Name/Sponsor	Contract Type	Description	Units Under Contract 9/30/2012	Projected Units Under Contract 3/31/2014
HELP USA	UBA	Veteran Only families/very low income	14	14
Imani Homes	PBA	Families/Very low income	24	24
Imani II	UBA	Families/Very low income	6	6
Imani III	PBA	Families/Very low income	6	6
Imani IV	UBA	Families/Very low income	8	8
Imani V	UBA	Families/Very low income	11	11
Inglis Apartments at Elmwood	UBA	Accessible unit/Very low income	40	40
Inglis Housing (Morris-Klein Apts)	UBA	Accessible unit/Very low income	19	19
Jannies Place	UBA	Women/Families /very low income	6	6
Jannies Place II	UBA	Women/Families/Very low income	0	6
Hamil Mills - Lena St Associates	PBA	Seniors/Accessible	40	40
LIH Chestnut	PBA	Families/Very low income	14	14
Locust Towers	PBA	Families/Very low income	19	19
Monument Mews	UBA	Families/Very low income	60	60
Arch V - Temple N. 16th St.	UBA	Families/Very low income	49	49
Arch VI - Temple N. Gratz St	UBA	Families/Very low income	40	40
NPCH - Community Building	PBA	Families/Very low income	16	16
Parkside 2000 Associates	UBA	Families/Very low income	51	51
Nedro - Enhanced Service Project-Dignity	UBA	Families/Very low income	4	4
People's Emergency Center / RBM	UBA	Families/Very low income	9	9
Powelton Height	UBA	Families/Very low income	30	30
Regent Terrace	UBA	Families/Very low income	80	80
Sartain School Venture	PBA	Seniors/Accessible	35	35
Sheila D Brown Womens Center	UBA	Women Only/low income	9	9
South 55th St	PBA	Families/Very low income	18	18
St. Christopher's (Lehigh Park)	PBA	Families/Very low income	25	25
Susquehanna Apartments	PBA	Families/Very low income	47	47
Tioga Gardens	PBA	Families/Very low income	18	18
Walnut Park	UBA	Seniors/Accessible	224	224
Walnut Thompson	UBA	Families/Very low income	35	35
WCRP	UBA	Families/Very low income	88	32
Liberty Resources (Chestnut Preveen)	UBA	Families/Very low income	3	3
Liberty Resources (Ascension Manor)	UBA	Families/Very low income	3	3
Liberty Resources (Pending Site to be Name)	UBA	Accessible unit/Very low income	0	5
New Courtland Apartment at Cliveden	UBA	Families/Very low income	0	32
1260 Housing (Sdegley Park)	UBA	Families/Very low income	0	16
C.A.T.C.H. (Citizen Acting Together Can Help)	UBA	Families/Very low income	0	15
Gaudenzia Foundation (Shelton Court Family Apt)	UBA	Families/Very low income	0	20
Gaudenzia Foundation (Tioga Family Center)	UBA	Families/Very low income	0	24
Methodist Family Services of Philadelphia	UBA	Families/Very low income	0	11

Project Name/Sponsor	Contract Type	Description	Units Under Contract 9/30/2012	Projected Units Under Contract 3/31/2014
Project H.O.M.E	UBA	Families/Very low income	0	37
Mt. Vernon LP	UBA	Families/Very low income	0	15
HELP USA, Inc	UBA	Families/Very low income	0	15
TOTAL			1630	1776

C. Leasing Information – Projected

Table 8 provides a summary of projected leasing activity for the Public Housing and HCV programs for the year ending March 31, 2014. These are estimates that are subject to change over the course of the MTW Plan year.

Table 8 – Projected Leased/In Use for MTW Year Thirteen

	Projected Available as of March 2014	Projected Leased/In Use as of March 2014
Public Housing Units	13,961	13,542
MTW Tenant Based HCV Vouchers	15,169	15,169
MTW Activity Vouchers	3,000	3,000
Non-MTW HCV Vouchers	1,080	1,080
Section 8 Mod Rehab/SRO	633	633
TOTAL	33,843	33,424

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

Actual leasing for the Housing Choice Voucher program may be impacted by various factors including the level of referrals received from the Veterans Administration Medical Center for VASH vouchers, voucher holder success rates and other issues.

D. Waiting List Information

PHA will continue to administer its waiting lists in accordance with the Housing Choice Voucher Program Administrative Plan and Public Housing Admissions and Continued Occupancy Policy as applicable. Conventional Public Housing, scattered sites, PAPMC and AME sites are subject to site-specific waiting list policies. PHA also operates a centralized “first available” waiting list for referral programs and for applicants who elect this option.

Tables 9-11 provide information on waiting list households for the Public Housing, PAPMC and Housing Choice Voucher programs. Families may apply for housing at a number of sites, thus the same family may be on multiple waiting lists. As evidence of the overwhelming need for affordable housing in Philadelphia, there are a total of 46,970 non-duplicated applicants on the Conventional Public Housing waiting list, 38,953 non-duplicated applicants on PAPMC waiting lists, and over 55,000 non-duplicated applicants on the HCV waiting list.

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

Table 9 – PHA Waiting List

Waitlist	Waitlist Count
Conventional Public Housing – First available*	22,799
Conventional Public Housing – Site based*	24,171
PAPMC – Site based*	38,953
Housing Choice Voucher Program*	55,047
TOTAL	140,970

**Total of non-duplicated applicants.*

Table 10 – Conventional Public Housing Site-Based Waiting List

Site Code	Site Name	Waitlist Count
030	Abbottsford Homes	1,353
018	Arch Homes	1,763
104	Arlene Homes	606
031	Bartram Village	2,636
077	Bentley Hall	528
050	Blumberg Apts	1,948
062	Cassie L Holly	262
100	Cecil B Moore	1,118
042	Champlost Homes	2,166
065	Collegeview	328
076	Emlen Arms	475
055	Fairhill Apartments	4,507
905	Fairhill Square	1,191
906	Francisville	1,077
904	Germantown/Hunting Park	2,217
114	Gladys B Jacobs	635
901	Haddington	1,667
035	Haddington Homes	1,491
015	Harrison Plaza	3,960
046	Haverford Homes	1,419
029	Hill Creek	2,799
066	Holmecrest Homes	366

Site Code	Site Name	Waitlist Count
001	Johnson Homes	3,160
063	Katie B Jackson	262
903	Kingsessing	1,254
907	Ludlow	1,550
902	Mantua	1,437
049	Morton Homes	1,189
014	Norris Apartments	744
910	Oxford Jefferson	3,994
032	Oxford Village	2,222
054	Parkview Apartments	332
079	Plymouth Hall	652
010	Raymond Rosen	2,759
003	Richard Allen	2,536
020	Spring Garden Apartments	3,514
909	Strawberry Mansion	3,122
908	Susquehanna	3,190
039	West Park Apartments	2,791
093	Westpark Plaza	1,025
034	Whitehall Apartments	1,247
013	Wilson Park	2,903
Total		74,395**

***Total Waitlist Count will capture a single applicant multiple times if applicant selects more than one site*

Table 11 - PAPMC Site Based Waiting List

Site Code	Site Name	Waitlist Count
137	Cambridge Plaza I	10,888
129	Cambridge Plaza II	6,066
147	Cambridge Plaza III	5,831
152	Germantown House	1,708
139	Greater Grays Ferry Estates I	11,153
143	Greater Grays Ferry Estates II-A	6,079
145	Lucien E. Blackwell I	10,653
150	Lucien E. Blackwell II	5,808
153	Lucien E. Blackwell III	6,299
157	Ludlow Phase III	11,732
163	Mantua I	9,814
164	Mantua II	9,483
156	Marshall Shepard	8,162
149	Martin Luther King IV	9,725
138	Mount Olivet	1,282
158	Nellie Reynolds Gardens	1,728
175	Norris, LP	3,949
173	Paschall Village I	4,859
174	Paschall Village II	4,989
133	Richard Allen IIIA	11,356
132	Suffolk Manor	5,745
160	Warnock I	11,585
161	Warnock II	1,267
Total		160,161**

***Total Waitlist Count will capture a single applicant multiple times if*

applicant selects more than one site

The following is a summary of changes/activities related to waiting lists:

- In Year Ten, PHA conducted an update of the public housing waiting list to allow applicants to make site-based selections. No update is planned for Year Thirteen.
- In Year Ten, PHA successfully developed a site-based waiting list system for use in all public housing developments, including scattered sites. Note that PAPMC and AME sites already utilize site-based waiting lists. In Year Thirteen, PHA projects that the waiting lists for public housing units will increase by an unspecified number based on continuing high demand for affordable units combined with high unemployment rates in the region.
- As specified in the ACOP, PHA may close individual public housing site-based waiting lists when the number of applicants on the waiting list exceeds projected vacancies.
- PHA opened the HCV waiting list in March 2010. PHA provided all required public outreach and notices. The HCV waiting list is now closed and is not anticipated to reopen during Year Thirteen except for any current or new limited referral preferences which may be implemented by PHA. PHA projects that the HCV waiting list will decrease slightly in Year Thirteen as households are selected from the waiting list for available vouchers.
- In Year Thirteen, PHA plans to review its Public Housing and HCV admissions systems to assess the feasibility/need for new preferences for special populations, i.e. homeless, victims of domestic violence, and other groups. Any changes to preferences are subject to public and Board review.

III. NON-MTW RELATED INFORMATION

A. Planned Sources and Uses of other HUD or Federal Funds

Sources and uses information is included in Chapter VI.

B. Description of Non-MTW Activities

PHA has incorporated MTW flexibility into virtually all areas of its operations. However, PHA is required by HUD to separately organize and describe its “MTW activities” and “non-MTW activities”. “MTW activities” include those initiatives that promote one or more statutory objectives and that require use of authority granted to PHA under its MTW Agreement. MTW activities are discussed in Chapters V and VI.

PHA’s extensive non-MTW activities are briefly highlighted below. While these initiatives do not require MTW authority to implement, most have a direct, supportive relationship to other MTW activities. For example, PHA communication activities are directed to all residents and are often used to provide essential information on MTW programs and initiatives. Similarly, PHA technology initiatives enable the processing, tracking and monitoring of MTW activities.

PHA’s policies for the Public Housing program are described in the Board-approved Lease and in the Admissions and Continued Occupancy Policies (ACOP) document. The ACOP and Administrative Plan incorporate both MTW and non-MTW policies.

As previously noted, PHA has developed a Recovery Plan which incorporates the tasks and initiatives to be completed in order to return PHA to local governance. Generally, these activities do not require MTW authority to implement. PHA has posted the Recovery Plan, including periodic progress reports, on its website. A majority of the Recovery Plan tasks have been completed as of the publication of this MTW Annual Plan. Remaining tasks are incorporated below as appropriate.

Highlighted below is a summary of key non-MTW activities planned for MTW Year Thirteen, organized by PHA functional area.

All Operational Areas

In August 2012, PHA adopted a Sustainability Policy which authorizes the appointment of a PHA Sustainability Working Group to develop proposals and budgets for a short and long term sustainability plan. The short term plan proposal is due in early 2013. The plan, when adopted, will be implemented throughout MTW Year Thirteen and beyond. The Sustainability Policy documents PHA’s commitment to certain principles designed to reduce energy consumption; increase use of alternative energy sources; minimize environmental impacts in the areas of waste, water, energy and air quality; educate staff and residents about sustainability practices and healthy living choices; and, increase the number of opportunities for residents in green jobs. Working groups have been assembled to develop the

sustainability plan for all housing developments and in all phases of PHA operations. Procuring an energy advisor to advisor on achieving cost savings on energy expenditures is a high priority in this effort.

Board of Commissioners

A new nine-member PHA Board of Commissioners is expected to be appointed by the Mayor with the approval of the Philadelphia City Council either before or during the Plan year. Two of the Commissioners must be residents of property owned or controlled by PHA. The selection process for the resident Commissioners is to be determined through a nomination process agreed to by the Mayor, City Council President and the Executive Director. The resident Commissioners may be selected through an open and fair election process.

Regulations at 24 CFR 964.415 require that information on resident Board member(s) be included in the public housing authority agency plan adopted in accordance with 24 CFR Part 903 if applicable. As an MTW agency, PHA is required to produce an MTW Annual Plan in lieu of the public housing agency plan.

Accordingly, PHA hereby provides notice that, if the Mayor, City Council President and Executive Director agree, there will be an open and fair election to select two resident Board members who will then be appointed by the Mayor to the PHA Board of Commissioners with approval of the City Council. If selected, the timetable and process will be announced in the near future.

Site Operations (Scattered Sites, Conventional Sites, PAPMC Sites, AMEs, Advanced Facilities Management, Facilities Quality Engineers)

Major activities and initiatives planned by PHA's Site Operations Division include:

- An agency-wide No Smoking Initiative will be rolled out during the Plan year at all PHA developments. Extensive communications will take place to build staff and resident awareness and support for the new policy.
- PHA will implement current PHFA ceiling rents at conventional and scattered sites effective as of July 1, 2013. Ceiling rent levels have not been increased for seven years. PHA tenants will continue to have the option of selecting either a ceiling rent or an income-based rent. Tenants who select an income-based rent will pay no more than 30% of adjusted income for rent. This is an MTW activity that is also described below in the "Ongoing MTW Activities" chapter.
- The scattered site asset repositioning initiative will continue to be implemented.
- Site Operations plans to achieve a 98% or better rent collection rate during the Plan year.
- Ongoing rapid re-occupancy efforts will be conducted with the goal of achieving a 97% or greater adjusted occupancy rate.
- Uniform Physical Condition Standards (UPCS) and Preventative Maintenance Inspections (PMI) will be performed on 100% of public housing units.

- Service order turnaround time will continue to be targeted at 24 hours for completion or abatement of emergency service orders and 30 days or less for completion of routine service orders.
- Audits of 10% of service orders will be conducted.
- Enhanced asset management protocols for PAPMC and AME sites will be established and implemented in order to ensure appropriate oversight of these essential housing services including, as applicable, full compliance with Low Income Housing Tax Credit program requirements and milestones.
- A new policy and process for use of PHA Community Centers will be developed and implemented.
- A new maintenance chargeback process and policy will be implemented.
- Ongoing lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods will continue.
- Site Operations will continue implementation of its Integrated Pest Management pilot program and will explore new methods to educate residents. The need for a new lease rider to address PHA and tenant responsibilities with respect to bed bug infestations will also be evaluated.
- Desk manuals and the ACOP will be updated, and staff trained, as needed to reflect current approved PHA policies.
- Improvements will continue to be made to core management and maintenance systems through full adoption of advanced facilities management tools and techniques including BAS and SCADA systems. These system enhancements help to support local asset management, improve property maintenance, and reduce vacancy turnaround time.
- Financial Hardship Requests will continue to be reviewed and processed upon submission.

Client Services / Housing Choice Voucher Program Division (HCVP)

Major activities and initiatives planned by PHA's Client Services/HCVP Division include:

- An overall reorganization of HCVP, including moving staff to a central location, will be implemented in order to consolidate and streamline operations while improving customer service.
- As part of the reorganization effort, a new Owner Services Department will be established to streamline and improve services to owners, while ensuring appropriate controls and quality control for inspections, payments and other related transactions. Quality control will be coordinated with PHA's Office of Audit and Compliance.

- An enhanced Call Center function will be established as part of the new departmental structure. The goal is to provide ready access for the public, HCVP participants and owners to needed program information.
- PHA will undertake a review of its Public Housing and HCV admissions systems to assess the feasibility/need for new preferences for special populations, i.e. homeless, victims of domestic violence, and other groups. PHA will continue its commitment to the Blueprint program serving homeless and the Nursing Home Transition program that helps frail seniors and people with disabilities to live independently with home-based services.
- HCVP plans to achieve 98% or greater utilization of all available voucher resources.
- 100% of all units will be inspected pursuant to PHA's Administrative Plan policies.
- 100% of all program participants will be recertified according to the policies specified in the Administrative Plan.
- HCV desk manuals, procedures, and the Administrative Plan will be updated and staff trained as needed to reflect current PHA policies and new systems implemented as part of the reorganization effort.
- Housing Fairs and other efforts will be conducted to improve the quality and expand the geographic distribution of housing units available to HCVP participants.
- No-cost landlord training and outreach programs will continue to be offered in support of the delivery of quality housing to HCVP participants.
- HCVP will enhance its communication efforts geared to participants and landlords including improvements to the landlord portal, Facebook page, updating email accounts and improved use of social networking tools.
- Work will commence on scanning all vendor files in the Payments Department and then be expanded to client files as part of agency-wide streamlining and efficiency efforts.
- Ongoing efforts to improve Portability processing and reduce all outstanding receivables and payables will continue.

Office of Audit and Compliance (OAC)

Major activities and initiatives planned by OAC include:

- OAC will develop and lead a proactive corruption prevention campaign that will focus on educating PHA's employees, residents, and contractors on ways to identify, report, and prevent fraud in PHA's programs and operations. As part of this effort, the OAC will develop brochures

and guidebooks that will form the basis for a corruption prevention training for staff, residents and contractors.

- OAC will lead an effort to establish an independent audit committee for PHA. The objective of the audit committee will be to promote integrity and transparency in all operations and financial dealings, to provide ongoing guidance to PHA's Internal Audit department and to review and approve PHA's annual internal audit plan.
- OAC will continue to perform a comprehensive compliance program with an emphasis on quality assurance/quality control to ensure PHA's ongoing compliance with all laws, rules, and regulations. As needed, this program will make policy and procedure recommendations aimed at enhancing the efficiency and effectiveness of PHA's operations, programs, and services.
- OAC will continue to conduct an annual risk-based assessment of PHA's internal operations and activities, resulting in a risk-based audit plan to be completed by the audit division of the OAC.
- As part of the OAC implementation effort, PHA will continue to establish an effective internal Investigations Division tasked with conducting investigations into allegations of corruption, fraud, waste, and conflict of interests involving PHA's employees, residents, and vendors.

Office of General Counsel (OGC)

Major activities and initiatives planned by OGC include:

- By June 30, 2012, OGC had created a staffing plan envisioning an office consisting of 15 attorneys, 5 paralegal and 4 legal assistants, of which all positions have been filled, but for 4 attorneys. OGC will complete the hiring process, identify and equip additional office space, and continue transferring to in-house attorneys work performed by outside counsel, including, where appropriate, insurance defense work assigned to outside counsel by PHA's insurer.
- OGC will work with HUD and the PHA Board to create appropriate access to outside counsel legal services, where necessary and appropriate.
- The backlog of lease enforcement matters has been eliminated and the OGC lease enforcement unit has taken over the role of outside counsel to enforce leases of PAPMC-managed properties.
- OGC will continue to work on developing a comprehensive Records Management Manual and leading the implementation of this policy throughout PHA.
- OGC will continue to work to improve the processing of legal services invoices, and, subject to the approval of HUD, to update, streamline and otherwise improve its standard outside counsel legal services contract form, its procurement procedures and outside counsel legal services contract administration.
- OGC will complete the settlement of certain class action litigation which has persisted for ten years and complete the process of paying qualified claims.

- OGC will either complete a program to rationalize payments for gas utility services by PHA residents or else seek judicial clarification of PGW's right to lien PHA properties.

PHA Police Department (PHAPD)

Major activities and initiatives planned by PHAPD include:

- A major new initiative to improve public safety at PHA sites and reduce costs associated with private security guards by hiring 50 new sworn officers will be fully implemented. The new officers will focus their efforts primarily on six priority developments (Norman Blumberg Apartments, Hill Creek, Raymond Rosen Manor, Wilson Park, West Park Apartments, and Abbottsford Homes), while also rotating patrols throughout PHA developments. PHA is adopting a community-policing model that will link its policing activities to the broader framework provided by the City's Police Department and work in conjunction with members of the business community, faith-based organizations, community groups, nonprofit groups, victim service providers, health service providers, the media, individuals, and other city agencies.
- A new Quality of Life Task Force consisting of residents, staff and partners has been created and charged with identifying strategies to improve the quality of life and fight crime at PHA developments.
- The restructured PHAPD will include re-establishment of an Internal Affairs Bureau, development of a secure Records Management System relating to forfeiture funds, initiation of a marketing campaign and related efforts.
- Commencement of the PHAPD Command Center will provide enhanced security, maintenance, and safety efforts throughout PHA.
- Continuous training of PHAPD staff will be conducted including HIDA, JNET, and Conflict Resolution.
- PHAPD will continue to collaborate and provide support to Site Operations for lease compliance and eviction efforts.
- PHAPD will continue to conduct investigations of criminal activity, nuisance, and other investigations deemed necessary by the Chief of Police and the OAC.
- PHAPD will continue processing of Police Record Checks (PRC), Emergency Relocations (witness protection), and background checks for HR

Finance

Major activities and initiatives planned by the Finance Department include:

- Implementation of new Budget Policies and Procedures will continue including installation of new software upgrades to PeopleSoft budgeting modules, agency wide training on all policies, enhanced procedures and system changes, and the management of the new performance based budget practices which emphasize accountability, efficient operations and enhanced transparency in reporting to both internal and external stakeholders.
- Improvement within the financial reporting processes are planned to increase amp-level financial and budgeted monthly and annual reporting. This will enable more granular reporting at the departmental, program and housing development site level, and will provide information regarding critical financial matters to guide strategic decision making.
- An authority-wide Risk Management Policy and Risk Assessment and Mitigation process will be established and implemented. This initiative will systematically identify and mitigate losses by incorporating risk management tools into the corporate structure. It will assist in protecting PHA assets and resources while enhancing strategic planning and internal audit processes.
- A newly completed cost allocation methodology for allocating PHA overhead costs to programs and shared services agreement between PHA and its subsidiaries and component units will be implemented.

Resident Services

Major activities and initiatives planned by the Resident Services Department include:

- PHA will continue to identify and secure additional supportive service program funds to enhance resident-oriented programs.
- PHA will continue to research programming options and partnerships with the goal of expanding its youth programs. PHA's goal will be to provide either a PHA or partner run youth program to all family developments. Youth programming will ensure to integrate a higher education preparation and awareness program to expose youth and their parents to the knowledge and strategies needed to prepare, apply, finance and succeed in college.
- PHA will continue to pursue and enhance its partnerships with local universities and foundations to help provide more opportunities for public housing residents to attend college. To that end, PHA is exploring the possibility of incorporating a non-profit establishment, Philly Seeds, to offer scholarship and endowment opportunities to the youth at PHA.
- PHA will continue to partner with local health organization to improve access to resources, awareness of health issues, improve nutritional awareness and education. This will include partnering with the City of Philadelphia in exploring smoke-free housing, and local farmers and related organizations to bring healthy food options on site.
- PHA will continue to identify partners and regional employers to increase job and self sufficiency opportunities for PHA residents. These partnerships are focused on alignment of current training

efforts and career based employment. The primary focus will be centered on building trades and green jobs relate employment, beyond traditional union placement.

- PHA will continue to implement its highly successful Section 3 job placement program, including implementation of revised and updated Section 3 Policies and Procedures.
- PHA will work collaboratively with current resident councils, the jurisdiction-wide resident council, and a third party monitor to promote resident empowerment through elections, establishment of new resident councils, implementation of resident council MOUs and implementation of organizational development efforts.
- PHA will expand its efforts to increase resident homeownership through the 5-H program, through effective collaboration between PHA's Homeownership department, PHA Maintenance department, and housing support agencies. PHA will also explore other opportunities to enhance and improve the Homeownership opportunities extended to our residents.

Human Resources (HR)

Major activities and initiatives planned by the HR Department include:

- Consistent with the Recovery Plan objective to ensure a fully functioning Human Resources Department, PHA will continue efforts to staff up and operationalize the approved organizational structure. The restructured HR Department will have the following core functions: employment, recruitment, labor & employee relations, classification/compensation/wage and salary administration, Human Resource Information System (HRIS), employee benefits administration, records management, training and organizational development, and employee recognition programs. HR will continue to fully execute and implement this activity.
- HR will continue to develop and revise as appropriate its standard operating procedures emphasizing internal controls pertaining to all employment processes. A communication strategy will be designed to support the roll-out of the full complement of Human Resource services.
- HR will take the lead in developing and implementing a revised performance management system which will include the development of performance standards and a review of core behavioral and job competencies.
- To enhance the level of service provided to both internal and external stakeholders, a customer satisfaction assessment exercise will be conducted, from which a baseline service level will be established in order to facilitate future service level measurements. The assessment exercise will also provide direction for the development of the customer service training curriculum.
- As part of the strategy to promote accountability and improve employee morale, a comprehensive employee recognition program will be developed and implemented.

- A full review of the Human Resources Information System (HRIS) will be conducted to maximize electronic record keeping pertaining to all employment information and processes and to ensure appropriate separation of duties.
- HR will develop and implement a Total Rewards Model, which will provide a framework for strategies to attract, retain, and motivate current and future employees. This model will operate in the context of the Authority's overall business strategy, organizational culture, and HR strategy. Five elements will be leveraged and serve as a "tool kit" from which PHA chooses to create a value proposition for both the organization and the employee: 1) Compensation (Base, Premium, and Variable pay); 2) Benefits (Health & Welfare, Legally Mandated, Retirement, Paid Time Off); 3) Work-Life (Workplace Flexibility, Paid Time Off, Health & Wellness, Community Involvement); 4) Performance & Recognition (Performance Reviews/Planning, Recognition Awards); and, 5) Development & Career Opportunities (Learning Opportunities, Coaching/Mentoring, Advancement Opportunities)
- HR will work with PHA Communications to develop strategies and make full use of PHA resources in HR communications while ensuring compliance with pertinent legal regulations.
- HR will enhance, fully develop, and live its Mission and Vision statements to shape and enhance PHA culture and foster a positive work environment.

Contracts Administration

Major activities and initiatives planned by PHA's Contracts Administration Department include:

- In conjunction with PHA's Information Systems Management (ISM) Department, Contracts Administration will implement a new Automated Invoice Payment Process. The goals are to streamline the payment process, reduce the need for hardcopy of invoices and related documentation, eliminate redundancy and manual errors, and reduce the time required to process invoices.
- Related to the Automated Invoice Payment Process, Contracts Administration will work to reduce the time to process invoices (Goal of 90% processed within 45 days), modifications (Goal of 100% processed within 30 days), and task orders (Goal of 100% processed within 30 days). This will be accomplished by improved coordination with user departments with respect to review and approval of these documents.

Procurement

Major activities and initiatives planned by PHA's Procurement Department include:

- Procurement will work to improve, streamline and standardize PHA's procurement processes including: 1) Conduct procurement planning on an annual basis in coordination with the user groups; 2) Transfer responsibility and responsiveness checks to Contract Managers; 3) Establish evaluation committees prior to receipt of offers; 4) Receive Finance/Budget approval as part of request for services; 5) Standardize desk manual for all steps in the RFP process; and, 6) Process

and complete training in creation of independent cost estimates and statement of work specifications.

- Implement a past performance survey to be completed by offerors and bidders as a condition for solicitation. Annual performance reviews will be conducted as part of the decision-making to exercise options using standard forms.
- Review and manage Section 3 submittals from offerors and bidders in a consistent manner similar to the process used for monitoring MBE performance.

Inventory and Fleet Management

Major activities and initiatives planned by PHA's Inventory and Fleet Management Departments include:

- The Inventory Department will continue to expand cross-docking capabilities while further reducing stocked inventory through improved utilization of eProcurement systems.
- The Fleet Department will monitor and fully utilize the GPS tracking and remote-diagnostic reporting systems that are scheduled for installation in November 2012. The expectation is that this process will dramatically reduce fuel consumption and provide preventive maintenance capability which PHA has not previously had.
- Using recently upgraded asset bar-coding software, the Inventory Department will complete PHA's first 100% assets inventory since 2009.
- PHA will expand the industrial recycling program that began in December 2011 and which has resulted in approximately \$42,000 in savings and new revenue to date. All corrugated materials will continue to be compacted and bailed, and metal items will be collected and sold at competitive scrap rates.

Housing Policy

Major activities and initiatives planned by PHA's Housing Policy Department include:

- PHA will coordinate with the Office of the Mayor and Philadelphia City Council as needed to ensure the successful implementation of Pennsylvania Act 130 of 2012, reforming and restructuring the governance of the housing authority.
- PHA will enhance its collaboration with all involved City of Philadelphia agencies including the Office of Economic Development, Office of Housing and Community Development, and Redevelopment Authority to better manage publicly-owned property and maximize the impacts of housing, community and economic development investments in Philadelphia.
- PHA will continue to actively collaborate with the City of Philadelphia Offices of Health and Opportunity, Veteran's Administration, and HUD to: 1) Reduce the homeless population in Philadelphia; 2) Address the population of youth aging out of foster care who are at-risk of

becoming homeless; 3) Address the needs of homeless veterans; and, 4) Promote healthy lifestyles by offering smoking cessation and asthma trigger reduction programs to public housing residents.

- A broad range of efforts to bring new resources and programs to address and promote economic self sufficiency among PHA residents and HCV participants and to serve the needs of seniors, disabled and other special populations will be continued.

Strategic Planning Office (SPO)

Major activities and initiatives planned by SPO include:

- Systems to manage the performance of administrative services to ensure operational cost effectiveness, housing choice, and client self-sufficiency will be established and implemented.
- SPO will draft and manage the policy and initiatives within the Strategic Operating Plan, Moving to Work plans, Standard Operating Procedures and Business plans to achieve the long and short term goals.
- A research program to evaluate trends affecting affordable housing will be developed with the objective of influencing service delivery, legislation formation, and the administration of public housing resources.

Communications

Major activities and initiatives planned by PHA's Communications Department include:

- The Communications Department will expand and improve on several communications vehicles including enhancing PHA's website and using social media tools to help promote and improve communications with employees, residents, elected officials and the public at large.
- Efforts to empower residents will continue through articles published in the PHA Experience. The PHA Experience newsletter will continue to share the business of PHA, build awareness of issues and concern of the community and the environment, and highlight stories of resident accomplishments.

Information Systems Management (ISM)

Major activities and initiatives planned by PHA's ISM Department include:

- ISM will continue implementation of the Customer Self-Sufficiency CRM application to support tracking of PHA Community Partners and other social service partners. PHA will utilize this CSS System to fully track all participants in the Assets for Independence (AFI) Program.
- ISM will continue implementation of the Enterprise Performance Management (EPM) software including moving all PHA's transaction data to a data warehouse and creating online views of the data. This simplifies the viewing and tracking of performance metrics and management level

dashboard displays and provides a coherent picture of business conditions at a single point in time. A new version of the EPM Planning and Budgeting 9.1 will also be implemented.

- Development of a new system for employees' performance evaluation will be spearheaded by ISM in collaboration with HR. This system will provide a framework for successful accomplishment of PHA's strategic objectives and help employees attain their full performance potential.
- ISM will continue to enhance employee time reporting systems to electronically enter, track and approve time for meeting the compliance requirements of HUD.
- Post production support to the Record Retention Management system will be provided. The application manages how records are classified, maintained, and the disposal of PHA records in a timely and cost-effective manner and in compliance with applicable legal requirements.
- An assessment of the current PeopleSoft ERP systems (CRM, Financial, & Human Resources) will be conducted to assess and identify the need for upgrades.
- PHA will require all Alternative Management Entities (AME) to fully utilize PHA's CRM Public Housing system within the next fiscal year.
- ISM will work with user departments as needed to review and enhance PHA's Interactive Voice Response and CTI systems in order to improve responsiveness to customer and public inquiries.
- PHA will continue to implement alternative procurement systems, including external electronic invoicing capabilities and internal invoice automation workflow. Both of these technologies strive to achieve PHA's net thirty-day payment goal, as well as contribute to a paper-less business process.
- PHA will implement an initiative to significantly replace paper files for vendors and tenants with electronic files for the Housing Choice Voucher Program. PHA will integrate the paperless file initiative with the implementation of the Oracle Content Management System.
- A comprehensive Access Control and Security Monitoring system (ACSM) will be implemented. ACSM will involve integration of existing systems and an additional 31 sites including offices and residential developments. The integrated ACSM will have direct feeds returning to a single command center for follow up and additional site support. The command center will be attached to the PHAPD radio room for further flexibility and response.

IV. LONG-TERM MTW PLAN

During the first year of the MTW program, PHA established five (5) broad objectives for the MTW Demonstration Program, which provides a framework for 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 the PHA to one another and to the broader community.
- Establish efficient operating procedures and implement cost-saving strategies.

Under the direction of Interim Executive Director, Kelvin Jeremiah, PHA will continue and expand the use of MTW flexibility in promoting PHA's long-term strategic objectives.

V. PROPOSED MTW ACTIVITIES

One new MTW initiative is proposed for Year Thirteen as follows:

Proposed MTW Activity: HCV Mobility Program

A. Description of MTW Activity: PHA will use MTW authority to establish a new pilot Housing Choice Voucher Mobility Program in partnership with the First Suburbs Project and/or other local partners. First Suburbs is a regional organization that includes faith-based and other civic leaders from older developed suburbs in the Southeastern Pennsylvania region and which advocates for regional planning and the development of inclusive, sustainable and economically competitive regional policies.

The new Mobility Program is currently under development, and its parameters and guidelines will be firmed up during MTW Year Thirteen. The overall goal is to encourage HCV voucher holders to find housing and jobs in areas that provide higher economic, educational and social mobility opportunities. This may be within the Philadelphia city limits or in the broader region.

PHA recognizes that HCV participants already have the capacity to relocate to other jurisdictions using portable vouchers; however, voucher holders are oftentimes held back by obstacles that include lack of knowledge of or transportation to other communities, lack of family and other social supports in the new jurisdiction and other concerns. The pilot Mobility Program will address these obstacles through program elements that may include some or all of the following: 1) Case management, housing counseling and/or other support services provided by PHA and/or its partners; 2) Stipends for transportation, child care and other needed support services; 3) Other financial incentives; 4) Alternative payment standards that exceed PHA's current HCV payment standards; and, 5) Other allowable MTW program waivers to support the pilot program. Participation will be voluntary, and PHA may elect to implement alternative waiting list and selection processes for this initiative.

B. Statutory Objective: This initiative will address the MTW statutory objective to promote housing choice for participating families.

C. Anticipated Impacts: PHA anticipates that this initiative will result in families moving to higher opportunity areas, placement in higher quality schools for the children, and access to better paying job opportunities for adults.

D. Baseline and Benchmarks: PHA will establish baseline and benchmarks upon a final determination on program design. This information will be included in the Year Thirteen Annual Report.

E. Data Collection Process: PHA will use internal resources to track and monitor program activity combined with data collected from participating partners.

F. Authorization: Standard MTW Agreement, Attachment C, Paragraph D(1)-(6). This authorization waives certain provisions of Section 8(r) of the 1937 Act and 24 C.F.R. 982 as necessary to implement the Agency's Annual MTW Policy.

G. Hardship Policy: This will be a voluntary program. No hardship policy is required.

VI. ONGOING MTW ACTIVITIES

This section of the Annual Plan summarizes PHA's ongoing MTW activities, i.e. MTW initiatives that have been previously submitted and approved. Where applicable, information is provided on proposed Year Thirteen changes/modifications to existing initiatives.

MTW Activity: Partnership Programs Initiative

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

This initiative will support the MTW statutory objectives of increasing housing choice by making additional housing opportunities available to low-income families and of reducing costs and achieving greater cost effectiveness in federal expenditures by creating new cost effective service/housing delivery models. PHA anticipates that this initiative will result in the development of new housing and service delivery programs that address populations who have not been traditionally well-served by existing federally subsidized housing programs.

This activity was first authorized in Year Ten and subsequently modified in Year Twelve to incorporate specific components applicable to the youth aging out of foster care partnership with the Philadelphia Department of Human Services (DHS). In August 2012, PHA's Board approved a resolution authorizing PHA to enter into an MOU with DHS to create up to 50 housing opportunities to assist youth aging out of

the foster care system. In the coming year, in addition to implementing the DHS partnership, PHA intends to utilize its authority under this MTW activity in support of the “6 in 5” initiative. The “6 in 5” initiative was announced in October 2012. The goal is to create or preserve 6,000 units of affordable housing over a five year period, subject to funding availability and successful negotiation with partner agencies and/or developers. Units will be primarily developed or acquired in a three-pronged approach including: 1) PHA acting as developer; 2) Preservation of units that are nearing the end of the LIHTC compliance period (in partnership with the Pennsylvania Housing Finance Agency); and, 3) Open solicitation of development proposals. An open solicitation process will be established during the Plan year. PHA will also continue to explore other options to provide innovative housing and service options for targeted populations.

Changes/Modifications in Year Thirteen: No changes are proposed.

Evaluation: PHA will use internal resources to track and monitor the number of units assisted under the program by type, the populations served by income level and related information.

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MTW Activity: Expanding Use of Low-Income Housing Tax Credit (LIHTC)

Description/Update: In appropriate circumstances, PHA will use its broader use of funds authority to purchase, finance and/or develop properties using its MTW block grant funds and LIHTCs. Such properties may not be operated under either the public housing or local unit-based subsidy programs. All sites selected for this MTW activity must comply with PHA's MTW alternate site and neighborhood standards and with other HUD requirements, including environmental requirements, from which PHA is not exempt under MTW.

When initiating a LIHTC program activity, PHA will use the following process:

- If an opportunity for purchase, finance, or development of a property arises; PHA will first evaluate the economic and other feasibility of investing its resources in a LIHTC transaction at that property. As part of this evaluation, PHA will review the characteristics of the neighborhood in which the property is located, including demographics such as income level. PHA will also evaluate whether the site complies with its MTW alternate site and neighborhood standards.
- If PHA determines that it is economically and otherwise feasible to pursue a LIHTC transaction at that property, PHA or an affiliate will apply for LIHTCs.
- If PHA's application for LIHTCs is successful, PHA will include a description of the LIHTC project in its next MTW Annual Plan, along with benchmarks for purposes of evaluating this MTW activity at that project.

This initiative will support the MTW statutory objectives of increasing housing choice by making additional housing opportunities available to low-income families. PHA anticipates that this initiative will result in the development of new housing for low-income families. It will enable PHA to provide housing for families with a broader mix of incomes than it currently serves. In addition, PHA will be able to serve more families in a variety of neighborhoods through this initiative.

This activity was first approved in MTW Year Ten; however, PHA has not implemented any related activities to date. See note below regarding changes/modifications.

Changes/Modifications in Year Thirteen: PHA has elected to discontinue this initiative based on a determination that planned activities can be addressed through the MTW Partnership Initiative.

Evaluation: PHA will use internal resources to track and monitor the number of units assisted under the program by type, the populations served by income level, the location of the units in Philadelphia, and related information.

MTW Activity: Neighborhood Development and Revitalization Initiatives

Description/Update: PHA utilizes MTW authority to substantially increase housing choices for residents and applicants. PHA is continuing to implement an ambitious program of new construction, substantial rehabilitation and modernization designed to revitalize PHA public housing developments, replace distressed housing lost to demolition and lack of capital funds, and improve Philadelphia's neighborhoods. A description of ongoing activities is included above. 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 21st century needs of residents. Modified design standards take into account efficiencies in energy usage, construction methods and technologies, and use of interior and exterior space. 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, introduced and implemented in MTW Year 3, is ongoing.
- **Total Development Cost Limits and Housing Cost Caps** – PHA has established and maintains reasonable cost limits for development and redevelopment activities that replace HUD's Total Development Cost (TDC) limits and Housing Cost Caps (HCC). New cost limits reflect all the costs associated with developing new PHA conventional and Scattered Sites and rehabilitating existing units in these categories. PHA cost limits address current construction practice costs while incorporating energy efficient and environmentally sound equipment and materials used in the building process. They support the development of accessibility features in units and throughout the development. In addition, the establishment of new cost limits takes into account the market trends in construction and union rates, Davis Bacon rates and costs associated with government contract work versus private market contract work. The cost limits incorporate the cost of modern design amenities to improve PHA's marketability. PHA's most recently updated MTW TDC and HCC cost limits are attached as Appendix D. This activity was introduced and implemented in MTW Year 3. PHA plans to update the cost limits in the near future.
- **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 voucher, and public housing development funds. According to public housing regulations, PHA and its partners may select among several ownership structures for mixed finance transactions. These structures may include total private ownership, where PHA does not hold an ownership interest; total ownership by PHA; or a mixture of partial ownership by PHA and its partners. The various arrangements may necessitate different documents, especially for those transactions with third party-developers/owners for which PHA will provide capital or ACC subsidy only. These mixed finance developments may consist of all public housing units or a mixture of public housing and market rate or non-public housing rental and homeownership units. This activity was introduced and implemented in MTW Year 3 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 introduced and implemented in MTW Year 3 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 introduced and implemented in MTW Year 1; however, to date the MTW authority has not been utilized for this purpose. PHA recognizes that the foregoing authorization does not exempt the housing authority from environmental approvals or other approvals required outside of the U.S. Housing Act of 1937, as amended. PHA also acknowledges that it needs to identify any planned acquisitions in the MTW Annual Plan and to report on actual acquisitions in the MTW Annual Report.
- **Strategy for Development:** PHA has adopted a Development-Asset Management Strategy for Public Housing that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, and acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood based organizations. This activity was introduced and implemented in MTW Year 4 and it is ongoing. As appropriate, PHA’s new Development Principles will be used to guide all future development efforts.

Changes/Modifications in Year Thirteen: No changes are proposed. However, PHA will continue to periodically update its TDC and HCC limits. The most recent TDC and HCC information is included in Appendix D.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives. In recent years, PHA hired contractors to conduct assessments of the impact of PHA development expenditures on the local/regional economy and on neighborhood property values.

MTW Activity: Service Enriched Housing for Seniors and People with Disabilities

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

- **Adult Day Care** – Adult Day Care provides non-medical supportive day services to eligible elderly persons. Adult Day Care includes assistance with activities of daily living, medication reminders, social activities, meals and snacks, and educational programs. An affiliate administers the Adult Day Care program services. The first Adult Day Services facility is located at the Nellie Reynolds Garden 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 DPW that assists persons transitioning out of nursing homes to access affordable housing. As part of NHTI, PHA administers seventy-five (75) State-supported vouchers for referrals of disabled consumers in need of low-income housing. NHTI households may be eligible for a preference for public housing or HCV. In addition, PHA has entered into an MOU with Liberty Resources, Inc. to refer to PHA disabled households who may be eligible for a preference for public housing or HCV. PHA utilizes its MTW flexibility to increase HCV payment standards up to 120% of the HUD Fair Market Rents in order to secure housing, subject to rent reasonableness.
- **Accessible Unit Retrofitting and Development** – PHA’s capital planning program includes development of new accessible units and retrofitting of existing units to meet the standards specified in Attachment E of the MTW Agreement. As part of these efforts, in Year Thirteen, PHA will certify to HUD that an additional 152 units meet the standards of Attachment E of PHA’s 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.

Changes/Modifications in Year Thirteen: PHA has removed references to the LIFE Program from this initiative based on a determination that MTW authority or funding is not required for implementation. PHA will continue to collaborate with qualified partners as funding allows to implement LIFE at GGFE and Germantown House, and to explore options to establish the program at other PHA sites.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

MTW Activity: Simplification and Streamlining of Rent, Recertification and Inspection Processes for Public Housing and HCV

Description/Update: PHA is implementing a series of initiatives in the public housing and HCV programs designed to streamline administrative processes, reduce paperwork burdens on residents, and encourage families to work and increase their incomes. 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 to require recertifications every two years except for residents choosing ceiling rents who are recertified every three years. Generally, residents are not required to report changes in income between regularly scheduled recertifications. Interim recertification is required for changes in household composition. Additionally, PHA will complete EIV checks every six months for households with zero, temporary or sporadic income. Previously, EIV checks were done every 90 days. Interim recertifications are restricted to one every six months. Elderly and disabled households are exempted from this restriction on interim recertifications. This activity was implemented in Year 3 and is ongoing.
- **Ceiling Rents** – PHA has established ceiling rents for its public housing developments, which are periodically updated. This activity was implemented in Year 3 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 will implement current PHFA 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 will be applied to the ceiling rent, i.e. the ceiling rent amount will be offset by the applicable tenant-paid utility allowance amount. PHA tenants will continue to have the option of selecting either a ceiling rent or an income-based rent. Tenants who select an income-based rent will pay no more than 30% of adjusted income for rent. PHA may elect to phase-in rent increases if necessary to avoid serious financial hardship to residents.
- **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 Medicare 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 implemented in Year 3 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 Year 7 and is ongoing.
- **Reasonable Rent** – PHA has developed and implemented a reasonable rent policy for the HCV program whereby reasonable rent determinations are completed at initial lease up, upon request for

a rent increase and at other times PHA deems it necessary to conduct a reasonable rent re-determination. This activity was implemented in Year 7 and is ongoing.

PHA may implement across-the-board rent increases or rent freezes for properties in the HCV program. When and if an across-the-board rent increase is awarded, PHA will complete a reasonable rent determination at the time of the next annual HQS inspection and apply applicable policies related to reasonable rent when and if the rent is not reasonable. This policy was implemented in MTW Year 4.

- **Community Service** – PHA is authorized to implement a policy of self-certification of community service requirements for all non-exempt household members. At the time of regular recertification, each individual who is subject to the community service requirement will be required to self certify that they are in compliance with the community service requirement. Generally, families will be required to submit the self-certification to PHA, at the regular recertification interview. PHA may rely on the self-certification to verify compliance with community service requirements, but may also request additional documentation to conduct the verification. Families will also be given a log to track their community service hours, including the date, type of activity, number of hours, name of organization for which community service was performed, name of supervisor at organization, contact information for the organization, and a signature by the supervising official. The goal of this self-certification is to remain consistent with the intent of the community service requirements and the promotion of community service and economic self-sufficiency, while creating administrative efficiencies in accordance with the goals of MTW. A self-certification is not prohibited by Section 12 of the U.S. Housing Act of 1937. This activity was approved in MTW Year 10 and implementation began in MTW Year 10.
- **Utility Allowances** – PHA is authorized to implement a revised utility allowance methodology that includes the following components: a) HCV participants who are responsible for paying gas heat and who are eligible to participate in the PGW Customer Responsibility Program (CRP) will have the gas portion of their utility allowances calculated using an alternative methodology. Participation in the PGW CRP program places a cap on the amount of money that eligible residents will be required to pay for their gas utility payments based on household income, not consumption. Utility allowance schedules are typically determined based on an analysis of the cost of reasonable consumption based on dwelling unit size/type. PHA will utilize the PGW CRP capped amount to calculate the gas allowance due to residents except in those limited circumstances where the CRP amount exceeds PHA’s gas utility allowance schedule. The alternative utility allowance amounts will be factored into the rent calculation including the Total Tenant Payment calculation. With this change, residents will continue to have their Total Tenant Payment limited to no more than 30% of household income. See note below regarding Year Thirteen implementation. PHA has received approval to implement this initiative in the public housing program; however, only HCV implementation is currently planned; b) Utility allowances will be phased out for residents with incomes at or above 80% of Area Median Income; c) PHA will review and modify public housing utility schedules each year based on an assessment of available HUD funding. PHA will apply the HUD determined operating subsidy pro-ration factor to determine the actual utility schedule amounts. Revised utility allowances will be applied to a family’s rent calculations at the next scheduled recertification after the allowance is adopted or at one time across all affected households. The approach taken will be at the discretion of PHA; and,

d) PHA will establish a minimum threshold of \$20 for payment of utility allowance payments. This activity was approved in Year 8.

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 MTW Year 10; however, it has not yet been implemented. In MTW Year Thirteen, PHA will implement the PGW CRP alternative utility allowance policy in the HCV program only.

Changes/Modifications in Year Thirteen: PHA has elected to discontinue the “Property Specific Rent Policies” component that was first approved in MTW Year 6 based on a determination that this provision is no longer required. With respect to its Community Service program, PHA plans to review the efficacy of the self-certification method and may propose alternatives to the current system. PHA also proposes to further modify its policy regarding updating of utility allowance schedules for the HCV program. Using its MTW authority, PHA will periodically at its discretion review HCV utility allowance schedules to determine if adjustments are required. Annual updates will not be required.

Hardship Policy: For all of PHA’s rent and utility allowance policies implemented pursuant to its MTW authority, PHA will consider exceptions to these policies on a case-by-case basis for families who can demonstrate a long-term hardship that will result from application of the policies to them, or as a reasonable accommodation. To qualify for a hardship exemption, a family must submit a request for a hardship exemption in writing. The request must explain the nature of the hardship and how the application of the rent or utility allowance policy to the family will affect the family. Pursuant to PHA’s HCV Administrative Plan and ACOP, households granted a financial hardship exemption require a recertification every 120 days.

Evaluation: PHA review and reevaluates its rent reform initiatives on an annual basis. In addition to internal monitoring and tracking of these initiatives, PHA has entered into a partnership with Drexel University to conduct energy simulation modeling and evaluation of both new construction and substantial rehab activities undertaken by PHA pursuant to the federal Stimulus bill and other funding sources. As appropriate, Drexel’s reports and studies will be utilized to assess the impacts of the utility component of this MTW activity.

MTW Activity: HCV Program Participation

Description/Update: To encourage family economic self-sufficiency, PHA has implemented a number of requirements for participation in its local HCV Program in addition to the standard regulatory eligibility provisions:

- **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 Housing Choice Voucher Program, including the MTW-related terms and conditions described in the MTWFAA. Failure to abide by the HCV Program rules and regulations and terms and conditions of the MTWFAA may result in termination from the HCV program. This activity was implemented in Year 3 and is ongoing.

Changes/Modifications in Year Thirteen: PHA has removed the previously approved requirement for a separate tenant responsibility training program based on a determination that this material is adequately covered as part of PHA's standard HCV briefing session and does not require use of MTW authority.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

MTW Activity: Unit Based Leasing and Development Program

Description/Update: Expanding the supply of affordable housing in Philadelphia continues to be a major objective of the PHA MTW demonstration program. Under PHA's Unit-Based Leasing and Development Program ("UBV" or the "Unit-Based Program"), PHA negotiates contracts with for-profit and nonprofit 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 originally approved in MTW Year 3.

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

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

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

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

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

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.

In MTW Year Thirteen, PHA will continue to operate this program including, as appropriate, incorporating it into the "6 in 5" initiative to create 6000 units of affordable housing over the next five years as referenced above. PHA may also issue requests for proposals for this initiative during the Plan year.

Change/Modification in Year Thirteen: No changes are anticipated.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

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MTW Activity: Comprehensive Self Sufficiency, Homeownership and Family Supportive Services for Residents

Description/Update: A primary objective of PHA's MTW demonstration program is to support resident economic self-sufficiency including expanding the number of public housing and voucher participants who become first time homebuyers. PHA will continue to expand the existing network of collaborative working relationships with other local service providers, arrange for the provision of services to family members and develop and implement new and innovative programs to bridge identified service gaps. Participating families will receive case management and other support services during the term of their agreement, including housing-related services and other incentives to encourage continued participation in the Family Support Program. These activities were introduced and implemented in MTW Year 4 and are ongoing.

PHA is currently evaluating the structure and outcomes for all of the self-sufficiency initiatives described herein as well as for the Family Self Sufficiency Program. The goal is to identify program strategies and enhancements that will provide an integrated, holistic self-sufficiency system - one that incorporates appropriate incentives and disincentives, is evidence-based and that is outcome-oriented. PHA anticipates that significant changes will be made to its self-sufficiency program strategies over the coming year.

- **Service Coordination** – HCV participants and public housing residents are able to access Family Program services through Service Coordinator staff, referrals from case managers, and through staff at other PHA and partner locations. HCV households work with staff to develop self-sufficiency goals including full time employment at a living wage and completion of secondary education, if applicable, for all adult family members. Areas of training and support may include, but are not limited to, resident responsibility, occupational skills training, homeownership, small business development, attainment of additional educational goals, treatment for substance abuse, and conflict resolution training to manage domestic and community disputes.
- **Self-Sufficiency Offices and Community Centers** – As part of the MTW Family Program services, PHA will continue to operate Family Self-Sufficiency office through which public housing, HCV and other residents can access a wide range of employment, training and supportive service programs such as Pre-Apprenticeship Training, homeownership counseling, and Section 3 jobs. The Community Partner office is also available for residents to receive similar support and services as well as additional service coordinator staff being located throughout the city to provide support and case management as needed.

In addition, PHA completed construction in 2004 of the John F. Street Community Center at 1100 Poplar Street. This center is a facility devoted to youth programs and activities including exercise, dance, recording/music studios, a computer lab/library, commercial kitchen, office space, meeting rooms and a large multi-purpose room. Additional centers have also been opened to support aging residents and their community including centers at Greater Greys Ferry Estates, Germantown House and, most recently, Nellie Reynolds Garden that offers health services to frail seniors and disabled individuals. These senior oriented centers offer a full range of supportive health services and activities. PHA will expand and initiate relationships with partner agencies to provide services in education, economic development, employment and training, homeownership counseling, health, and childcare. Partners will conduct intake/enrollment, offer individual and group orientations, training

and counseling, program activities and services, and conduct community seminars. Partners will work closely with PHA to minimize/eliminate differences in eligibility requirements to ensure full access to services by the public.

- **Community Partners** – The Community Partners program funds a range of supportive services including the nationally recognized Pre-Apprenticeship Program. The Community Partners program recruits new partners, expands the range of training programs, and provides incentives to encourage successful participation by residents. These programs are designed to provide residents with the skills to enter various industries. In Year Thirteen, PHA will continue to monitor the progress of existing Community Partners and select new Partners as appropriate. Also, as noted above, PHA is currently conducting a comprehensive review of its self-sufficiency initiatives which may result in proposed changes to the Community Partners and other related initiatives.
- **Affordable Homeownership** – Expanding homeownership opportunities to public housing and voucher participants continues to be a major objective of PHA’s MTE program. PHA is actively developing homeownership units throughout the City of Philadelphia. HCV, Section 32, FSS, and the 5 (h) Programs also offer homeownership opportunities to PHA residents. PHA has coordinated its current homeownership program components under a single organizational structure to support streamlined intake and processing of interested applicants. Staff work with and refer residents to existing homeownership counseling agencies with histories of providing homeownership counseling services in Philadelphia.

Changes/Modifications in Year Thirteen: No changes are proposed at this time. As noted above, PHA is undertaking a comprehensive review of self-sufficiency strategies with the expectation that new initiatives will be implemented in the coming year.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

MTW Activity: Increase Housing Opportunities for the Homeless

Description/Update: PHA is collaborating with the City of Philadelphia to provide a range of housing opportunities for homeless individuals and families as part of the ten-year Blueprint to End Homelessness:

- **Blueprint/Good Neighbors Make Good Neighborhoods** – As part of this initiative, PHA’s Good Neighbors Make Good Neighborhoods Program makes housing opportunities available for families leaving Transitional Housing (Blueprint to End Homelessness). In 2008, PHA agreed to provide up to 500 housing opportunities, within one year of the date of the MOU with the City of Philadelphia, to eligible Good Neighbor families consisting of public housing units, housing choice vouchers and other housing resources as defined in the MOU. In April 2009, the Board of Commissioners approved execution of a new MOU directly with the City of Philadelphia Office of Health and Opportunity for coordination and administration of an additional 500 housing opportunities under the Blueprint program, 200 for HCV and 300 for Public Housing. PHA has established a limited preference category for families in the Blueprint program. This preference category is capped so that on a fiscal year basis a total of 500 housing opportunities will be provided to eligible households. See note below regarding changes to how PHA will report on Blueprint activity. This activity was implemented in Year 3 and is ongoing.
- **Transitional Housing Facilities** – PHA intends to form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months. Households will be required to sign annual leases with a 6-month extension option. Families’ tenure in the facilities during this lease term and extension option will be subject to continued participation in services and compliance with program rules. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants’ leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing. See note below regarding changes to this activity.

Changes/Modifications in Year Thirteen: PHA remains committed to implementation of the Blueprint program and to collaborating with the City and local agencies to eliminate homelessness. Based on further review, PHA has determined that implementation of the Blueprint initiative does not require MTW authority; therefore, PHA will not classify or track this separately as an MTW activity in future MTW Plans and Reports. Also based on further review, PHA believes that any proposed Transitional Housing facilities will be authorized under the “Partnership Initiative” MTW activity discussed above. Therefore, the reference to Transitional Housing Facilities under this initiative will be removed from future MTW Plans and Reports.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

MTW Activity: Streamline the Admissions and Transfer Process

Description/Update: PHA has established a number of MTW policies designed to streamline the admissions and transfer policies for both public housing and HCV programs:

- **MTW Transfers** – PHA may authorize a limited number of split-family transfers from Public Housing to the Housing Choice Voucher program and vice versa. These transfers are referred to as MTW transfers. PHA provides for up to 50 Housing Choice Vouchers and 50 PH units to be transferred back and forth between PH and the HCV program. No more than 100 moves are authorized per fiscal year. Eligibility is determined by PHA General Managers on a case-by-case basis, based upon immediate need, disability needs and availability of vouchers or public housing units. Transfers are used to support witness protection activities, domestic violence prevention and other needs. If a resident transfers from Public Housing to the Housing Choice Voucher program, that resident will be subject to the Seven-Year Program Time Limit and HCV eligibility guidelines. This activity was implemented in Year 4 and is ongoing.
- **HCV Waiting List** – Once a family is leased under the HCV Program, the family may remain on the Tax Credit Site waiting lists. Additionally, PHA will require that the family sign an agreement whereby the family acknowledges they will not be eligible for selection from the Tax Credit Site waiting lists until the initial lease term has been completed. If the family's name comes to the top of the Tax Credit Site waiting lists prior to completion of the initial lease term, the family will be skipped, however they will retain their position on the waiting list. The family will be selected from the Tax Credit Site waiting list when they have completed their initial lease term and a vacant unit is available. Additionally, the family will be subject to all applicable program screening and eligibility requirements. This initiative was approved as modified in Year 11.
- **Public Housing Waiting List** – Once a family is housed in Public Housing, the family will be removed from all other PH Waiting Lists. However, a family may remain on the HCV and/or Tax Credit Site waiting lists. Additionally, PHA will require that the family sign an agreement whereby the family acknowledges that their name will be removed from all PH Waiting Lists and they will not be eligible for selection from the HCV and/or Tax Credit Site waiting lists until the initial lease term has been completed. If the family's name comes to the top of the HCV and/or Tax Credit Site waiting lists prior to completion of the initial lease term, the family will be skipped, however they will retain their position on the waiting list(s). The family will be selected from the HCV and/or Tax Credit Site waiting lists when they have completed their initial lease term and either a voucher or vacant unit is available. Additionally, the family will be subject to all applicable program screening and eligibility requirements. Applicants, as a reasonable accommodation, may request that their name remain on Waiting Lists once housed, and PHA, on a case-by case basis, will review these requests in order to accommodate the needs of a person with disabilities. This initiative was approved as modified in Year 11.
- **Verification Policy** – All household members must submit social security number (SSN) documentation at the time of initial application or the application will not be entered on the waiting list. PHA will make alternate arrangement for households that include members who are not USA Citizens or do not have eligible immigration status. Failure to comply with this policy will result in denial of placement on the waiting list. Participants who contend eligible

immigration status and who have not previously disclosed a valid SSN must do so at their next scheduled or interim recertification within 90 days of PHA's request. PHA may grant an additional 90-day period, if there are unforeseen circumstances beyond the family's control that prevent the family from complying with the SSN requirements or there is a reasonable likelihood that the participant will be able to disclose a SSN by the deadline. Adults processed to be added to the household are required to provide documentation of a valid SSN before approval for occupancy in an existing public housing or HCV household. If the proposed new member is a minor child and has no SSN, documentation to verify the SSN must be provided within 90 days of the child being added to the household. PHA, at its own discretion, may give an additional 90 days for children under six if PHA determines that the participant's failure to comply was due to circumstances that could not have reasonably been foreseen and were outside the control of the participant. During the period that PHA is awaiting documentation; the child shall be included as part of the tenant household and the child shall be entitled to all the benefits of being a household member. If upon expiration of the provided time period, including any extensions, the tenant fails to produce a SSN for the child, the family will be subject to the penalties for failure to disclose a SSN. Failure to comply with this policy will result in termination of tenancy or assistance. This activity was approved in MTW Year Ten.

- **Voucher Issuance** – PHA establishes a ninety-day period before reissuance of terminated vouchers. This activity was implemented in Year 4 and is ongoing.
- **Restriction on Elective Moves** – PHA policy regarding moves during the initial lease term and at the time of biennial recertification pertains to moves both within PHA's jurisdictions and initial moves outside of PHA's jurisdiction. Families are not permitted to move within PHA's jurisdiction during the initial term of assisted occupancy. The Executive General Manager (or other senior staff person designated by the Executive Director) must approve exceptions to this policy. Subsequent to the initial lease term, families are permitted to move only at the time of biennial recertification or under extenuating circumstances as defined in the Administrative Plan subject to PHA management approval. Examples of extenuating circumstances include approved and documented VAWA or reasonable accommodations move requests. PHA may deny permission to move if the family violates HCV program obligations and/or owes PHA money. An owner letter of good standing is required when existing participants request a move. This activity was implemented in Year 7 and is ongoing.
- **Criteria for Portability Moves** - PHA has established criteria for all port out moves. The criteria requires that MTW voucher participants requesting to port out provide a verified employment, education, safety or medical/disability need to support their move to another jurisdiction. Families who are unable to provide a verified "employment, education, safety or medical/disability need" will not be permitted to port out. PHA has established verification requirements to validate the family's employment, education, safety or medical/disability need. If a voucher participant leases up within the City of Philadelphia, they are not permitted to port out during their initial lease term except for extenuating circumstances such as approved and documented VAWA or reasonable accommodation requests. Subsequent to their initial lease term, families may only move at the time of their biennial reexamination. Families with vouchers administered under the VASH program are not subject to this policy. This MTW activity only applies to MTW voucher

participants whose initial voucher was issued by PHA or those who have subsequently been absorbed by PHA. This activity was first approved in MTW Year Twelve.

Changes/Modifications in Year Thirteen: No changes are proposed.

Evaluation: PHA uses internal resources to track and monitor the progress of these initiatives.

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VII. SOURCES AND USES OF FUNDING

A. Planned Sources and Uses of MTW funds

Table 12 lists planned sources and uses of MTW funds for MTW Year Thirteen. Actual sources and uses may vary based on the level of funding provided to PHA based on Congressional appropriations and the level of actual expenses. PHA's Sources and Uses budget for FY 2014 projects a cumulative reduction of over \$37.1 million based on recently announced Congressional appropriations. This includes reductions to the Public Housing Operating Subsidy, CFP/RHP and HCV Administrative fees.

Table 12 – Consolidated Sources and Uses of MTW Funds FY 2014

REVENUE (SOURCES)	AMOUNT
Operating Subsidy	\$101,934,332
Capital/Replacement Housing Fund	46,253,815
Housing Choice Voucher Program	154,842,699
Block Grant Activities	30,722,758
Dwelling Rental Income	23,572,583
Investment Income	52,840
Miscellaneous Income	890,266
TOTAL REVENUE	\$358,269,292
EXPENSES (USES)	
Administrative	\$62,862,910
Tenant Services	5,363,172
Utilities	28,801,768
Maintenance	42,231,500
Protective Services	6,033,311
General Expense	53,299,084
Capital Improvements/Additions/Replacements	6,519,592
Tenant Based Voucher Assistance	119,365,891
Family Program	8,114,639
Quality of Life Program	971,135
Capital Activities	15,579,898
Capital/Replacement Housing Projects	15,417,938
TOTAL EXPENSE	\$364,560,838
OPERATING INCOME/LOSS	(\$6,291,546)
Reserve Buildup*	68,807,996
NET INCOME/(LOSS)	\$62,516,450
<i>*As of 3/31/12, the reserve was \$68,807,996</i>	

B. Planned Sources and Uses of State and Local funds

Table 13 lists planned sources and uses of state and local funds projected for MTW Year Thirteen. Actual sources and uses may vary based on the level of funding provided to PHA and the level of actual expenses.

Table 13 – Sources and Uses of State and Local Funds FY 2014

REVENUE (SOURCES)	AMOUNT
Summer Food Program	113,600
Housing Coordinator Initiative	65,000
Tenant Based Rental Assistance	337,360
TOTAL REVENUE	515,960
EXPENSES (USES)	
Administrative and General	178,600
Housing Assistance Payments	337,360
TOTAL EXPENSE	515,960
OPERATING INCOME/(LOSS)	\$0
NET INCOME/(LOSS)	\$0

C. Planned Sources and Uses of Non-MTW funds

Table 14 lists planned sources and uses of other funds projected for MTW Year Thirteen, excluding state and local funds. Actual sources and uses may vary based on the level of funding provided to PHA and the level of actual expenses.

Table 14 – Consolidated Sources and Uses of Non-MTW Funds FY 2014

REVENUE (SOURCES)	AMOUNT
Grants	\$100,000
Developer Fees and Program Income *	2,788,200
Non-MTW Vouchers	5,765,826
Mainstream	382,864
VASH	2,085,550
MOD/SROs	3,835,490
Administrative Fees	918,335
TOTAL REVENUE	\$15,876,265
EXPENSES (USES)	
Administration and General Expense	\$2,264,412
Operations and Maintenance	49,616
Housing Assistance Payments	10,469,536
Capital Projects	4,341,906
TOTAL EXPENSE	\$17,125,470
OPERATING INCOME/(LOSS)	(\$1,249,205)
Reserve Buildup	7,037,620
NET INCOME/(LOSS)	\$5,788,415
<i>*Reflects anticipated income in the form of Developer Fees from Mantua II and Norris</i>	

D. Planned Sources and Uses of Central Office Cost Center

This section is not applicable to PHA in light of the Local Asset Management Plan described below.

E. Cost Allocation Plan

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 Year Nine Annual Plan submission. A copy of the approved Plan is found in Appendix A.

F. Use of Single Fund Flexibility

Under the MTW Program, PHA is authorized to establish an MTW Block Grant budget. PHA's MTW budget focuses on five core areas:

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

Development of annual budgets structured around these core areas allows PHA to further its mission and to deliver services in a more efficient and effective manner. Table 12 above provides additional detail on the use of single fund flexibility including MTW Activity Vouchers. Specific single fund flexibility line items include:

- Capital Activities to support the security systems upgrades, asbestos abatement projects and elevator repairs and site improvements throughout PHA.
- Family Program activities to support a wide range of public safety, program compliance, and training and education efforts for PHA residents including: youth development programs citywide; senior programs citywide; Pre-Apprenticeship program; Homeownership programs; Community Relations police units; Community Partners training and educational programs; staffing for the Office of Resident and Community Services; and, other Economic Development and Self-Sufficiency program activities.
- Quality of Life Programs to support Lease Enforcement and Section 8 investigations programs.

- General Conditions include functional enhancements and training on Document Content Management, staff training and energy management initiatives.

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VIII. ADMINISTRATIVE

A. Resolution

B. Certification

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APPENDIX A – LOCAL ASSET MANAGEMENT PLAN

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

In the implementation of these project level management activities, other PHA departments including Client Services, Public Safety, Maintenance, Development, ISM, Finance and Budget, Quality Assurance, and the Office of Strategic Management support PHA Asset Managers. Asset Managers are routinely provided with on-line detailed and summary management reports on budget status and all key performance indicators to facilitate their monitoring and oversight of property level activities. PHA also conducts multidisciplinary Performance Management meetings 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 property budgets with support from the PHA Finance and Budget staff. Budget trainings are held annually to support the budget development process. Asset Managers are provided with tools to develop their budget estimates including property-specific non-utility and utility cost data from the prior 18 months.

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

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

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

oversight protocols through its Quality Assurance Program. PHA's quality control program has already made PHA's programs more efficient by reducing errors and improving oversight.

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

A description of the cost allocation plan and other technical components of PHA's local asset management plan 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 PAPMC/AME managed AMPs. The revenue and expense allocations will be different for each type since PHA's revenues and expenses vary for each site. (APPENDIX 1)

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

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 15, 2009 for presentation on the fiscal year ending March 31, 2009 financial statements. PHA submitted the Financial Data Schedule (FDS) for fiscal year ending March 31, 2009 in compliance with the Local Asset Management Plan on 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 with the Other Projects column of the FDS. Under the Special Instructions for preparing Financial Data Schedules for MTW Agencies as provided by HUD that PHA will be required to comply with for fiscal year ending March 31, 2010, PHA will report the PHASI activity in the MTW column. PHA has not created new physical cash accounts with the bank for each of the PHA Managed AMPs. PHA's accounting system can separate the cash accounts between the PHA Managed AMPs. All cash activity will be paid or received through one physical bank account, but on PHA's ledger, the cash activity will be posted to cash for the PHA Managed AMPs. When cash receipts are received, the cash receipts will post to each of the individual PHA Managed AMPs to the cash and proper offset account for the appropriate PHA Managed AMPs. Checks that are written for direct expenses will be charged to the appropriate PHA Managed AMPs expense account and cash.

PHA has elected to charge each site for allocated indirect overhead and frontline expenses rather than utilizing the fee for service model. PHA calculates the total expenses for the Indirect Cost Departments at the end of each fiscal year, and then allocates these expenses to each of the PHA Managed AMPS. PHA's accounting system allows PHA to establish this as an automated process.

Each fiscal year, investment income has been 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 ledgers from Emphasis. PHA's accounting policies recognizes the tenant accounts receivable balance as the outstanding balance from all tenants in possession of a unit plus the outstanding balances due from tenants that have vacated during the fiscal year. All other vacated tenant accounts receivable balances are written off at the end of each fiscal year after board approval. PHA's tenant ledger from the Emphasis system will provide PHA with the data to separate these amounts. PHA 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 continues to reconcile the tenant accounts receivable balance at the end of each fiscal year to the tenant ledger by AMP and make the corresponding adjustments to the allowance for doubtful accounts by AMP.

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 Accounts Receivable

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

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

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

E. Prepaid Insurance

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

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

F. Materials 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 the staff to order material as needed and receive materials only on an as needed basis. Currently, PHA has one warehouse, which is located on Bartram Avenue. The inventory at this site is used for routine maintenance needs at all of PHA's sites

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 distributed to the appropriate PHA Managed AMPs and the Indirect Cost Departments. PHA has reviewed and analyzed all fixed assets and verified that the fixed assets and depreciation are charged to the appropriate PHA Managed AMP or Indirect Cost Department. PHA has identified the individual 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) has been established for many years. AM provides PHA with the ability to prepare fixed asset and depreciation reports by AMP or department. AM tracks all of the fixed assets transactions and records all monthly fixed asset entries 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 to confirm that its treatment is appropriate.

J. Compensated Absences

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

K. Equity

Equity 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 owned by an AMPs or Departments. Invested in capital assets will be distributed between the Indirect Cost Departments and the PHA Managed AMPs based on where the Net Fixed Assets amount is distributed

Based on the Special Instructions for Preparing Financial Data Schedules for Moving to Work Agencies, PHA will report all unrestricted net 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 001) 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 that its treatment is appropriate.

D. HUD Operating Subsidy

1. PAPMC / AME Manage AMPs

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

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

PHA will distribute the remaining operating subsidy to the PHA Managed AMPs based on the actual operating needs for each of 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 the HUD Operating Subsidy allocated to PHA Managed AMPs is sufficient for the AMP's 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 of 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 payables processes include assigning the proper chart fields or account structure. PHA's account structure includes the program code (AMP number) and the appropriate department code.

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

2. PAPMC/AME Managed AMPs

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

B. Corporate Legal

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

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 charged to the Indirect Cost Departments. PHA will utilize interest income and MTW transfers to offset these expenses.

C. Maintenance Expenses

1. Payroll Expenses

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

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 fields or account structure. PHA's account structure includes the program code (AMP number) and the appropriate department code.

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

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 Cost Departments expenditures will be allocated to all PHA Managed AMPs. (APPENDIX 3) The overhead allocation account will always have a credit balance under the Indirect Cost Departments to offset the expenses allocated to the AMPs. PHA will have the ability to print reports that present the total revenues and operating expenses of the Indirect Cost Departments and show the overhead allocation amount as a contra to the operating expenses.

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

At the end of each fiscal year, PHA has calculated the total expenses of the Indirect Cost Departments, and then prepared an allocation of those expenses across all of the PHA Managed AMPs which has been presented as allocated overhead.

2. PAPMC / AME Managed AMPs

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

E. Frontline Expenses

1. PHA Managed AMPs

PHA has certain frontline expenses that will be provided centrally since this is the most cost-effective way to provide these services. These services are provided to PHA Managed AMPs only. The 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 normally allocated to PAPMC / AME Managed AMPs. If expenditures are determined to benefit the PAPMC / AME Managed AMPs, those expenditures will be directly charged to the appropriate PAPMC / AME Managed AMPs.

V. Capital Fund Program

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

Although PHA is an MTW agency and is not required to, PHA reports and tracks all CFP expenditures based on the CFP Budget Line Items. PHA has determined this method to be 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 on the number of available units. PHA will establish an account number for the CFP Operating Transfers. The Operating Transfers are made to assist the PHA Managed AMPs with its operations. PHA may need to adjust the allocation of the Operating Transfers in fiscal years to

assist the operating needs of one AMP over another AMP that may not need the assistance. PHA will reserve the right to adjust the allocations of the Operating Transfers to meet the financial needs of all of the PHA Managed AMPs. PHA will not present expenditures for the CFP under the Capital Projects cost department for BLI 1406.

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 received 4 series of bonds. HUD repays the bonds and interest on different schedules for each of bonds on a semi-annual basis. PHA utilized the proceeds of the Construction

Bonds for the benefit of several different PHA Managed AMPs, for Homeownership units that have been sold, and for PAPMC / AME Managed AMPs. PHA also utilized the interest earned on the proceeds for the benefit of construction projects. PHA will not be able to identify which specific PHA Managed AMP or PAPMC / AME Managed AMPs to charge the annual payments of principle and interest. PHA plans to charge the expenditures to the Capital Projects category.

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 some expenditures made that PHA will not be able to charge to a specific PHA Managed AMP or PAPMC / AME Managed AMP. In these few cases, PHA will charge the expenditures to the Capital Projects category.

E. Project Based Budgeting

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

When PHA has prepared its Capital Fund Program Budgets, PHA determines specific capital work items that need to be completed at all or some of PHA sites. PHA does not 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 FYE 2012 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

PROJECT NUMBER	PROJECT NAME	UNITS
PA2-001	Johnson Homes	530
PA2-003	Richard Allen	150
PA2-010	Raymond Rosen	552
PA2-013	Wilson Park	727
PA2-014	Norris Apartments	145
PA2-015	Harrison Plaza	299
PA2-018	Arch Homes	73
PA2-020	Spring Garden Apartments	203
PA2-024	Queen Lane Apartments	19
PA2-029	Hill Creek	331
PA2-030	Abbottsford Homes	235
PA2-031	Bartram Village	499
PA2-032	Oxford Village	199
PA2-034	Whitehall Apartments	248
PA2-035	Haddington Homes	147
PA2-039	West Park Apartments	323
PA2-042	Champlost Homes	102
PA2-046	Haverford Homes	24
PA2-049	Morton Homes	248
PA2-050	Blumberg Apts	498
PA2-054	Parkview Apartments	20
PA2-055	Fairhill Apartments	264
PA2-062	Pt. Breeze	71
PA2-063	Katie B Jackson	56
PA2-065	College View	54
PA2-066	Holmecrest Homes	84
PA2-076	Emlen Arms	155
PA2-077	Bentley Hall	96
PA2-079	Plymouth Hall	53
PA2-093	Westpark Plaza	65
PA2-100	Cecil B Moore	29
PA2-104	Arlene Homes	32
PA2-114	Gladys B Jacobs	80
PA2-901	Haddington	430
PA2-902	Mantua	383
PA2-903	Kingsessing	518
PA2-904	Germantown/Hunting Park	362
PA2-905	Fairhill Square	451
PA2-906	Francisville	417
PA2-907	Ludlow	427
PA2-908	Susquehanna	411
PA2-909	Strawberry Mansion	429
PA2-910	Oxford Jefferson	341
TOTAL		10,780

PAPMC / AME MANAGED SITES

PROJECT NUMBER	PROJECT NAME	UNITS
PA2-121	Courtyard Apartments	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 Courts 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	49
PA2-174	Paschall Village II	50
PA2-175	Norris, LP	51
TOTAL		3,174

Unit counts are those included in subsidy calculation for calendar year ending 12/31/13

APPENDIX 2

Department ID	Department Description	FRONTLINE DEPARTMENTS AND PRORATION METHODS
404404	Special Operations	Proration Method 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****PROJECT**

NUMBER	PROJECT NAME	UNITS	PERCENTAGE
PA2-001	Johnson Homes	530	4.9165%
PA2-003	Richard Allen	150	1.3915%
PA2-010	Raymond Rosen	552	5.1206%
PA2-013	Wilson Park	727	6.7440%
PA2-014	Norris Apartments	145	1.3451%
PA2-015	Harrison Plaza	299	2.7737%
PA2-018	Arch Homes	73	0.6772%
PA2-020	Spring Garden Apartments	203	1.8831%
PA2-024	Queen Lane Apartments	19	0.1763%
PA2-029	Hill Creek	331	3.0705%
PA2-030	Abbotsford Homes	235	2.1800%
PA2-031	Bartram Village	499	4.6289%
PA2-032	Oxford Village	199	1.8460%
PA2-034	Whitehall Apartments	248	2.3006%
PA2-035	Haddington Homes	147	1.3636%
PA2-039	West Park Apartments	323	2.9963%
PA2-042	Champlost Homes	102	0.9462%
PA2-046	Haverford Homes	24	0.2226%
PA2-049	Morton Homes	248	2.3006%
PA2-050	Blumberg Apts	498	4.6197%
PA2-054	Parkview Apartments	20	0.1855%
PA2-055	Fairhill Apartments	264	2.4490%
PA2-062	Pt. Breeze	71	0.6586%
PA2-063	Katie B Jackson	56	0.5195%
PA2-065	College View	54	0.5009%
PA2-066	Holmecrest Homes	84	0.7792%
PA2-076	Emlen Arms	155	1.4378%
PA2-077	Bentley Hall	96	0.8905%
PA2-079	Plymouth Hall	53	0.4917%
PA2-093	Westpark Plaza	65	0.6030%
PA2-100	Cecil B Moore	29	0.2690%
PA2-104	Arlene Homes	32	0.2968%
PA2-114	Gladys B Jacobs	80	0.7421%
PA2-901	Haddington	430	3.9889%
PA2-902	Mantua	383	3.5529%
PA2-903	Kingsessing	518	4.8052%
PA2-904	Germantown/Hunting Park	362	3.3581%
PA2-905	Fairhill Square	451	4.1837%
PA2-906	Francisville	417	3.8683%
PA2-907	Ludlow	427	3.9610%
PA2-908	Susquehanna	411	3.8126%
PA2-909	Strawberry Mansion	429	3.9796%
PA2-910	Oxford Jefferson	341	3.1633%
PHA Managed AMPs Only Total		10,780	100.00%

Unit counts are those included in subsidy calculation for calendar year ending 12/31/13

APPENDIX 2 (CONTINUED)

PHA FRONTLINE PRORATION RATE CALCULATIONS

PROJECT

NUMBER	PROJECT NAME	UNITS	PERCENTAGE
<u>Germantown Region</u>			
PA2-024	Queen Lane Apartments	19	2.503%
PA2-030	Abbottsford Homes	235	30.962%
PA2-042	Champlost Homes	102	13.439%
PA2-049	Morton Homes	248	32.675%
PA2-076	Emlen Arms	155	20.422%
Germantown Region Total		759	100.000%
<u>North Central Region</u>			
PA2-001	Johnson Homes	530	31.623%
PA2-010	Raymond Rosen	552	32.936%
PA2-050	Blumberg Apts	498	29.714%
PA2-077	Bentley Hall	96	5.728%
North Central Region Total		1676	100.000%
<u>North Region</u>			
PA2-003	Richard Allen	150	13.146%
PA2-014	Norris Apartments	145	12.708%
PA2-015	Harrison Plaza	299	26.205%
PA2-020	Spring Garden Apartments	203	17.791%
PA2-055	Fairhill Apartments	264	23.138%
PA2-114	Gladys B Jacobs	80	7.011%
North Region Total		1141	100.000%
<u>Northeast Region</u>			
PA2-029	Hill Creek	331	36.175%
PA2-032	Oxford Village	199	21.749%
PA2-034	Whitehall Apartments	248	27.104%
PA2-066	Holmecrest Homes	84	9.180%
PA2-079	Plymouth Hall	53	5.792%
Northeast Region Total		915	100.000%

APPENDIX 2 (CONTINUED)**Scattered Sites Region**

PA2-054	Parkview Apartments	20	0.465%
PA2-065	College View	54	1.255%
PA2-100	Cecil B Moore	29	0.674%
PA2-104	Arlene Homes	32	0.743%
PA2-901	Haddington	430	9.991%
PA2-902	Mantua	383	8.899%
PA2-903	Kingsessing	518	12.035%
PA2-904	Germantown/Hunting Park	362	8.411%
PA2-905	Fairhill Square	451	10.479%
PA2-906	Francisville	417	9.689%
PA2-907	Ludlow	427	9.921%
PA2-908	Susquehanna	411	9.549%
PA2-909	Strawberry Mansion	429	9.967%
PA2-910	Oxford Jefferson	341	7.923%
Scattered Sites Region Total		4304	100.000%

South Region

PA2-013	Wilson Park	727	51.269%
PA2-031	Bartram Village	499	35.190%
PA2-062	Pt. Breeze	71	5.007%
PA2-063	Katie B Jackson	56	3.949%
PA2-093	Westpark Plaza	65	4.584%
South Region Total		1418	100.000%

West Region

PA2-018	Arch Homes	73	12.875%
PA2-035	Haddington Homes	147	25.926%
PA2-039	West Park Apartments	323	56.966%
PA2-046	Haverford Homes	24	4.233%
West Region Total		567	100.000%

Unit counts are those included in subsidy calculation for calendar year ending 12/31/13

APPENDIX 2 (CONTINUED)

PHA FRONTLINE PRORATION RATE CALCULATIONS

PROJECT NUMBER	PROJECT NAME	UNITS	PERCENTAGE
<u>Conventional Sites</u>			
PA2-001	Johnson Homes	530	8.1841%
PA2-003	Richard Allen	150	2.3162%
PA2-010	Raymond Rosen	552	8.5238%
PA2-013	Wilson Park	727	11.2261%
PA2-014	Norris Apartments	145	2.2390%
PA2-015	Harrison Plaza	299	4.6170%
PA2-018	Arch Homes	73	1.1272%
PA2-020	Spring Garden Apartments	203	3.1347%
PA2-024	Queen Lane Apartments	19	0.2934%
PA2-029	Hill Creek	331	5.1112%
PA2-030	Abbottsford Homes	235	3.6288%
PA2-031	Bartram Village	499	7.7054%
PA2-032	Oxford Village	199	3.0729%
PA2-034	Whitehall Apartments	248	3.8295%
PA2-035	Haddington Homes	147	2.2699%
PA2-039	West Park Apartments	323	4.9876%
PA2-042	Champlost Homes	102	1.5750%
PA2-046	Haverford Homes	24	0.3706%
PA2-049	Morton Homes	248	3.8295%
PA2-050	Blumberg Apts	498	7.6899%
PA2-055	Fairhill Apartments	264	4.0766%
PA2-062	Pt. Breeze	71	1.0964%
PA2-063	Katie B Jackson	56	0.8647%
PA2-066	Holmecrest Homes	84	1.2971%
PA2-076	Emlen Arms	155	2.3935%
PA2-077	Bentley Hall	96	1.4824%
PA2-079	Plymouth Hall	53	0.8184%
PA2-093	Westpark Plaza	65	1.0037%
PA2-114	Gladys B Jacobs	80	1.2353%
Conventional Sites Total		6476	100.00%

Unit counts are those included in subsidy calculation for calendar year ending 12/31/13

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

NUMBER	PROJECT NAME	UNITS	PERCENTAGE
PA2-001	Johnson Homes	530	4.9165%
PA2-003	Richard Allen	150	1.3915%
PA2-010	Raymond Rosen	552	5.1206%
PA2-013	Wilson Park	727	6.7440%
PA2-014	Norris Apartments	145	1.3451%
PA2-015	Harrison Plaza	299	2.7737%
PA2-018	Arch Homes	73	0.6772%
PA2-020	Spring Garden Apartments	203	1.8831%
PA2-024	Queen Lane Apartments	19	0.1763%
PA2-029	Hill Creek	331	3.0705%
PA2-030	Abbotsford Homes	235	2.1800%
PA2-031	Bartram Village	499	4.6289%
PA2-032	Oxford Village	199	1.8460%
PA2-034	Whitehall Apartments	248	2.3006%
PA2-035	Haddington Homes	147	1.3636%
PA2-039	West Park Apartments	323	2.9963%
PA2-042	Champlost Homes	102	0.9462%
PA2-046	Haverford Homes	24	0.2226%
PA2-049	Morton Homes	248	2.3006%
PA2-050	Blumberg Apts	498	4.6197%
PA2-054	Parkview Apartments	20	0.1855%
PA2-055	Fairhill Apartments	264	2.4490%
PA2-062	Pt. Breeze	71	0.6586%
PA2-063	Katie B Jackson	56	0.5195%
PA2-065	College View	54	0.5009%
PA2-066	Holmcrest Homes	84	0.7792%
PA2-076	Emlen Arms	155	1.4378%
PA2-077	Bentley Hall	96	0.8905%
PA2-079	Plymouth Hall	53	0.4917%
PA2-093	Westpark Plaza	65	0.6030%
PA2-100	Cecil B Moore	29	0.2690%
PA2-104	Arlene Homes	32	0.2968%
PA2-114	Gladys B Jacobs	80	0.7421%
PA2-901	Haddington	430	3.9889%
PA2-902	Mantua	383	3.5529%
PA2-903	Kingsessing	518	4.8052%
PA2-904	Germantown/Hunting Park	362	3.3581%
PA2-905	Fairhill Square	451	4.1837%
PA2-906	Francisville	417	3.8683%
PA2-907	Ludlow	427	3.9610%
PA2-908	Susquehanna	411	3.8126%
PA2-909	Strawberry Mansion	429	3.9796%
PA2-910	Oxford Jefferson	341	3.1633%
PHA Managed AMPs Only Total		10,780	100.00%

Unit counts are those included in subsidy calculation for calendar year ending 12/31/13

APPENDIX 3 (CONTINUED)**INDIRECT COST DEPARTMENTS**

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

APPENDIX B – CAPITAL FUND PROGRAM ANNUAL STATEMENTS

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APPENDIX C – ASSET MANAGEMENT TABLE

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Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
James Weldon Johnson House PA002001	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.		Possible Elderly Designation	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Greater Grays Ferry Estates (Formerly known as Tasker Homes) New AMP#s: PA002139 PA002143					Includes 15-year tax credit and lease purchase homeownership components.
Richard Allen Homes Phase II PA002003	Possible new development for residential and/or non-residential uses on vacant undeveloped parcels.	Possible disposition in connection with the new development.			Possible homeownership component in connection with potential modernization and revitalization.
Richard Allen Homes Phase III PA002133					Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.				
Wilson Park PA002013	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.		279 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014, new AMP # PA002175	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds. PHA applied for Choice Neighborhoods Implementation grant in April, 2012, selected as finalist. Choice Neighborhood and/or LIHTC Application when available. LIHTC was awarded for a portion of site 2010 . 51 units completed April, 2012.	Demolition in connection with the revitalization, and possible disposition in connection with mixed-finance development. Demolition application submitted to HUD 2010 for portion of site for mixed finance development . 179 units demolished in March 2011.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Harrison Plaza PA002015	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Arch Homes PA002018	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Spring Garden Apartments PA002020	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Falls Ridge PA002130	Possible candidate for revitalization/development by PHA or third party developer, which may include some demolition and development with capital funds, MTW, program income, bond proceeds, Choice Neighborhoods, private funds, Choice Neighborhood and/or LIHTC.	Possible disposition of vacant land in connection with new development			Possible homeownership component in connection with potential development.
Liddonfield Homes I PA002023	Third party developer selected for entire site July 2012. Development Services Agreement being prepared, with expected completion of December 2012; after which disposition application will be submitted.	Demolition of the site was completed in 2011 pursuant to HUD approved demolition and mandatory conversion applications. Disposition applications will be submitted in early 2013 pending finalization of Development Services Agreement with successful bidder.		Mandatory conversion of units/parcels for residential development, and/or commercial, economic development.	Possible homeownership component in connection with potential development.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Queen Lane I Apartments PA002024	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood and/or LIHTC Application when available. Submitted LIHTC application for highrise building (119 units) in 2011.	Demolition and disposition application in connection with new development and mixed finance to be submitted to HUD in 2013 pending completion of Section 106 review process and environmental clearance.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Hill Creek Apts I & II PA002029	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Abbottsford Homes PA002030	Possible site for additional redevelopment including commercial space, through mixed financing or other financing strategies.	Possible disposition of a portion of the site in connection with mixed-finance or third party development		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Bartram Village PA002031	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in whole or in part connection with the modernization and revitalization, and possible disposition in connection with mixed-finance or third party development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Oxford Village PA002032	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Whitehall Apartments I PA002034	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Martin Luther King Plaza PA002036 New PA#s: PA002128 PA002136 PA002149	All Phases completed except for two (2) parcels.	Possible disposition in connection with mixed-finance development and/or other sale transactions to City and private developers.			109 Homeownership Units. Choice Neighborhoods HO Middle income Program essential elements of Nehemiah, USHA of 1937.
Morton Homes PA002049	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	47 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Westpark Apartments PA002039	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development or to private developers.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Champlost Homes PA002042	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Mantua Hall PA002045, new AMP PA002163, PA002164	Revitalization of site into 101 new ACC/LIHTC units, commercial space, community room, management office completed in 2011.				
Haverford Homes PA002046	Possible candidate for modernization, rehabilitation, with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Blumberg Apartments PA002050	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	94 units designated.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Whitman Park PA002051					Homeownership development; one unit remain to be sold
Passyunk Homes PA002052	Private development of market rate housing underway. 80,000 sqft administration building for PHA completed in 2009	Disposition of property to private developer completed.			
Courtyard Apartments at Riverview PA002053 New PA#: PA002121					
Parkview Apartments PA002054					

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Fairhill Apartments PA002055	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		Possible Elderly Designation	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Paschall Homes PA002061, new Amp PA002173, PA002174	Revitalization of site into 100 new ACC/LIHTC units, community building, management office completed in 2011.				
Cassie Holly (Point Breeze Court) PA002062	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		71 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Katie B. Jackson PA002063	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		59 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Collegeview Homes PA002065	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		54 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Holmecrest Apartments PA002066	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		84 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Emlen Arms PA002076	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		156 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Bentley Hall PA002077	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.		99 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Plymouth Hall PA002079	Rehabilitation, reduction in unit count with ARRA formula funds and insurance proceeds completed in 2011		53 Elderly Units; Designated Housing plan request for extension and amendment will be submitted to HUD in 2013.		
Germantown House PA002152			133 Elderly Units	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
West Park Plaza PA002093	Possible candidate for modernization, rehabilitation with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Brown Street Village PA002096	Homeownership development. All units sold.				Turnkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Herbert Arlene Homes PA002104	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds, MTW, program incomes, private funds with Choice Neighborhoods and/or LIHTC Application.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	Possible Elderly Designation	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Gladys B. Jacobs PA002114	Possible renovation for delivery of enhanced senior support services.		80 Elderly Units		
Eight Diamonds PA00126 PA00141 (Formerly known as Raymond Rosen Off-Site PA002126)					
Spring Garden Revitalization: Phase 1 PA002127					
Spring Garden Revitalization: Phase 2 PA002162	Mixed-finance development by third party developer complete.	Disposition of scattered site properties for new development			
Scattered Sites PA002000901	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937. Possible homeownership component in connection with potential modernization and revitalization.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002000902	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000903	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000904	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002000905	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000906	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000907	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002000908	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000909	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002000910	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with replacement unit initiative or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. PHA plan to apply for Choice Neighborhoods, Choice Neighborhood, LIHTC, RACP and any other state and city funding sources when available.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
St Anthony's Senior Residence: PA002131			38 Elderly Units		

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Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Inglis House	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.				
City-Wide	Provision of ACC subsidy, capital funds or HCV.	Dispo/Demo application to be submitted to HUD.			
Scattered Site Disposition: City-Wide	Disposition Plan to be developed and implemented. Disposition of properties at market rate.	Possible demolition in connection with the modernization and revitalization. Disposition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
Suffolk Manor PA002132	Possible major exterior envelope and air conditioner heating system to be improved.		77 Elderly Units		
Cambridge Plaza Phase I PA-002137					
Cambridge Plaza Phase II PA-002129					
Cambridge Plaza Phase III Phase I PA002147					
Mt. Olivet PA002138	Possible major exterior envelope improvements		161 Elderly Units		
Lucien E. Blackwell Homes Phase I PA002145					
Lucien E. Blackwell Homes Phase II PA002150					
Lucien E. Blackwell Homes Phase III PA002153					
Lucien E. Blackwell Homes Phase IV (Marshall Shepard Village) PA002156					
St Ignatius Phase I (Angela Court II) PA002146 PA002159			67 and 54 Elderly Units Designated		
Neumann North PA002148			67 Elderly Units Designated		

Appendix C: Public Housing Long term Asset Management Table

Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Ludlow HOPE VI Area Scattered Sites PA #s: PA002154	Development completed				
Nellie Reynolds Garden PA002158	Development completed		64 Elderly housing designation.		
Warnock PA002160	Development completed				
Warnock PA002161	Development completed. New development for 45 housing units with PHA offices.		45 Elderly housing designation.		
Replacement unit Initiative	Possible acquisition of foreclosure properties, 202 properties, Private properties in combination with LIHTC and mixed finance development to develop new replacement units.	Possible demolition in connection with revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	Possible Elderly Designation		Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Poplar to Oxford: Planning and Development Initiative	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units. PHA plan to submit the LIHTC and/or other State, City funding sources for new development.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Appendix C: Public Housing Long term Asset Management Table

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

Appendix C: Public Housing Long term Asset Management Table

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

Appendix C: Public Housing Long term Asset Management Table

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

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Name, Number and Location	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Oak Lane	Possible scattered sites acquisition. Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Transitional Housing	New construction of transitional housing units for homeless families and individuals and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Kensington North	Acquisition, new development for 80 units and rehabilitation of scattered site housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

APPENDIX D – MTW TDC/HCC

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APPENDIX D – MTW TDC/HCCs

Pursuant to the 2008 Amended and Restated MTW Agreement and the Year Nine Annual Plan major initiative approved by HUD on April 7, 2009, PHA has adopted a Cost Limit Policy for development and redevelopment activities that replaces HUD's Total Development Cost (TDC) and Housing Cost Caps (HCC) with PHA-specific MTW TDC/HCC limits. Attached is the Cost Limit Policy originally adopted in June 2009 and previously submitted to HUD including the currently applicable PHA MTW TDC/HCC limits. PHA intends to review and, if appropriate, to update these TDC/HCC limits during the Plan year.

Philadelphia Housing Authority Cost Limit Policy

AUTHORIZATION

Pursuant to Attachment C – Statement of Authorizations – of the Philadelphia Housing Authority’s (“PHA or the Authority”) Moving To Work (“MTW”) Agreement dated October 16th, 2008, the MTW Annual Plan Year Nine, Major Initiative 17 - Establishment of Total Development Cost (“TDC”) and Housing Cost Caps (“HCC”), approved by the U.S. Department of Housing and Urban Development (“HUD”) on April 7, 2009, the PHA hereby establishes a reasonable Cost Limit Policy (“CLP,” or the “Policy”) for development and redevelopment activities that will replace HUD’s TDC and HCC.

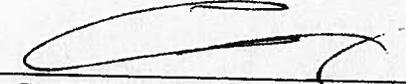
The Policy creates TDC and HCC limits, which establish construction and development cost limits for PHA’s development activities in the City of Philadelphia. The PHA Cost Limits range from 173% to 197% higher than HUD’s Cost Limits as issued in PIH-08-47 depending on the type of building (detached/semi-detached, row house, walkup, and elevator) and by bedroom/unit size (studio to six bedroom units). For example, the TDC for a two-bedroom elevator unit is 173% higher than HUD’s TDC limit and the TDC for a four-bedroom semi-detached unit is 188% higher than HUD’s TDC limit.

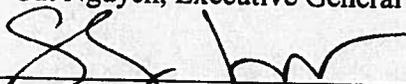
The Cost Limit Policy (“CLP”) described below reflects a range of costs associated with developing new PHA Conventional and Scattered Site rental units, rehabilitating existing rental units in these categories, as well as the costs associated with developing and rehabilitating new homeownership housing units and fully adaptable units for the mobility-impaired. The CLP captures costs associated with current construction practices and the incorporation of energy efficient and environmentally conscious equipment and materials used in the building process. In addition, the establishment of the CLP takes into account the greater Philadelphia area building code requirements, market trends in construction and union wage rates, Davis Bacon wage rates and costs associated with government contract work versus private market contract work. For example, the Engineering News Record has projected the Building Construction Cost Index to increase by 4.8% over 2007 and the City of Philadelphia material cost index will be 6.4% above 2008. The CLP also incorporates the cost of modern design amenities to improve the marketability of PHA units, such as refrigerators, dishwashers, garbage disposals, and energy efficient hot air furnaces with central air conditioning. The costs of these appliances considerably increase the costs of construction of a typical Philadelphia two-story residential three-bedroom row house unit. Also, a typical two-story row house constructed by the PHA is 1400 SF or 200 SF greater than the HUD standard three-bedroom apartment of 1200 SF, which also increases the construction costs experienced by PHA.

These Philadelphia Housing Cost Factors, among others, separately and cumulatively impact the PHA’s ability to develop housing units within the HUD cost limits specifically for new and rehabilitated home ownership developments and for development sites that include 10% or greater fully adaptable units for the mobility impaired. Because each development initiative is unique and may include some or all of the above cost factors, PHA is establishing the following application criteria, which defines how the CLP will be applied.

APPLICATION CRITERIA FOR USING PHA TDC AND HCC LIMITS

The PHA TDC and HCC limits in "Attachment A" will be applied in connection with the development of all new and substantially rehabilitated PHA 504-compliant rental and homeownership units for construction and permanent financing scenarios. A range of TDC and HCC limits from the existing HUD 2008 TDC/HCC limits, as regularly updated by HUD, up to and including PHA's TDC/HCC limits, will be used for the development of all mixed financed public housing/tax credit rental units and for the substantial rehabilitation of existing public housing conventional and scattered site rental units.

Recommended By:  Dated as of: June 30, 2009
Cat Nguyen, Executive General Manager - Development

Reviewed By:  Dated as of: June 30, 2009
Shelley James, Chief of Staff

Approved By:  Dated as of: June 30, 2009
Carl R. Greene, Executive Director

ATTACHMENT A

PHILADELPHIA HOUSING AUTHORITY

2009 TOTAL DEVELOPMENT COST (TDC) AND HOUSING CAP COST (HCC) LIMITS

	NUMBER OF BEDROOMS													
	0		1		2		3		4		5		6	
	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC	HCC	TDC
Detached/Semi-Detached	\$ -	\$ -	\$225,373	\$394,402	\$266,207	\$465,863	\$319,931	\$559,880	\$374,708	\$655,740	\$429,310	\$751,292	\$ -	\$ -
Row House	\$ -	\$ -	\$203,374	\$355,904	\$239,263	\$418,710	\$287,115	\$502,451	\$334,969	\$586,195	\$382,821	\$669,937	\$ -	\$ -
Walk-up	\$176,055	\$308,097	\$176,055	\$308,097	\$203,708	\$356,490	\$269,878	\$472,286	\$331,729	\$580,525	\$390,368	\$683,144	\$ -	\$ -
Elevator	\$ -	\$ -	\$213,541	\$341,665	\$249,365	\$398,985	\$331,717	\$530,747	\$411,330	\$658,128	\$486,550	\$778,480	\$ -	\$ -

PHA MTW HCC / TDC as of 2008 STUDY

	HCC						
	0	1	2	3	4	5	6
Detached/Semi-Detach	\$ -	\$ 188,574	\$ 222,741	\$ 267,693	\$ 313,526	\$ 359,212	\$ -
Row House	\$ -	\$ 170,167	\$ 200,196	\$ 240,235	\$ 280,275	\$ 320,314	\$ -
Walk-Up	\$ 147,309	\$ 147,309	\$ 170,447	\$ 225,812	\$ 277,564	\$ 326,629	\$ -
Elevator	\$ -	\$ 178,674	\$ 208,649	\$ 277,554	\$ 344,168	\$ 407,106	\$ -

	TDC						
	0	1	2	3	4	5	6
Detached/Semi-Detach	\$ -	\$ 330,004	\$ 389,796	\$ 468,463	\$ 548,671	\$ 628,622	\$ -
Row House	\$ -	\$ 297,792	\$ 350,343	\$ 420,412	\$ 490,481	\$ 560,549	\$ -
Walk-Up	\$ 257,790	\$ 257,790	\$ 298,282	\$ 395,171	\$ 485,736	\$ 571,712	\$ -
Elevator	\$ -	\$ 285,878	\$ 333,839	\$ 444,087	\$ 550,669	\$ 651,369	\$ -

PROJECTED HOUSING COST CAP (HCC) / TOTAL DEVELOPMENT COSTS (TDC) LIMITS

Projected increase from previous = 19.5%

	HCC						
	0	1	2	3	4	5	6
Detached/Semi-Detach	\$ -	\$ 225,373	\$ 266,207	\$ 319,931	\$ 374,708	\$ 429,310	\$ -
Row House	\$ -	\$ 203,374	\$ 239,263	\$ 287,115	\$ 334,969	\$ 382,821	\$ -
Walk-Up	\$ 176,055	\$ 176,055	\$ 203,708	\$ 269,878	\$ 331,729	\$ 390,368	\$ -
Elevator	\$ -	\$ 213,541	\$ 249,365	\$ 331,717	\$ 411,330	\$ 486,550	\$ -

	TDC						
	0	1	2	3	4	5	6
Detached/Semi-Detach	\$ -	\$ 394,402	\$ 465,863	\$ 559,880	\$ 655,740	\$ 751,292	\$ -
Row House	\$ -	\$ 355,904	\$ 418,710	\$ 502,451	\$ 586,195	\$ 669,937	\$ -
Walk-Up	\$ 308,097	\$ 308,097	\$ 356,490	\$ 472,286	\$ 580,525	\$ 683,144	\$ -
Elevator	\$ -	\$ 341,665	\$ 398,985	\$ 530,747	\$ 658,128	\$ 778,480	\$ -