PHILADELPHIA HOUSING AUTHORITY

MOVING TO WORK ANNUAL PLAN
YEAR SEVEN

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PHILADELPHIA HOUSING AUTHORITY
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MOVING TO WORK PLAN
PART ONE: OVERVIEW

MOVING TO WORK ANNUAL PLAN
YEAR SEVEN OVERVIEW

Introduction

This document provides details on planned Year 7 activities by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW). Through MTW designation, PHA continues to transform the agency's operations by implementing an ambitious and far-reaching set of activities related to its public housing, affordable housing development and leased housing programs. MTW designation has allowed PHA to tailor its housing programs to meet the specific needs of the City of Philadelphia, and to implement creative, entrepreneurial solutions to the fiscal and management challenges of the new millennium.

As PHA was preparing this Annual Plan, the U.S. Department of Housing and Urban Development (HUD) announced dramatic reductions to PHA's funding for calendar year 2007. Specifically, public housing operating subsidy nationwide and at PHA has been pro-rated to 76.4% of need, while Housing Choice Voucher program HAP funding has been reduced to 88% of need. This reduction further strains PHA systems, which have been coping with substantial federal budget cuts from prior years. Most recently, PHA has been forced to reduce its workforce by 22% and to make other operational adjustments in response to reduced funding. Unless overturned through Congressional action, these cutbacks will have an enormous negative impact on PHA's ability to implement the plans and strategies described in this document.

During the first six years of the MTW Demonstration Program, PHA has focused on embedding MTW flexibility and accountability into virtually every component of PHA's operations. Using MTW flexibility, PHA's investments and program activities have focused on the following general areas:

- ***Comprehensive rehabilitation and neighborhood revitalization activities***: PHA is administering the most aggressive and ambitious capital improvement program in the agency's history. The multiplier effect of these expenditures generates billions of dollars through the local and regional economies. In addition to major capital activities at PHA public housing sites, MTW funding flexibility has allowed PHA to leverage its funding in support of several significant neighborhood development initiatives.

- ***Support for resident economic self-sufficiency***: PHA continued to expand its efforts to promote resident economic self-sufficiency through a wide variety of new and ongoing programs including linkages with the statewide "welfare to work" system. Through its innovative Community Partners program, extensive job training and placement opportunities have been provided to PHA residents. The Community Partners program will continue to expand during MTW Year 7. New initiatives including a rent simplification program are being implemented to support residents in building equity and saving for homeownership, education and other productive purposes. Ongoing initiatives including the seven-year time limit on Housing Choice Voucher program participation continued in support of PHA's overall self-sufficiency objectives.

- ***Process simplification***: Through MTW, PHA continued its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications are two examples of this activity.

- ***Quality Control:*** PHA has implemented a wide-ranging program of quality control activities designed to ensure high quality service and uniform transaction processing. Quality control reviews are now systematically being implemented throughout the HCV and Public Housing programs.

- ***Continuous management and administrative improvement efforts***: PHA continued its ongoing management improvement efforts designed to increase administrative efficiency and improve service to our residents. As evidence of the strength of PHA's financial and administrative operations, PHA received unqualified opinions or clean audits on all PHA's audited financial statements from 2003 through 2006. Further, in the past year, PHA implemented new Customer Relationship Management (CRM) applications that improve the tracking and monitoring of customer and vendor issues. As part of this initiative, a new Interactive Voice Response system was implemented during Year 6 that allows easy access to program information by the general public as well as tracking of questions and issues raised through a "case management" tracking system.

Additional details on PHA accomplishments under the MTW Demonstration Program are included below as well as in PHA's MTW Annual Reports.

Again, PHA will begin this year with a substantially reduced level of funding and staffing. The uncertainty of funding for calendar years 2007 and 2008 adds to these challenges. Continued progress on the initiatives outlined in this Annual Plan is dependent on PHA receiving necessary federal funding.

Background on the MTW Annual Plan

This is the seventh Annual Plan submitted by PHA under the MTW Demonstration Program. PHA is one of 32 participants nationwide in the program, of which 24 are currently active participants. The MTW designation gives PHA and other participating housing authorities significant budget flexibility and regulatory relief in order to achieve national and locally determined MTW goals. PHA's MTW strategy represents one of the most comprehensive and entrepreneurial of all the demonstration initiatives.

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

This MTW Year 7 Annual Plan summarizes PHA's major plans and initiatives for Fiscal Year 2007, which begins on April 1, 2007. All MTW activities have been incorporated into PHA's comprehensive, agency-wide Strategic Operating Plan (SOP), which provides a detailed "blueprint" for the Authority's goals, objectives and tasks. Progress and outcomes of tasks and objectives are tracked and updated on a routine basis. A high level summary of the SOP is also included in the Annual Plan.

PHA's MTW Year 7 Annual Plan is organized into three sections:

- **Part One** provides an overview and summary of PHA's planned activities, including MTW-specific and other initiatives. A list of approval requests that PHA intends to submit by separate letters to HUD is also included in this section.

- **Part Two** provides statistics and narrative on a wide range of management and financial indicators as required under the MTW Agreement. This section includes details on households served, waiting lists, capital plans, budgets, resident programs, and other key information. Relevant charts and tables are included in this section.

- **Appendices** to the Annual Plan expand upon information provided in the main document and include summaries of PHA's agency-wide Strategic Operating Plan and MTW policy and program directives.

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

MTW Extension

PHA continues to seek an extension of its MTW Agreement, which will expire on April 1, 2008. The regulatory flexibility, accountability and entrepreneurial approach allowed by PHA's MTW program have now been embedded throughout PHA's operations. In several cases, assuming adequate federal funding, the programs and policies implemented as part of MTW will take many years to achieve their full transformation potential, including programs such as HCV time limits, implementation of alternative procurement procedures, utilization of program income to support citywide housing development, streamlined demolition and disposition procedures, and others. These policies have been developed in consultation with PHA's residents and the local community, and these parties therefore have an investment in the continuation of successful MTW programs and the systems that support these policies.

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

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

Recent HUD actions suggest that this request for an extension is quite reasonable. In July 2006, HUD approached PHA and two other MTW agencies to request assistance in developing a uniform, amended MTW agreement. As part of discussions related to this agreement, HUD staff indicated that the agency would be comfortable with a ten-year MTW extension. On December 1, 2006, HUD circulated to all MTW agencies a draft Amended MTW Agreement that would extend PHA's MTW authority through January 31, 2017.

Congressional actions similarly support continuation and extension of MTW. The FY 2006 T-THUD appropriations bill provided extensions for MTW agencies whose agreements were set to expire as of September 30, 2006, under the same terms and conditions as their current agreements. Congress further indicated its support for MTW by providing an opportunity for three housing authorities in California to receive priority consideration for admission into the program. Given the extensions granted to other MTW agencies, and given the ongoing Congressional support for this program, PHA continues to seek an extension of its MTW Agreement.

MTW Waiver Requests

An essential component of MTW involves providing local housing authorities with relief from statutory and regulatory restrictions in order to address critical local housing needs. PHA appreciates the support of HUD in responding favorably to previous waiver requests. Several additional waivers are required, however, as PHA continues to test initiatives in response to local needs and in order to develop programs that meet the Congressionally established goals for MTW.

In Year 5, PHA submitted the following waiver request to HUD, which is still pending HUD approval:

> Request to implement a further streamlined demolition and disposition process. By letter to HUD dated June 21, 2005, PHA requested waivers from certain provisions in 24 C.F.R. Part 970. Subsequent to PHA's waiver request, HUD issued a final rule for 24 C.F.R. Part 970 that exempts mixed-finance transactions from that rule. Instead, any disposition or demolition approvals required for such transactions will be obtained during the mixed-finance review and approval process. PHA believes that this procedural change will largely address many of the issues that influenced PHA's initial waiver request. To the extent that PHA engages in dispositions or demolitions outside of the mixed-finance context, however, PHA reiterates its request for a further streamlined demolition and disposition process.

Copies of the above-referenced letter and follow-up email correspondence with HUD are included in Attachment K.

In Year 6, PHA requested the following additional MTW related waivers, for which it still seeks approval:

- *Unit-Based Program: Transitional Housing/Blueprint to End Homelessness Program* - Section 9(e)(1) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(1) - This Section requires PHAs to use Operating Funds "for the operation and management of public housing." In order to provide operating subsidy to units in the Unit-based Program for Transitional Housing as described in the Plan, certain public housing operation and

management requirements must be waived. PHA therefore requests a waiver from the public housing requirements for 12-month lease terms and requirement that PHA automatically renews leases and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of this program only. This program requirement is further described at 42 U.S.C. § 1437d(*l*)(1) and 24 C.F.R. § 966.4(a)(2). Upon receipt of the waiver described in this paragraph, PHA plans to implement annual leases for this program which have a 6-month renewal option. At the conclusion of the initial lease term and/or the 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.

- *Unit-Based Program: Operating Subsidy and Transitional Housing/Blueprint to End Homelessness Programs* - Section 9(e)(3) of the U.S. Housing Act of 1937, 42 U.S.C. § 1437g(e)(3) - Waiver of requirement that developments receiving operating subsidy continue to operate as public housing for ten years following the last date on which operating subsidy was received and any other regulations or guidance that would conflict with the implementation of this program as described herein, for purposes of these programs[1] and waiver of any other requirements that would conflict with the implementation of these unit-based programs as described herein, including without limitation the term of years for Regulatory and Operating Agreements executed for unit-based program units which receive Operating Subsidy.

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

Entrepreneurial Initiatives

During Year 7, PHA will continue to seek opportunities to act in a more entrepreneurial way. This flexibility is more critical than ever in light of HUD's announced 2007 cutbacks to the public housing operating subsidy and HCV Housing Assistance Payment budgets. PHA has already been moving in this direction for several years by acting as its own developer, which has saved millions of dollars in fees that have been reinvested in housing development. PHA has proven that it is one of the most successful affordable housing developers in the region, both for homeownership and rental developments. Moreover, PHA's efforts have dramatically increased housing opportunities for low-income families in Philadelphia.

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

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

activities would then be reinvested in affordable housing purposes and to otherwise benefit PHA's residents. This use is consistent with current HUD regulatory guidance related to program income and proceeds from land disposition. By letter dated September 14, 2005, to Acting Deputy Assistant Secretary Dominique Blom, PHA notified HUD of its plans and rationale for use of program income in this manner as part of PHA's MLK revitalization plan. In Year 7, PHA intends to provide additional details to HUD regarding its entrepreneurial goals for similar use of program income and/or proceeds from land disposition.

This entrepreneurial approach is increasingly important as Federal subsidies continue to decline significantly. As previously noted, only 76.4 percent of the amount of operating subsidy that HUD calculates is needed to run decent, safe public housing will be provided to PHA and other Housing Authorities unless the Congress intervenes. Absent the flexibility to compensate for loss of Federal subsidies, this situation will undermine the great strides that PHA has made to develop quality housing for low-income families and improve the neighborhoods in which they reside.

MTW Year 7 Initiatives

The remaining portions of this section include a summary of planned MTW Year 7 activities categorized by PHA's nine Strategic Operating Plan goals. Overall, Year 7 intends to continue activities initiated in previous years of the MTW Demonstration Program to the extent feasible with significantly reduced budget and staff resources. During Year 7, PHA will continue to move its accounting and management systems toward a project-based model, even though the new Operating Fund Rule does not apply to PHA as an MTW agency. PHA understands that it will continue to receive its Operating Subsidy as provided in Appendix A of its MTW Agreement, unless the calculated PELs under the new rule are higher, for the duration of its MTW Agreement.

PHA's planned Year 7 initiatives are dependent on the receipt of adequate federal operating subsidy. The ongoing and dramatic reductions in federal support for public housing combined with prorations to the HCV budget have required PHA to implement a broad series of cost reduction measures. The funding situation for the period covered by this Annual Plan remains uncertain. Thus, PHA may need to modify the plans and initiatives described herein in order to respond to further budget cuts. The following discussion provides an overview of PHA's Strategic Operating Plan goals and accomplishments.

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

During MTW Year 7, PHA will continue a number of ongoing property management initiatives related to its conventional and scattered site public housing portfolios, subject to availability of adequate funding. As a result of the budget situation, PHA anticipates that public housing occupancy will remain the same or even decline in Year 7. Such a decline would be a first for PHA under MTW. These initiatives include:

- Continuous improvements to core management and maintenance systems. These system enhancements will increase rent collections, improve property maintenance, and reduce

vacancy turnaround time by converting rent collections to PeopleSoft's Accounts Receivable module and implementing Peoplesoft's Customer Relationship Management (CRM) support and field service modules. The recently implemented Interactive Voice Response (IVR) system will continue to be enhanced during Year 7. Through the IVR system, public housing residents can obtain updated information on their PHA accounts. Waiting list applicants can also obtain status information electronically.

- Continuation of the Sparkle Plus program, improving the curb appeal of PHA developments by upgrading exterior conditions, subject to funding availability.

- Continuation of the Clean Sweep Program, which fulfills the resident Community Service requirement through resident participation in site and neighborhood cleanup activities, subject to funding availability.

- Two and Three-Year Recertifications. In public housing, PHA has transitioned from the annual recertification system to a two-year recertification cycle for residents paying income-based rents. This is a part of the overall rent simplification proposal previously submitted. Low-Income Housing Tax Credit (LIHTC) properties are not subject to this initiative; however, they are subject to minimum rents. Residents choosing ceiling rents are recertified every three years.

- Simplified Rent System. PHA will continue implementation of a new rent calculation system for public housing residents that modifies the current deduction system. The new system, which is based on family size, decreases the percentage of income paid towards rent and provides incentives for resident savings. At the outset, LIHTC properties will not be subject to this initiative. See also discussion of Child Support Amnesty Program. As a result of funding reductions, PHA will also identify options to generate additional rental revenue that may require substantial changes to the rent simplification system in scattered site units.

- Revised Ceiling Rents. PHA has implemented a two-part ceiling rent increase in public housing sites. PHA will also assess the establishment of property-specific ceiling rents and/or market rents. In Year 7, PHA will valuate the feasibility of further increases to the ceiling rent structure impacting, at a minimum, scattered site households. This measure is in response to federal funding reductions that undermine the financial viability of PHA public housing units.

- Revised Minimum Rents. PHA has implemented a minimum rent for both public housing and leased housing participants that includes a 90-day grace period for hardship cases.

- Modifications to ACOP and Lease: PHA plans to implement additional ACOP modifications as described in Section 3 of this document.

- Performance enhancements to the maintenance delivery tracking system by implementing PeopleSoft's CRM field service module, ensuring rapid completion of maintenance work orders at all sites and the reduction of long-term backlogs at scattered site properties.

- Enhanced unit rehabilitation efforts that allow PHA with the Home Selection Day process to reoccupy vacant housing units in a more efficient manner.

- Enhanced lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods. Activities include the implementation of the PeopleSoft CRM module and the creation of "quality of life" software applications such as complaint, investigation, incident and risk tracking.

- Training and asset management initiatives including activities to ensure full LIHTC program compliance at Alternatively Managed Entity (AME) sites.

- Quality Control. PHA will create an internal File Audit Procedure in MTW Year 7. The purpose of this system is to automatically assign Managers 10% of their files each month, for review using audit guidelines and the Quality Control Module. Errors will be documented and remedies recorded to reduce the occurrence of "findings."

- Service Order Audits. Prior to the current fiscal year, PHA performed audits on 10% of its completed service orders. Starting April 1, 2006 PHA Asset Managers began auditing 100% of all completed service orders. Within 30 days from the date the service order is closed, the manager will complete an audit. The audits will be added daily to "Ready for Audit" to keep Asset Managers informed of which service orders are due for audit. The Asset Manager will check for accuracy and completeness of all entries. Entry categories include the following: interview with resident; unit visit, inspection performed and/or resolution provided.

- Reoccupancy of Revitalized Sites. PHA will undertake the efficient reoccupancy of approximately 205 new units brought on line as a result of PHA's extensive revitalization efforts.

- Implementation of Site-Based Waiting Lists. During Year 7, PHA will continue development of a site-based waiting list system for use in all public housing developments, including scattered sites. Note that LIHTC sites already utilize site-based waiting lists.

- Child Support Amnesty Initiative – As reported in the Year 6 Annual Plan, PHA is jointly working with certain state and local governmental entities, including the Pennsylvania Department of Public Welfare ("DPW") and the Philadelphia District Attorneys Office, to create, develop and operate a program that provides opportunities to reunite families where a custodial parent and child currently reside in PHA property and the non-custodial parent is delinquent in making child support payments. The program will create incentives for delinquent parents to obtain gainful employment and make future child support payments while, at the same time, encouraging those parents to legally acknowledge that they are living at PHA property and to report their true household income.

Strategic Operating Plan Goal 2: Achieve Excellence in The Management Of The Housing Choice Voucher Program and Enforce Program Compliance.

As part of the MTW Demonstration, PHA has implemented substantial improvements to the HCV program. Improvement efforts that will continue in MTW Year 7 subject to receipt of full federal funding include:

- Continuation of the Quality Initiative, including enhanced Quality Control procedures and systems to improve customer service and the accuracy and completeness of client files. These efforts have been enhanced through PHA's recently implemented IVR system. The IVR system allows HCV participants and vendors to obtain updated information on their PHA program status. Calls that cannot be handled automatically or through an immediate staff response are turned into "cases" which are tracked and monitored through to resolution.

- Implementation of HCV requirements, including a seven-year time limit on HCV benefits for all households except for those headed by elderly or disabled persons unable to work, and other defined circumstances.

- Continuation of a two-year recertification process.

- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking software.

- Continuation of Tenant Integrity Program training for all program participants.

- Continuation of a comprehensive staff training program and implementation of a revised procedures manual.

- Continuation of new landlord training and outreach programs.

- Continuation of direct deposit for Housing Choice Voucher payments.

- Continued operation of a network of Community-Based Housing Choice Voucher offices at five locations throughout the city.

- Continuation of the "Good Neighbors Make Good Neighborhoods" program to provide case management and transitional services, in partnership with the City and local transitional housing agencies.

- Dislocated Worker Program. In an effort to reduce the impact of lay-offs and plant closings, PHA has established a housing allowance program for dislocated workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation, and mergers. PHA will determine whether to continue this pilot program during the next year.

- Family Economic Development Action Plan (FEDAP). Housing Choice Voucher Program participants work with PHA staff to develop and implement a Family Economic Development Action Plan as a condition of their continued participation in the program.

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

- Verifications - When PHA is unsuccessful at obtaining third party verification after the first attempt, the overwhelming majority of second requests for third party verification are unsuccessful as well. Accordingly, PHA has determined that it is not cost effective or reasonable to make two attempts to retrieve third party verification. PHA will improve administrative efficiency, cost effectiveness and timeliness of the recertification process by implementing a policy of one request for third party verification.

- Administrative Plan Revisions. PHA intends to implement a series of changes and clarifications to the Administrative Plan as described in Sections 3 and 9 of this document.

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

In addition to the administration and management of PHA owned and leased housing units in Philadelphia, PHA's core business involves the development of quality affordable housing. This Strategic Operating Goal encompasses both the redevelopment of PHA communities and new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization. Unfortunately, the availability of federal funding to support future revitalization efforts is extremely limited. Program such as HOPE VI, which PHA effectively used to leverage substantial private investment at existing PHA sites, have virtually ended due to lack of Congressional appropriations. Major initiatives related to this goal include:

- New Construction and Substantial Rehabilitation Programs. Subject to funding availability, PHA will continue work at existing sites throughout the City, including Greater Grays Ferry Estates, Germantown House, Lucien E. Blackwell Homes, Martin Luther King Plaza, Wilson Park and Ludlow Scattered Sites.

- Enhancements to the Unit-Based Program. PHA may elect to issue a new or revised RFP for the Unit-Based Program.

- Homeownership. PHA will continue to promote affordable homeownership opportunities through its homeownership programs, including 5(h), Turnkey III, Housing Choice Voucher Program, mixed-finance, and HOPE VI. To date, PHA has sold more than 730 units through these homeownership programs. In Year 7, PHA anticipates the sale of approximately 228 units. Enhanced marketing, eligibility, intake procedures and homeownership counseling services for all homeownership programs will continue in Year 7. Mortgage assistance activities will continue to be provided to residents.

- Financing. PHA will continue to aggressively seek out and secure alternative funding sources to leverage limited PHA and federal dollars. However, as previously noted, the availability of federal funding to support new revitalization efforts is in question. PHA will continue to implement a ten-year $1.5 billion construction program which, to date, has leveraged a total of $600 million in new funding through HOPE VI and other non-PHA capital funds, low-income housing tax credits, and government special purpose revenue bonds. PHA relied upon alternative funding streams to provide multiple phases of redevelopment financing for Ludlow Scattered Sites, Greater Grays Ferry Estates (formerly known as Tasker Homes), Richard Allen, Cambridge Plaza, Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments), Wilson Park, Martin Luther King Plaza, Falls Ridge (formerly known as Schuylkill Falls), Raymond Rosen, Blumberg Apartments, Suffolk Manor, Germantown House and Mt. Olivet.

- In response to PHA's fiscal crisis, PHA will implement an asset repositioning strategy for the scattered site units in order to generate revenue and reduce operating expenses. This strategy will involve some or all of the following elements: sale of vacant lots and buildings at market value; realignment of a portion of ACC units using revised admissions and occupancy guidelines; relocation as needed of existing households; and, identifying alternative funding mechanisms and/or ownership structure for a portion of the ACC unit portfolio.

- Revitalization Initiatives. PHA's extensive capital improvement activities are described in Section 7 and Appendix E.

- Entrepreneurial Initiatives. PHA will endeavor to undertake new entrepreneurial activities including affordable and market rate housing development as previously described.

- Replacement Housing. PHA will continue its efforts to increase housing opportunities through continued implementation of its Replacement Housing Policy. The policy focuses on four strategies for the acquisition of property: (1) purchase of single-family scattered sites, foreclosure by institutional lenders of single-family residential buildings, and purchase of multi-family residential buildings; (2) reuse of ACC subsidy for affordable housing projects; (3) provision of capital funds for affordable housing projects; and (4) neighborhood redevelopment projects. Implementation of these strategies is dependent on the availability of sufficient federal funding.

Strategic Operating Plan Goal 4: Implement Public Safety Programs That Promote The Well-Being Of Our Neighborhoods and the Accountability of Program Participants.

This Strategic Operating Plan Goal focuses on implementing effective public safety programs that incorporate active roles for residents and law enforcement agencies. In addition to enhancing security at public housing developments, PHA emphasizes the importance of lease enforcement and resident responsibility in promoting public safety. PHA's public safety capacity will be severely strained in Year 7 due to recent agency-wide reductions in staff, including lay-offs of 20 PHA Police and 10 Lobby Monitors. Initiatives in this area that PHA will attempt to continue during MTW Year 7 include:

- Assigning site-based policing teams to PHA conventional sites. The deployment of patrol officers is monitored continuously to account for changes in crime patterns, community input and resource allocations.

- Expediting the process of criminal record checks on all applicants and household members. PHA will also conduct criminal records checks at recertification.

- Implementing internal COMSTAT crime statistics meetings, similar to those used by the City of Philadelphia Police Department, to facilitate continuous review and response to public safety issues.

- Improved coordination between PHA Police Department, resident groups and other law enforcement agencies including the Philadelphia Police Department.

- Implementation of Quality of Life programs with clearly defined guidelines and sanctions that incorporate PHA lease violations and local ordinances.

- Enhanced lease enforcement activities at PHA family and senior developments.

- Implementation of the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety concerns into youth programs.

- Support for resident-police partnerships through the Police Advisory Board, Town Watch programs, and participation with the Citizens Crime Commission of Delaware Valley.

- Expedited Processing of Complaints and Hearings. PHA continues to implement administrative changes to expedite the processing and tracking of complaints and hearings related to the Housing Choice Voucher Program.

- Enhanced Tenant Responsibility Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at the initial lease-up and during recertification.

- Required Landlord Training. PHA has developed and will continue to implement a program for property owners associated with the Housing Choice Voucher Program.

This includes required training by professionals from the Institute of Real Estate Management (IREM), as well as training provided by PHA regarding local property management issues, city code compliance, lease enforcement, and community responsibilities.

- Security Enhancements to PHA Properties. As noted in the Capital Improvement summary included in this Annual MTW Plan, PHA will continue to implement security related capital improvements. Improvements include performing a PHA-wide Security Assessment to standardize equipment such as card access readers, digital video recorders, and video color monitors.

Strategic Operating Plan Goal 5: Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.

To help residents achieve self-sufficiency, PHA will continue its implementation of ongoing programs and implement a series of new initiatives during MTW Year 7. This includes:

- Continue to identify and secure additional supportive service program funds to enhance resident-oriented programs. This task area is even more critical in light of the reductions in PHA federal operating subsidy funding.

- Maintain services to residents through the Community Partners Program. PHA awarded contracts to several training providers under this program to provide supportive and self-sufficiency services to PHA households. Subject to availability of adequate federal funding, PHA plans to award additional community partner program contracts in the coming year in order to maintain the range and quality of training initiatives available to PHA residents. See Section 10 for additional information on Community Partner activities.

- Provide "One Stop" employment and training services to residents through Centers, such as the comprehensive Family Self-Sufficiency (FSS) Center established at Blumberg Apartments. The Center houses a wide range of PHA programs and partner institutions, the Career Link program, GED classes, computer skills development, homeownership counseling and the Family Self-Sufficiency Program.

- Three additional centers have also been developed; the John F. Street Center for youth services; the Conswillar B. Pratt LIFE Center for nursing home eligible seniors; and the Wilson Park Center that will provide computer technology, recreational and supportive services to youth and seniors.

- Implementation of Learnscape Computer-Based Training application to provide residents with basic learning skills.

- Implementation of youth development activities to complement existing career development programs that now serve more than 400 youth annually.

- Expansion of comprehensive, long-term senior health care services through the establishment of Living Independently For Elderly (LIFE) Centers that will allow seniors to remain in their units while receiving services through Adult Day Centers. A state-of-the-art senior care center recently opened on the first floor of PHA's new 72-unit Conswiller B. Pratt Apartments for Seniors, located within PHA's newest affordable development, Greater Grays Ferry Estates. A second facility is planned for the recently renovated Germantown House.

- Development of opportunities for expanded resident access to technology services including the establishment of on-site and mobile computer labs.

- Continue to provide case management and referral services to frail elderly and/or disabled residents under the ROSS-Elderly/Disabled Service Coordinator Program.

Involvement of public housing and community residents in volunteer activities such as the Clean Sweep program in order to improve PHA communities.

Strategic Operating Plan Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Strategic Operating Plan Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Strategic Operating Plan Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

PHA uses technology and process improvement projects to streamline work and improve accountability. The Strategic Operating Plan goals of establishing efficient operating procedures, implementing cost saving strategies, and maximizing the use of technology to improve operational efficiency are more critical than ever as PHA strives to achieve maximum outcomes from dramatically declining federal resources. In Year 7 of the MTW Demonstration Program, PHA will continue to implement a series of improvement process initiatives including:

- Implementation of asset management protocols for Alternatively Managed Entities including extensive focus on Low-Income Housing Tax Credit (LIHTC) regulatory compliance.

- Implementation of site-based management plans for all PHA/Mixed-Finance properties.

- Tracking and monitoring of internal and external audits, studies and consultants.

- Centralization of contract monitoring, tracking and record keeping systems.

- Implementation of Financial and Supply Chain Upgrades.

- Continued implementation of enhanced Interactive Voice Response and CTI systems in order to improve responsiveness to customer and public inquiries. These systems went live in MTW Year 6.

- Implementation of Peoplesoft's 8.8 CRM technology to create tracking databases such as complaint tracking, incident tracking, MTW client tracking, investigations tracking and risk management tracking.

- Implementation of NIKU's Clarity software to manage PHA's strategic operating plan and quality assurance project plans.

- Improvements to PHA Staff Recruitment, Retention and Evaluation Processes. PHA created a Recruitment Plan with the strategy to maximize the use of internet technology, employment referrals, personal contacts, institutions of higher education, a variety of media advertising, flyers, job fairs and networking through affiliate groups. The aim is to attract, hire and retain the highest caliber of employees in order to assist PHA with its mission of "Building Better Neighborhoods" and its desire to become an "Employer of Choice."

- Employee Training. In prior years, PHA offered an array of courses designed to enhance employees' skills. An added benefit of employee training efforts is improved service to PHA residents. To the extent that funds are available, training programs will continue to be provided. These training programs include:

  Contract Administration and Project Management Training, through a contract with ESI (partnering with George Washington University).

  Internal training on procedures and policies developed and implemented by PHA quality and other staff.

  Tax Credit Compliance, Finance and Accounting Training.

  Extensive staff training in computer hardware and software systems.

  Operations Training through a subscription and partnership with the Housing Television Network (HTVN), which offers a myriad of training and informational sessions focusing on Public Housing policy, ethics, management, compliance, and maintenance issues. Development courses are also offered for housing commissioners that include professional development and leadership training workshops. Certificate programs are offered in computer applications, maintenance, human resources, and public housing management and occupancy.

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

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

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

- Conducting a continuous review of options related to Insurance/Liability coverage.

- Implementing Revised Procurement Policies. Pursuant to HUD approval of PHA's waiver request, PHA will continue to implement expeditious and effective procurement without sacrificing the benefits of competition.

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

PHA continuously seeks to enhance its services to residents and the community through the establishment of agreements with local, state and federal agencies and organizations and through the expansion of existing partnerships. Enhancing partnerships with other agencies is more important than ever in light of budget reductions. During MTW Year 7, PHA will continue to expand the following:

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

- A working relationship with HUD to implement a wide range of development and management initiatives.

- Financial support for PHA's employment and training initiatives, provided by the Commonwealth of Pennsylvania

- Provision of extensive financial support for PHA revitalization activities, through commitment of Low-Income Housing Tax Credits by the Commonwealth of Pennsylvania through the Pennsylvania Housing Finance Agency.

- A working relationship with the City of Philadelphia, Department of Public Health to reduce asthma triggers in Housing Choice Voucher (HCV) properties.

- A working relationship with the City of Philadelphia, Department of Human Services, to provide a cultural arts program for youth living in public and assisted housing.

- A working relationship with the U.S. Department of Labor in support of the Pre-Apprenticeship program.

- A working relationship with the U.S. Department of Education and the School District of Philadelphia in support of the Skills for Life program.

MOVING TO WORK PLAN
PART TWO

SECTION 2: HOUSEHOLDS SERVED

This section provides information about the number and types of units in the Philadelphia Housing Authority's Public Housing, Tax Credit and Housing Choice Voucher (HCV) programs, as well as the characteristics of the families that PHA serves and those households on the waiting list. During the MTW program, overall occupancy has increased as PHA continues to serve a predominately very low-income population. At least 75% of the households assisted are low-income households at the time they enter the program. Although it is currently anticipated that PHA will add 364 new public housing units in Year Seven, a decreased Section 8 appropriation and a scaling back of vacancy reduction work due to staff cuts may mean PHA will experience a decrease in the number of households served agency-wide for the first time under MTW.

A. Number and Characteristics of Households Served

Households by Unit Size. As of September 30, 2006, there were a total of 30,619 Conventional, Scattered, Tax Credit Sites (PHA managed and privately managed) and Housing Choice Voucher household units. The distribution of unit sizes is listed in Table 2-1 except for a limited number of AME sites. Two, three, and four bedroom units represent approximately 76% of the total number of households served.

Table 2-1. Number and Unit Size of PHA Households in Year Seven

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	319	1,422	2,431	2,216	525	79	11	7,003
Scattered Sites	26	151	641	2,321	581	532	204	4,456
Tax Credit Sites[1]	0	375	380	368	86	2	0	1,211
HCV[2]	472	2,730	4,156	7,522	1,387	579	0	16,846
Program Total	**817**	**4,678**	**7,608**	**12,427**	**2,579**	**1,192**	**215**	**29,516**
Distribution %	**3%**	**16%**	**25%**	**42%**	**9%**	**4%**	**1%**	**100%**

Source: PHA CCS. September 30, 2006.

[1] Count represents demographic data for designated PHA managed or PAPMC sites. An additional **1,103** households were served at privately managed or AME sites. Demographic data for the AME residents was not available. Total public housing households served (conventional, scattered sites, tax credit equals **13,773** households. Total households served including HCV program equals 30,619 households.

[2] Inclusive of MTW, Non-MTW, Mod. Rehab., Port – in and mainstream vouchers.

Family Type. The number and type of households served by PHA are presented in Table 2-2. Family households represent 57% of all households served by PHA, followed by disabled households (25%), and elderly households (18%).

Table 2-2. Composition of PHA Households by Family Type in Year Seven

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional	3,651	52%	1,675	24%	1,677	24%	7,003	100%
Scattered Sites	2,184	49%	1,254	28%	1,018	23%	4,456	100%
Tax Credit Sites[1]	672	56%	377	31%	162	13%	1,211	100%
HCV[2]	10,312	61%	2,138	13%	4,396	26%	16,846	100%
Program Total	**16,819**	**57%**	**5,444**	**18%**	**7,253**	**25%**	**29,516**	**100%**

Source: PHA CCS. September 30, 2006.

[1] Count represents demographic data for designated PHA managed or PAPMC sites. An additional **1,103** households were served at privately managed or AME sites. Demographic data for the AME residents was not available. Total

public housing households served (conventional, scattered sites, tax credit equals **13,773** households. Total households served including HCV program equals 30,619 households.
[2] Inclusive of MTW, Non-MTW, Mod. Rehab., Port – in and mainstream vouchers.

Income Groups. As indicated in Table 2-3, 25,423 households (86%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 3,380 households (11%) earn between 30-50% of AMI. Households with incomes over 80% of the Median Income represent less than one percent of households served.

Table 2-3. Income Levels of PHA Households in Year Seven

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	TOTAL
Conventional	6,254	571	139	39	7,003
Scattered Sites	3,666	560	187	44	4,456
Tax Credit Sites[1]	885	296	26	3	1,211
HCV[2]	14,618	1,953	262	13	16,846
Program Totals	**25,423**	**3,380**	**614**	**99**	**29,516**
Percentage	**86%**	**11%**	**2%**	**<1%**	**100%**

Source: PHA CCS. September 30, 2006.
[1] Count represents demographic data for designated PHA managed or PAPMC sites. An additional **1,103** households were served at privately managed or AME sites. Demographic data for the AME residents was not available. Total public housing households served (conventional, scattered sites, tax credit equals **13,773** households. Total households served including HCV program equals 30,619 households.
[2] Inclusive of MTW, Non-MTW, Mod. Rehab., Port – in and mainstream vouchers.

Housing Type. The Housing Choice Voucher Program had a total of 16,846 units leased as of September 30, 2006, representing 55% of the total households served by PHA (Table 2-4). PHA's portfolio of public housing units includes 4,456 scattered site units representing approximately 14% of the total units. Conventional public housing consists of 7,003 units, representing 23% of the households served, that are distributed predominately in North, West, South, and Southwest Philadelphia.

Table 2-4. Type of PHA Households in Year Seven

Housing Type/Program	Total	%
Conventional	7,003	23%
Scattered Sites	4,456	14%
PHA Managed - PAPMC Sites	1,211	4%
Privately Managed - AME Sites	1,103	4%
HCV[1]	16,846	55%
Program Total	**30,619**	**100%**

Source: PHA CCS. September 30, 2006.
[1] Inclusive of MTW, Non-MTW, Mod. Rehab., Port–in and mainstream vouchers.

Race and Ethnicity. Table 2-5 details the racial and ethnic composition of PHA family members. African-Americans represent the greatest percentage (88%). White households represent 7% and Hispanic households represent approximately 4% of PHA's total population.

PHA plans to continue its efforts to increase diversity among the population served.

Table 2-5. Race/Ethnicity of Heads of Households of Public Housing and Housing Choice Vouchers in Year Seven

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	6,677	183	125	15	3	7,003
Scattered Sites	4,048	36	364	6	2	4,456
Tax Credit Sites[1]	1,187	8	15	1	0	1,211
HCV[2]	14,202	1,781	601	109	153	16,846
Program Totals	**26,114**	**2,008**	**1,105**	**131**	**158**	**29,516**
Percentage Distribution	**88%**	**7%**	**4%**	**<1%**	**<1%**	**100%**

Source: PHA CCS. September 30, 2006.
[1] Count represents demographic data for designated PHA managed or PAPMC sites. An additional **1,103** households were served at privately managed or AME sites. Demographic data for the AME residents was not available. Total public housing households served (conventional, scattered sites, tax credit equals **13,773** households. Total households served including HCV program equals 30,619 households.
[2] Inclusive of MTW, Non-MTW, Mod. Rehab., Port – in and mainstream vouchers.

B. Number and Characteristics of Households on Waiting Lists

Tables 2-6 through 2-9 provide the characteristics of PHA's existing waiting lists.

Applicants for Public Housing. As of September 30, 2006, there were 48,570 applicants for public housing (conventional, including scattered sites, and the PHA managed – PAPMC sites) This represents a substantial increase over last year's figures as a result of newly opened waiting lists for renovated properties. Note that the total applicant count may reflect multiple applications filed by households for multiple sites. Approximately 43% of all applicant households were requesting two-bedroom units, (Table 2-6). Approximately 80% of all applicant households for public housing units were families (Table 2-7), 15% were households with disabilities, and 5% represented senior households. Ninety-three percent of all public housing applicants reported incomes of less than 30% of the area median income (Table 2-8). Note also that PHA is in the process of updating the waiting list. Thus, future waiting list counts are likely to differ as a result of the projected large number of applicants likely to be dropped from the waiting list for failure to respond to PHA's notices.

Applicants for HCV Program. As of September 30, 2006, there were 5,366 applicants for the Housing Choice Voucher program. Approximately 70% of applicant households were families, 19% were households with disabilities, and 11% represented senior households. Ninety-one percent of all HCV applicants had reported incomes of less than 30% of the area median. The waiting list is currently closed. The number of applicants on the HCV waiting list has decreased due to an increased leasing rate, a routine purge of the waiting list, and the fact that the waiting list is presently closed.

Table 2-6. Composition by Bedroom Size Need for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Seven

Housing Type/Program	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Total
Public Housing Sites[1]	8,191	2,238	14,693	7,781	1,217	179	22	34,321
Tax Credit Sites[2]	41	2,455	6,420	4,394	862	64	13	14,249
HCV Housing[3]	1,301	132	1,886	1,613	375	53	6	5,366
Program Total	**9,533**	**4,825**	**22,999**	**13,788**	**2,454**	**296**	**41**	**53,936**
Percentage Distribution	**18%**	**9%**	**43%**	**25%**	**4%**	**<1%**	**<1%**	**100%**

Source: PHA CCS. September 30, 2006.

[1] Count is inclusive of conventional and scattered sites
[2] Count represents demographic data for designated PHA managed or PAPMC sites. Demographic data for the privately managed or AME residents was not available
[3] Count is inclusive of MTW, Non-MTW, Mod. Rehab., Port – in and mainstream vouchers

Table 2-7. Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Seven

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Total
Public Housing Sites	25,137	73%	2,085	6%	7,099	21%	34,321
Tax Credit Sites	13,478	95%	572	4%	199	1%	14,249
HCV Housing	3,774	70%	573	11%	1,019	19%	5,366
Program Totals	**42,389**	**79%**	**3,230**	**6%**	**8,317**	**15%**	**53,936**

Source: PHA CCS, September 30, 2006.

Table 2-8. Income Levels for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Seven

Housing Type /Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing Sites	32,728	1,409	168	16	34,321
Tax Credit Sites	12,394	1,611	226	18	14,249
HCV	4,906	427	28	5	5,366
Program Totals	**50,028**	**3,447**	**422**	**39**	**53,936**
Percentage	**93%**	**6%**	**<1%**	**<1%**	**100%**

Source: PHA CCS, September 30, 2006.

Table 2-9. Composition by Race/Ethnicity for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Seven

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Total
Public Housing Sites	30,365	1,305	2,417	185	49	34,321
Tax Credit Sites	14,173	20	48	7	1	14,249
HCV	4,687	495	108	27	49	5,366
Total	**49,225**	**1,820**	**2,573**	**219**	**99**	**53,936**
Percentage of Total	**91%**	**3%**	**5%**	**<1%**	**<1%**	**100%**

Source: PHA CCS. September 30, 2006.

Waiting List Issues and Proposed Actions. The vast majority of applicants for public housing are below 30% of the Area Median Income adjusted for family size. PHA expects these figures to remain constant.

PHA currently has 5,366 Housing Choice Voucher household applicants on the waiting list. PHA will regularly review the number of applicants on the list and consider whether to reopen the waiting list to new applicants. In addition, the following waiting list related actions are proposed for Year Seven:

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

During MTW Year Seven, PHA will continue to develop and implement a range of marketing plans aimed at improving outreach and access to all population groups.

C. Projected Number of Households to be Served

1. Public Housing Households. PHA projects that it will serve 14,137 households in the public housing program by March 31, 2008. This represents 331 new units and 33 reoccupancies over the 13,733 households served as of September 30, 2006. In Year Seven, PHA may experience a significant increase in the level of transfers to address scattered site overhousing issues

Housing Choice Voucher Households. PHA projects that it will serve 14,850 MTW households with Tenant-Based Vouchers in the HCV Program by March 31, 2008. PHA also projects that funding representing 2,579 vouchers will be used for approved MTW activities including capital development. HUD's recently announced 88% funding pro-ration for the HCV program, if not modified by congressional action, will reduce PHA's targeted lease up by approximately 850 vouchers.

Overall, PHA projects that it will serve 33,033 households by March 31, 2008. For comparative purposes, PHA was serving approximately 24,602 households in the year prior to the initiation of the MTW Demonstration Program in FY 2001.

SECTION 3: OCCUPANCY AND ADMISSIONS POLICIES

PHA's policies governing eligibility, selection, admissions, assignment, and occupancy of households are defined in the Public Housing Admissions and Continued Occupancy Policy (ACOP), Public Housing Lease, and Housing Choice Voucher (HCV) Administrative Plan. Copies of these documents are available for inspection upon request. In addition, policies for Limited Partnership sites (referred to as "PAPMC" sites) are defined in individual ACOPs and Leases. In MTW Year 7, PHA intends to revise the Public Housing ACOP and Lease and the HCV Administrative Plan to reflect policy changes and/or clarifications as described below. PHA will also work with its Limited Partners to make certain revisions to the PAPMC ACOPs and Leases as described below.

A. Admissions and Continued Occupancy Policy Changes and Clarifications

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

Admissions Issues

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

- PHA will update its current procedure for accepting pre-applications and updates to include online submissions.
- PHA will eliminate the central waiting list model. The role of the Public Housing Admissions Office (Central Admissions) will become that of oversight and technical assistance for the public housing sites.
- Central Admissions will update the SBWL every 3-years, or as needed according to site demand.
- PHA will require applicants to update their pre-applications, outside a mass Waiting List Update effort, whenever certain information (income, household composition, contact information) changes, while only allowing applicants to change waiting list site selections once a year.
- PHA will eliminate the current selection preference structure and base waiting list selections solely on date and time of application. This approach will result in increased waiting list management efficiencies as the agency moves to a Site-Based Waiting List model, by reducing the amount of time necessary to manage preference selections and complete third party verify preference claims.
- Once an applicant is selected from an SBWL for screening, the applicant's name will remain on the waiting lists of other sites for which the applicant has applied until the applicant accepts a unit. This will promote competition among the properties by motivating Property Managers to maintain the appeal of their respective sites to ensure lease-up.
- Once an applicant accepts a unit at one site, that applicant's active applications on other site waiting lists will be withdrawn.
- PHA will assign an applicant family deemed eligible/suitable at a particular site the first available unit at that site meeting the bedroom and unit feature requirements of the applicant family. Applicants not accepting the unit offered without verifiable good cause will be removed from all site waiting lists.

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

Occupancy Guideline Issues

- PHA has determined that it may be feasible to allow separate bedrooms for persons of the same sex, 10 years of age or older for whom there is at least a 15-year age difference, based on the transfer wait list position of the applicant and the availability of units. Accordingly, a statement will be added to the Occupancy Guidelines defining "generations" as a guiding principle for determining bedroom size.
- PHA will assign the appropriate bedroom size based on the PHA Occupancy Guidelines to avoid problems that arise when applicant choices indicated on pre-applications and updates are not in keeping with the guidelines.
- Additional occupancy guidelines will be revised to meet the needs of SBWL implementation.

Eligibility/Suitability Determination Issues

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

Continued Occupancy Issues

- PHA's criteria for continued occupancy includes a criminal records check, outstanding warrant check and certification of "No Criminal Activity" for all household members 18 years of age or older at recertification.
- In determining what constitutes a substantial difference between tenant provided and third party documents, PHA uses $50 per month.
- PHA will no longer require written third party verification from the Department of Public Assistance (DPA) for DPA benefits or the State Supplementary Payment (SSP) of the SSI benefit. PHA will obtain oral third party verification from DPA.
- In order to verify Zero Income, an applicant will be required to complete a Financial Hardship Form and PHA will confirm that the applicant is not receiving any income from Unemployment and/or DPA.
- PHA will accept tenant provided verification letters to verify SS and SSI income as long as the letter is dated within 60 days from the date of submission to PHA.
- Where a household includes minors and/or a new minor is added and both biological parents do not reside in the household, PHA requires third party verification from Family Court to determine whether child support payments are made.
- Residents will be required to sign an Intent to Vacate form and return their keys to management upon vacating a public housing unit.
- As part of the Sparkle Plus initiative, standards for resident maintenance of common areas will be incorporated into the lease. Failure to comply will result in fees to the resident.

Rent Policy Issues

- In order to ensure that declining federal housing subsidy dollars remain targeted to the lowest income households, to the greatest extent feasible, PHA will phase out payment of utility allowances to households with incomes at or above 80% of the Area Median Income (AMI). The phase-out will occur over a two-year period.
- PHA will review and modify utility allowance schedules each year based on the assessment of available HUD funding. Each year, PHA will update the utility allowance schedules to reflect then current actual cost data. PHA will subsequently apply the HUD-established operating subsidy pro-ration factor to determine the actual utility allowance schedules. Future increases or decreases to the utility schedules will, accordingly, be dependent on both the changes to actual utility costs in Pennsylvania and changes to the HUD operating subsidy amounts received by PHA.
- PHA will implement mandatory uniform late fees, reflecting an increase from $10 to $50.

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

B. HCV Administrative Plan Policies

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

- PHA's criteria for continued occupancy includes an outstanding warrant check and certification of "No Criminal Activity" for all household members 18 years of age or older, at admission and at each bi-annual recertification.
- All families will now be required to provide valid photo identification for household members 18 years of age or older, at admission and upon addition of a member to an HCV household.
- PHA requires zero-income adults to certify their zero-income status, as well as third-party verification of zero benefits from the Department of Public Assistance and the Family Court. This process is completed every 90 days.
- In determining what constitutes a substantial difference between tenant-provided and third-party documents, PHA uses a baseline amount of $50 per month.
- PHA will accept tenant-provided verification letters to verify Social Security and Social Security Income payments, as long as the verification letter is dated within 60 days from the date of submission to PHA.
- If a household includes minors, or a new minor is added to the household, and the biological parents do not reside together in the household, PHA requires third-party verification from Family Court to determine whether child support payments are made.
- PHA restricts moves if the move is to a higher cost area or unit.
- Participants who port in to PHA are subject to PHA's two-year recertification requirement and rent simplification.
- PHA will conduct complaint investigations on units that are not assisted by PHA if the activities in the unit threaten the right to peaceful enjoyment of the premises by other residents and/or if there is a nuisance complaint.
- PHA will conduct Reasonable Rent determinations when a unit is placed under HAP contract for the first time, when an owner requests an increase in rent, and at any other time PHA deems necessary.
- When PHA revises its payment standards during the term of the HAP contract, PHA will apply the new Payment Standard at the next regularly scheduled recertification. PHA will apply the

payment standard in effect at the scheduled recertification, irrespective of whether it has increased or decreased since the last regular recertification.

- PHA will no longer require written third party verification for Department of Public Assistance (DPA) or State Supplementary Payments (SSP). PHA will obtain oral third party verification from DPA.
- PHA will allow families to move subsequent to completion of their initial two-year lease term. Thereafter families may move only at the time of bi-annual reexamination or under extenuating circumstances subject to PHA approval. Extenuating circumstance may include HQS failures, reasonable accommodations and owner sale of the property. Additionally family moves are subject to PHA review of program compliance, debt and maintenance of other procedural requirements related to moves. If a family does not request a move at the time of their bi-annual reexamination and the move is not for extenuating circumstances, the family will have to wait until their next bi-annual reexamination to request a move.
- PHA will eliminate the current preference structure and base waiting list selection solely on date and time of application. Exceptions to the date and time system may include special targeted set asides approved by the Board, such as the Good Neighbors Make Good Neighborhoods Program and spccial allocations from HUD that are targeted to specific populations such as FUP and Mainstream vouchers.

C. PAPMC ACOPs and Leases

PHA will work with its Limited Partners to modify the ACOP and lease documents at the PAPMC (Tax Credit) sites. Major changes intended for MTW Year 7 include:

- Revisions to rent policy, including the implementation of $75 minimum rents
- PHA will implement a revised ceiling rent structure consistent with PHFA rents.
- Revisions to utility and appliance policy
- Implementation of criminal background checks at annual recertification for household members 18 years of age and older
- Initiation of criminal background checks at interim recertification for household members 18 years of age and older, at the discretion of management
- Implementation of a no smoking policy
- Revisions to the maintenance fee schedule and resident charge policy

These changes will impact the following PAPMC sites:

Richard Allen III
Suffolk Manor
MLK IV
Cambridge II
Cambridge III
Greater Grays Ferry Estates II
Germantown House
Ludlow
Cambridge I
Mt. Olivet
Greater Grays Ferry Estates (Tasker I)
Lucien E. Blackwell I (Mill Creek)
Lucien E. Blackwell III
Marshall Shepard Village
Nellie Reynolds Garden

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

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

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

SECTION 4: CHANGES IN HOUSING STOCK

This section compares the number and types of housing units and Housing Choice vouchers available as of September 30, 2006 and a projection for the number of units that will be available by March 31, 2008.

A. Existing Number of Housing Units Available As of September 30, 2006

Housing Choice Voucher PHA had approximately 17,353 MTW vouchers available as of September 30, 2006.

Public Housing PHA had approximately 15,657 available units at conventional and scattered, PHA managed entities - PAPMC and privately managed entities - AME sites as of September 30, 2006.

B. Projected Number of Housing Units Available by March 31, 2008.

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be utilized by March 31, 2008 (See Tables in Section 2 for Households Served).

Housing Choice Voucher. PHA projects that it will use 14,850 tenant-based vouchers by March 31, 2008. PHA will use the balance of its MTW vouchers for approved MTW activities. HUD's recently announced 88% funding pro-ration for the HCV program, if not modified by congressional action, will reduce PHA's targeted lease up by approximately 850 vouchers.

Public Housing. PHA projects that it will have approximately 15,988 family public housing, PAPMC and private AME units available by March 31, 2008, an increase of 331 units.

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

Housing Programs	Current Available Sept 30, 2006	Current In Use Sept 30, 2006	Projected Available March 31, 2008	Projected In Use March 31, 2008
MTW Tenant-Based Vouchers[1]	17,353	14,850	17,429	14,850
MTW Activity Vouchers[2]	--	2,503	--	2,579
MTW Voucher Subtotal	**17,353**	**17,353**	**17,429**	**17,429**
Section 8 Moderate Rehabilitation	751	742	751	751
Non-MTW Vouchers[3]	900	764	716	716
Non-MTW Voucher Subtotal	**1,651**	**1,506**	**1,467**	**1,467**
Voucher Total	**19,004**	**18,859**	**18,896**	**18,896**
Public Housing: Units	15,657	13,773	15,988	14,137
TOTAL PHA UNITS	**34,661**	**32,632**	**34,884**	**33,033**

[1]Projected available number includes 76 previously Non-MTW vouchers.
[2]See Table 9-1.
[3] Special purpose vouchers for the Family Unification Program, Designated Housing, Baynton Manor, Kemble Park, Wayneview, Aspen Village and Fishers Crossing (all opt-outs); and mainstream, project based vouchers.

SECTION 5: SOURCES AND AMOUNTS OF FUNDING

This Section reflects the sources and amounts of funding included in the consolidated MTW Budget, the sources and amounts of funding outside the MTW budget, and a combined budget statement. As previously noted, PHA faces a fiscal crisis as a result of the recently announced HUD cutbacks in federal public housing operating subsidy and HCV Housing Assistance Payments. Note that, to conform to the agreed upon reporting format, the HCV and Operating Subsidy amounts shown on the charts below do not reflect these reductions.

A. Sources and Amounts of Funding Included in the Consolidated Budget Statement.

Table 5-1 presents the funding streams and amounts received or anticipated by PHA in FY 2007 that are eligible for consolidation as the MTW Block Grant. Sources of funds include the following:

- Dwelling Rental Income. Derived from rent payments by public housing residents.
- Interest Income. Derived from funds held in interest bearing accounts.
- Housing Choice Vouchers. Funds provided by HUD for rent payment subsidies for Housing Choice Program. MTW Vouchers issued are limited to a number that can be absorbed by Philadelphia neighborhoods, and the remaining resources are redirected to accomplish key objectives of the MTW Program. As noted, the amounts shown in the table do not reflect recently announced federal funding reductions.
- Capital Funds. Provided by HUD to improve the physical condition of public housing properties through modernization and rehabilitation of dwelling units, interior and exterior site improvements, and the upgrading and modernizing of non-dwelling areas. The Capital Fund Program also funds management improvements, land acquisition, and debt service on capital projects.
- Operating Subsidy. Provided by HUD to housing authorities to fund the administrative, management, and maintenance expenses of developments owned by the PHA. Operating subsidy enables housing authorities to keep rents affordable for lower income families by covering operating expenses that cannot be supported entirely by rental income. As noted, the amounts shown in the table do not reflect recently announced federal funding reductions.

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

Revenue Sources	FY 2005 Budget	FY 2006 Budget	FY 2007 Budget
Dwelling Rental Income	$ 17,702,625	$ 19,426,341	$ 19,000,000
Interest Income	686,663	767,168	1,427,601
MTW Housing Choice Voucher[1,2]	134,144,607	134,864,984	142,666,872
Capital Subsidy including Replacement Housing Factor[1]	78,798,164	75,640,828	71,117,569
Operating Subsidy[1]	111,839,225	111,059,689	112,576,177
Total Revenues	**$343,171, 284**	**$341,759, 010**	**$346,788,219**

[1] Subject to appropriation which, as of January 2007, reduces the Operating Subsidy pro-ration to 76.4%, the Housing Assistance Payments pro-ration to 88.476%, and the administrative fee pro-ration to 97.888%.

The Capital Funds total includes all funds described in Appendix D, $58,308,058 plus Replacement Housing Factor funds of $12,809,511

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

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

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

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

Revenue Sources	FY 2005 Budget	FY 2006 Budget	FY 2007 Budget
Resident Opportunity and Family Self-Sufficiency Grants	$ 437,122	$575,212	$350,484
Other Federal Grants	522,060	118,045	243,707
Non-Federal Sources: City of Philadelphia, Child Care Food Program, Summer Food Service Program, Senior Program, Job Retention	502,574	245,936	186,277
Subtotal	**1,461,756**	**939,192**	**780,468**
Non-MTW Vouchers/ Mod Rehab/Special Allocations/ Administrative Fee/Interest	13,684,125	15,770,106	10,126,227
Total Revenues	**$15,145,881**	**$16,709,299**	**$10,906,695**

C. Consolidated Budget Statement.

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

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

Revenue Sources	FY 2005 Budget	FY 2006 Budget	FY 2007 Budget
Dwelling Rental Income	$ 17,702,625	$ 19,426,341	$ 19,000,000
Interest Income	1,006,013	1,863,631	1,477,293
HCV Subsidy[1] and Admin Fee	147,509,382	149,538,627	152,743,407
Capital Subsidy[1] including Replacement Housing Factor	78,798,164	75,640,828	71,117,569
Operating Subsidy[1]	111,839,225	111,059,689	112,576,177
Other Grants	1,461,756	363,981	780,468
Total Revenue	**$358,317,165**	**$357,893,097**	**$357,694,914**

[1] Subject to appropriation which, as of January 2007, reduces the Operating Subsidy pro-ration to 76.4%, the Housing Assistance Payments pro-ration to 88.476%, and the administrative fee pro-ration to 97.888%.

SECTION 6: USES OF FUNDS

A. Previous Year Expenditures.

The focus of prior MTW activities has been to increase the number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. This included activities centered on implementing improvements to PHA's systems, procedures, and administrative structure. As a result of the major funding reductions announced by HUD, the focus of MTW Year Seven will be to stabilize PHA developments, and to implement operations with a substantially reduced workforce. As noted above, while PHA will continue its innovative redevelopment and revitalization activities, no overall change in the number of occupied units is projected.

B. Planned Expenditures.

Planned expenditures for the following year are presented below in Table 6-1 according to the individual sources of the MTW Block Grant.

Table 6-1. Projected Expenditures by Program

Project	FY 2007 Budget
Public Housing Activities	$131,801,177
Capital Activities[1]	71,117,569
Housing Choice Voucher Program	153,995,700
Other Grant Activities	780,468
TOTAL	**$357,694,914**

[1]All FY 2005 funds subject to appropriations. The Capital Funds total includes all funds described in Appendix D, $58,308,058 plus Replacement Housing Factor funds of $12,809,511. HCV Funds, include $1,252,293 in interest income (HCV Budget).

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

Capital Funds. Includes unit rehabilitation, vacancy reduction, new unit development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering services, and management improvements. Of PHA's total funds for FY 2007, $71,117,569 from all sources may be applied to capital projects. This estimate does not include possible inter-fund transfers or projects identified in prior plan years that continue into this fiscal year.

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

Capital Projects: Germantown House, Greater Grays Ferry Community Center, and Solar Energy.

Family Program/Quality of Life: Includes HCV complaint response, public housing lease enforcement, and activities in support of self-sufficiency efforts in the HCV and Public Housing programs (See Section 10 for complete description of the Family Program). Family Program activities include:

- Relocation services;
- Community Partners;
- Family Self-Sufficiency Centers;
- Youth Development;
- Pre-Apprenticeship Program;
- Employment Training;
- Economic Development;
- Homeownership Counseling; HCV Down Payment Assistance; and
- Support Staffing.

Management Efficiencies: Includes software enhancements, energy management, technical assistance, and staff training.

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

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

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

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

Development of an annual budget structured around these five core areas has allowed PHA to focus more closely on its overall mission, as well as to deliver services to its constituents in a more efficient and effective manner.

Obligation and Expenditures. PHA will obligate its capital funds within two years and expend within four years.

D. Reserve Balance and Adequacy of Reserves.

As of the fiscal year ending March 31, 2006, PHA's Low Rent Operating Reserve is estimated at $8,795,082. As a result of the funding crisis, PHA does not anticipate beginning fiscal year 2007 with a reserve balance.

Prior to April 1, 1999, PHA was self-insured for personal injury claims. Asserted and unasserted claims are accrued based on PHA's experience and the advice of an independent claims manager. As the potential for claims against the Self-Insurance Fund are reduced, PHA will reexamine its personal injury self-insurance requirements. In addition to the reserve for general liability maintained for claims from the period during which PHA was self-insured, PHA maintains the reserves required by its current insurance carriers for general liability.

SECTION 7: DEVELOPMENT AND CAPITAL PLANNING ACTIVITIES

PHA's Capital Planning strategy is designed to support, rehabilitate and modernize the infrastructure of neighborhoods where PHA residents live. This section describes PHA's major capital needs and costs, as well as the projected timetable for addressing these needs. It also identifies planned capital expenditures, homeownership activities and demolition and disposition requests for Year 7. PHA's Capital Plan for FY 2007 is attached in Appendix D.

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

PHA maintains current physical needs assessments that include estimated costs for all facilities for the purposes of capital planning. The total capital funds needed at the present time are estimated at over $1 billion inclusive of non-construction "soft costs". This breakdown of needs by development is presented in Table 7-1.

Capital needs continue to exceed the supply of funding resources. In response, PHA has developed a Capital Investment Strategy for the next 20 years, in order to strategically invest in those projects and programs that offer the best opportunities to increase the value of PHA's infrastructure and improve the livelihoods of MTW and MTW-eligible residents. This capital funds investment strategy also seeks to leverage additional funding resources for HOPE VI and mixed-finance sites through program awards, private equity from tax credits, bonds, third party financing, construction financing, and partnerships with other government programs, private developers, neighborhood organizations and service providers, as more fully described in Appendix E. In Year 5, PHA was awarded a HOPE VI Grant for the revitalization of the Ludlow Scattered Sites area. PHA also intends to submit a HOPE VI application and/or Low-Income Housing Tax Credit applications to support revitalizations for the Mill Creek Extension, Johnson Homes, Warnock, Brewerytown, Plymouth Hall and Mantua Homes.

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

B. 2007 Capital Fund Program

The FY 2007 Capital Fund Program is designed to continue PHA's multi-faceted approach to addressing the physical needs of its housing stock while improving the efficiency and effectiveness of its management and operational functions.

The FY 2007 Capital Fund Annual Statement is a product of input from all PHA departments and the PHA Resident Advisory Board. The Annual Statement developed for the FY 2007 Program enables PHA to address its highest priority physical and management needs. The following is a summary of the major work item categories and specific work activities contained in the FY 2007 Capital Fund Program.

Management Improvements. The Capital Fund Program devotes approximately 10 percent of its funding allocation to address activities that qualify as management improvements. Resident and site security are the major activities funded in this section. PHA will provide more than $3 million for police patrol and $500,000 for the resident-staffed lobby monitor program. Computer software acquisition, installation and program implementation activities are also a major component of the Management Improvement line items. Over the past four years, PHA has been

implementing and upgrading PeopleSoft computer systems. The FY 2007 Capital Fund program will obligate $1 million toward the upgrade of the PeopleSoft financial system.

Table 7-1. Capital Investment Strategy.

Property	Estimated PHA Funding Need	Proposed Time Schedule
Abbottsford	$ 24,000,000	2006-2012
Arch Homes	$ 5,000,000	2019
Arlene Homes	$ 1,159,000	2008, 2014
Bartram Village	$ 5,100,000	2008, 2013
Bentley Hall	$ 3,402,000	2013
Brewerytown	$ 7,700,000	2008-2009
Cecil B. Moore	$ 837,000	2014
Champlost	$ 2,000,000	2016
Collegeview	$ 1,636,000	2008, 2012
Croydon	$ 70,000,000	2008-2009
Emlen Arms	$ 250,000	2014
Fairhill Apts.	$ 2,000,000	2006, 2014
Germantown House[1]	$ 12,000,000	2006-2008
Haddington Homes	$ 23,000,000	2019-2021
Harrison Plaza	$ 24,000,000	2004-2008
Haverford Homes	$ 718,000	2012
Hill Creek	$ 25,000,000	2002-2003, 2006, 2015
Holmecrest Homes	$ 5,200,000	2013
Johnson Homes	$ 65,000,000	2006-2011
Katie B. Jackson	$ 5,060,000	2019-2021
Liddonfield	$ 84,000,000	2005-2008
Lucien E. Blackwell Homes[1] (formerly Mill Ck)	$ 15,500,000	2002-2006
Ludlow HOPE VI	$ 8,000,000	2006
Mantua Hall	$ 33,000,000	2006, 2008
Martin Luther King[1]	$ 1,500,000	2006
Millcreek Extension	$ 36,000,000	2007-2010
Morton Homes	$ 15,000,000	2011, 2012
Neumann North (67 ACC units)[1]	$ 2,000,000	2005-2006
Norris (high/low rises)	$ 10,000,000	2006, 2020, 2021
Oxford Village	$ 13,000,000	2006, 2016-2017
Paschall Apts.	$ 16,756,000	2006, 2016, 2017
Plymouth Hall	$ 7,000,000	2013
Point Breeze	$ 1,445,000	2012
Queen Lane	$ 6,000,000	2006, 2012
RDA acquisitions and rehab	$ 8,000,000	2003-2007
Scattered Site Modernization	$ 200,000,000	2002-2021
Scattered Site Development	$ 150,000,000	2002-2021
Scattered Site Modular Housing	$ 60,000,000	2006-2021
Spring Garden Apts.	$ 14,500,000	2010-2012
St. Ignatius[1]	$ 1,000,000	2003-2007
Warnock	$ 7,700,000	2007-2008
West Park Apts.	$ 39,800,000	2015-2017
Westpark Plaza	$ 12,000,000	2014-2016
Wilson Park	$ 8,000,000	2010
Debt Service Repayments[2]	$ 310,000,000	2002-2022
TOTAL	**$ 1,343,263,000**	

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

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

[3] See Table in Appendix E for more details on Mixed-Finance Developments.

Table 7-2. MTW Year Seven Capital Programs.

Development Name	Scope of Work	Construction Cost	Completion Date
Martin Luther King	New Development	$1,500,000	Dec-06
Scattered Sites	New Development/Infill/Rehab/Modular Housing	$10,000,000	Dec-05
Greater Grays Ferry Estates (Bond)	New Development	$124,500,000	Dec-05
Neumann North	Acquisition/Rehab	$2,000,000	Dec-05
PHA-Wide	Security Upgrades	$1,000,000	Apr-06
Queen Lane	Security System	$800,000	Apr-06
Lucien E. Blackwell Homes (formerly Mill Ck)	New Development	$15,000,000	Oct-06
West Park	Elevator upgrades and balcony enclosures	$16,000,000	Oct-08
Wilson Park	Non-Dwelling	$7,500,000	Oct-06
Norris Apartments	Security System	$500,000	Dec-06
Germantown House [1]	Comprehensive Modernization	$12,000,000	Dec-06
Third Party Capital Requests	New Development	$5,000,000	Dec-06
Fairhill	Security System	$800,000	Dec-06
Hill Creek	Modernizatiion	$4,000,000	Dec-06
Queen Lane	Boiler	$500,000	Dec-06
Johnson Homes	Utilities upgrade	$6,000,000	Dec-07
Croydon (Bond)	New Development	$48,600,000	Dec-09
Millcreek Extension[1]	New Development	$8,000,000	Dec-09
Johnson Homes	Senior Building	$6,000,000	Dec-09
Marshall Shephard Village[1]	New Development	$10,000,000	Dec-08
Ludlow HOPE VI Scattered Sites[1]	New Development	$8,000,000	Mar-08
Nellie Reynolds Garden	New Development	$11,000,000	Dec-08
Scattered Sites Modular	New Development	$2,500,000	Dec-08
Warnock[1]	New Development	$7,700,000	Dec-08
PHA-Wide	Accessibility Improvements	$500,000	Ongoing
PHA-Wide	Energy Conservation	$5,500,000	Ongoing
PHA-Wide	Sparkle Plus	$6,500,000	Ongoing
	TOTAL	**$321,400,000**	

[1] Capital Funding needs for HOPE VI and Mixed-Finance Developments.

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

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

Fees and Costs. Master Planning activities, in the amount of $600,000, associated with the design of dwelling units, site improvement, and non-dwelling type improvements will be funded from this development account. A physical needs assessment of conventional sites will be conducted and $475,000 has been budgeted for this effort. Salaries for in-house technical positions, such as architects, engineers, and inspectors, will also be funded from this account. Environmental testing for lead-based paint and other environmental testing is budgeted at $200,000, and $2 million is budgeted for consulting, legal, and professional services.

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

Site Improvements. The Capital Fund Program commits $3.2 million for site improvement activities at both scattered sites and conventional sites. More than $1.2 million is committed to comprehensive site improvements at 100 scattered site units. The FY 2007 plan also provides $1.3 million for PHA's efforts to perform substantial site improvements at a variety of scattered site and conventional properties through a PHA-wide approach. Additional site improvements, in the amount of $720,000, is budgeted for signage, fencing, lighting, and landscaping as part of the PHA "Sparkle" program.

Scattered Site Renovations. Assuming adequate federal funding, PHA will undertake the comprehensive rehabilitation of an estimated 118 units.

Conventional Site Renovations. Electrical upgrades are planned for Westpark, Mantua Hall, Spring Garden, Hill Creek, and Abbottsford. Window replacement is scheduled for Norris Homes, Spring Garden, and Hill Creek along with elevator upgrades at Westpark and Blumberg. Other initiatives for the capital fund include replacement of handrails at Spring Garden Apartments; masonry restoration at Bartram Village; and heating plant upgrades at Spring Garden, Collegeview, Emlen, and Norris Homes.

The FY 2007 Program also provides $3.1 million for PHA-wide dwelling unit improvements. These work items are typically project/site specific and involve major system/component replacement activities.

Non-Dwelling Structures and Equipment. Funds in the amount of $1 million are programmed for upgrades of common areas or non-dwelling space PHA-wide as well as upgrading management offices to meet ADA accessibility requirements. Funding is also provided for security equipment PHA-wide at $200,000. Both computer hardware and related equipment and telephone infrastructure are each budgeted at $500,000. Maintenance equipment purchases are budgeted at $100,000; administrative and office furniture and equipment at $75,000 and community space equipment and furniture at $25,000.

Demolition. Demolition funds budgeted at $300,000, are used to remove houses that pose life safety issues.

Relocation. Funding in the amount of $200,000 is available to assist families who must relocate as a result of modernization activities.

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

Mandatory Conversion Rule. PHA received correspondence from the HUD Special Applications Center on January 30, 2007 concerning properties potentially subject to the Mandatory Conversion Rule. Based on PHA's review of this list, only one of the listed properties (Liddonfield) may be subject to the Mandatory Conversion Rule. All other listed properties have vacancy rates well below 15%. PHA is in the process of completing the Mandatory Conversion rule cost analysis and will make a supplemental submission to HUD upon completion.

Bond Debt Service. PHA was one of the first public housing authorities to utilize the Capital Fund Program to leverage public bond proceeds. As a result of this initiative, $192 million in total development was completed at the Greater Grays Ferry Estates (formerly known as Tasker Homes), Wilson Park, and Blumberg Apartments. The Capital Fund Program will obligate over $12 million of the FY 2007 plan for bond debt service.

The FY 2007 Capital Fund Program monies must be contractually obligated within 24 months and expended within 48 months of HUD approval of the MTW Plan. PHA has a demonstrated record of achieving, and often exceeding, compliance standards for this and other programs.

C. Demolition and Disposition Activities.

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

D. Homeownership Activities.

A total of 150 families have purchased homes under the Housing Choice Voucher Program, of which 33 are disabled families. PHA currently has approximately 60 families preparing to purchase a home through the Housing Choice Voucher Program. PHA recently sent invitations to approximately 10,400 Housing Choice Voucher participants to attend workshops on the process of purchasing a home utilizing the Housing Choice Voucher Homeownership Program. A total of 813 residents attended the workshops. Disabled families represented a total of 500 of these attendees.

PHA intends to expand the original Housing Choice Voucher Homeownership Demonstration Program into a Mortgage Assistance Program by adding 100 additional units to the current 50-unit program. This will enable qualified families to purchase a home using Housing Choice Voucher assistance. In furtherance of the goal of expansion of the Housing Choice Voucher Program, PHA has formed a Homeownership Affiliate to undertake activities in connection with its Homeownership initiatives. PHA anticipates that the Homeownership Affiliate will provide services which include, but are not limited to, advertising, marketing and sales, development services, facilitation of negotiations with prospective buyers, and contracting with the appropriate vendors for the provision of brokerage services and/or any other required services.

Under Public Housing Homeownership Programs, which include the 5(h) and Turnkey III programs, 321 units have been sold to PHA families to date. The goal of PHA's 5(h) component is the sale of 300 single-family scattered site units to the families currently residing in these units.

To date, a total of 117 scattered site units have been sold under this program. PHA marketing efforts for the 5(h) Homeownership Program have reached 12,000 PHA scattered site residents by direct mail and telephone solicitations. Interested residents are referred to local Housing Counseling Agencies for guidance and assistance in the homeownership process.

PHA has sold 204 units under the Turnkey III Program, which consists of 207 units at two sites. The first site, Whitman Park Plaza, which is located in the vicinity of Front Street and Oregon Avenue in South Philadelphia, consists of 120 townhouse units. The other site, Brown Street Village, which is located at 20th and Brown Streets in the Art Museum area, consists of 87 units. A total of 3 units remain to be sold at Whitman Park. All units at Brown Street Village have been sold.

PHA has made a special commitment to fulfill its objective of providing homeownership opportunities to Public Housing and Housing Choice Voucher clients. A total of 20 PHA residents have purchased new homes in the new developments located at Lucien E. Blackwell Homes, Greater Grays Ferry Estates and Martin Luther King Plaza.

The Homeownership Division has sponsored various events throughout the city of Philadelphia, including community seminars and the annual Tribune Homebuyer's Workshop. The Division maintains relationships with 26 certified housing counseling agencies, the Pennsylvania Housing Finance Agency, and several major lenders throughout the city of Philadelphia.

E. Energy Conservation Initiatives

An energy conservation plan was developed and approved in 2005 that includes mechanical upgrades and an education program. The mechanical upgrades include installing energy efficient toilets and compact fluorescent lighting in conventional sites. PHA is participating in a pilot to demonstrate Energy Star construction standards at Lucien E. Blackwell – Phase III and Ludlow in 2006. Energy Star Homes is a new national designation for energy efficient construction that saves approximately 15 – 20% on utility bills. PHA has also installed 22 solar panels at two locations to explore the use of alternative energy source. These panels will save an estimated $6,892 per year.

PHA has also initiated a comprehensive audit of all utilities to identify potential savings. The audit includes, a detailed review of water usage to identify potential leaks. In addition, PHA monitors the price of Natural Gas and Fuel Oil during the heating session to determine the lowest cost option for its dual fuel sites. PHA will not perform an energy audit on its scattered sites inventory due to the excessive cost of such an analysis, which costs would not be offset by savings gained though implementation of the possible energy conservation measures recommended in the audit.

PHA implemented an energy education pilot program at three conventional sites in 2006. Through this program, resident leaders received training in energy conservation and helped facilitate a contest among three sites to promote energy conservation through a change in resident behavior. The pilot has been used to determine the best vehicle to implement a similar initiative at all PHA owned properties. Leading into this program, PHA conducted extensive resident outreach and held energy conservation seminars at two sites in fall 2005, and the fall 2006 through a partnership with PECO. Residents also participated in the PUC's Be Utility Wise Fair. In addition, PHA has prepared and distributed fliers with utility checks to educate residents about utility company policies and programs for low-income households.

SECTION 8: MANAGEMENT INFORMATION FOR PHA OWNED AND MANAGED UNITS

This section provides information on the Philadelphia Housing Authority's management performance indicators for housing units under PHA management. Data on vacancy rates, uncollected rents, work order response time and dwelling unit inspections are presented for September 30, 2006.

PHA owned and managed units include the following:

Conventional Sites PHA owns and manages a total of 34 conventional sites throughout Philadelphia with a total of 7,405 units available for occupancy.

Scattered Sites PHA owns and manages a total of 5,905 available units in scattered site locations throughout Philadelphia. These units are typically single or multi-family units.

Tax Credit Sites

- PHA Managed Entities - PAPMC. PHA manages and provides operating subsidy at thirteen (13) PHA affiliate-owned sites: Cambridge Plaza I, II, and III, Suffolk Manor Apartments, Richard Allen Homes Phase III A & B, Mt. Olivet, Greater Grays Ferry Estates Phase I and II A & B, Lucien E. Blackwell Homes Phases I, II and III, Martin Luther King IV, and Germantown House.

- Privately Managed Entities – AME's. PHA also provides operating subsidy to eight (8) sites that are privately managed entities. These privately managed sites are held accountable through regulatory and operating agreements with PHA, include the following: Courtyards at Riverview, Eight Diamonds, Spring Garden Scattered Sites, Martin Luther King - Phases I and III, Falls Ridge Apartments, St. Anthony's Senior Residence, St. Ignatius Senior Housing (Angela Court), and Neumann North.

During Year Seven, PHA will add two (2) tax credit sites: Ludlow III and Marshall Sheppard Village. Germantown House and Lucien E. Blackwell III (LEB III) will be completed subsequent to submission of this report.

During Year Seven, PHA will implement a series of initiatives in the scattered site portfolio designed to address the ongoing financial crisis. The specific parameters of the scattered site asset repositioning initiative are currently under development. The strategy will include some or all of the following elements: sale at market prices of vacant lots and buildings; implementation of new admissions and occupancy guidelines for scattered site ACC occupied units; and, obtaining new funding and repositioning some portion of the ACC unit portfolio through mixed finance, project based and/or other leveraging vehicles.

PHA has implemented a HUD-approved Resident Satisfaction Survey (See Appendix J) that is modeled after elements of MTW program initiatives and management performance indicators. PHA residents will also continue to participate in the Community Service "Clean Sweep" Program. These community days continue to foster neighborhood pride and good neighbors.

A. Vacancy Rates

1. Vacancy Rates by Property as of September 30, 2006. Vacancy rates for each development are presented in Appendix F. PHA had an actual vacancy rate of 12.03% and an adjusted vacancy rate

of 6.72%. An adjusted rate accounts for units vacant due to circumstances and actions beyond the Housing Authority's control. Vacancy rates include both PAPMC and AME sites.

2. Issues and Proposed Actions. PHA will continue its Home Selection Day Program to assist in Vacancy Reduction by providing applicants with a wider variety of options for unit selection and assignment.

3. Target Rates. PHA intends to maintain its current vacancy rate. A large reduction in staff caused by budget cuts will, however, decrease PHA's vacancy reduction efforts. As a result, PHA may experience a rise in its vacancy rate.

B. Rent Collections

1. Uncollected Rents PHA's percentage of billed rent uncollected as of September 30, 2006 was 12.59%. This rate is largely due to massive revitalization activities. While revitalization efforts have negatively impacted rent collection, management staff has been able to minimize the increase in uncollected rent by encouraging residents with balances to enter into repayment agreements as part of the relocation process. PHA's ability to collect rent was also hampered by the Municipal court system and the Sheriff's Department, which limited the number of evictions for PHA residents. This practice has been stopped and PHA can now evict more residents for non-payment of rent. Percentages of uncollected rents for each development are presented in Appendix G.

2. Issues and Proposed Actions PHA has developed a rent collection and vacancy management strategy to move toward self-sustaining developments. The rent collection strategies involve:

   - Increase personal contacts with residents and develop intervention teams to assist with rent collection
   - Explore the possibility of eviction for chronic, late payers and elimination of ceiling rents
   - Partner with other agencies to provide self-sufficiency training, budget counseling and credit repair services
   - Adopt best practices from other housing authorities

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

3. Target Projection of Uncollected Rents for March 31, 2008. PHA intends to reduce the current rate of billed rent uncollected to 5.5%

C. Work Orders

1. Work Order Response. Appendix H provides the percentage of emergency and routine work orders responded to within the respective prescribed times.

   - Percentage of Responses for Emergencies Work Orders within 24 Hours. As of September 30, 2006, PHA responded to 100% of emergency work orders within 24 hours.

   - Percentage of Responses for Routine Work Orders within 30 days. PHA responded to routine maintenance work orders within an average of 19 days as of September 30, 2006.

2. Issues and Proposed Actions. PHA has successfully resolved the backlog of work orders and intends to maintain current response times to emergency and routine work orders with the implementation of the automated Peoplesoft Customer Relationship Module or CRM.

   Prior to the current fiscal year, the Authority performed audits on 10% of its completed service orders. Starting April 1, 2006 PHA management began auditing 100% of all completed service orders. Within 30 days from the date the service order is closed, the manager must complete an audit. This audit consists of a visit to the property to inspect the completed work and/or phone contact with the resident to confirm and ensure work completion.

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

3. Target Projection for Response Times as of March 31, 2008. PHA projects that it will continue to complete 100% of emergency work orders within 24 hours, and will respond to routine work orders within 25 days.

D. Inspections.

1. Description of Inspection Strategy. PHA will continue to inspect all public housing units, public areas, grounds and systems annually, using the most stringent requirements from both the Uniform Physical Condition Standards (UPCS) and REAC inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health and safety violations and deficiencies within the units. PHA's comprehensive inspections protocol calls for four (4) inspections per year, per unit: two (2) housekeeping, one (1) UPCS, and one (1) preventive maintenance inspection.

2. Planned Inspections for Year Seven. Appendix I provides the percentage of units inspected in Year Six. PHA projects that it will complete inspections for 100% of units during Year Seven. PHA has inspected 99% of the required inspections for the period ending September 30, 2006.

E. Security

1. Security Issues and Proposed Actions PHA addresses security issues with a comprehensive and aggressive strategy that not only improves security for residents, but also develops programs to improve the security and quality of life in the neighborhoods where MTW and MTW-eligible residents live. While these actions have been very effective to date, PHA has recently conducted an agency-wide staff layoff that significantly impacted the PHA Police Department. Accordingly, the efforts of Year 7 will be to sustain the gains that have been made in community safety, while maintaining as many of the programs discussed below as feasible.

2. Security Systems New security systems have been installed at Harrison Plaza, and West Park Apartments. Security system upgrades are planned for Fairhill, Norris, Queen Lane, Gladys B. Jacobs, Wilson Park Seniors, Bentley, Emlen, and Katie B. Jackson.

   The Philadelphia Housing Authority Police Department (PHAPD) works in cooperation with residents, the Design and Construction Departments, and Major Systems to conduct site surveys to enhance physical security at all PHA facilities. State of the art surveillance cameras and digital

video equipment have been approved for installation at numerous locations to remotely monitor our sites. These web-enabled cameras are capable of broadcasting to a remote location. Authorized personnel view the images via the Internet.

New security systems have also been installed at the Wilson Park Community Center and the John F. Street Community Center. Additionally, upgraded security systems that are comprised of digital color surveillance cameras and digital video recorders capable of remote viewing have been recommended for Queen Lane and Wilson Park. Tax credit sites, such as Suffolk Manor, Greater Grays Ferry, Germantown House and Mount Olivet had these systems installed and operational during Year 5.

3. Improved Coordination with the Philadelphia Police Department (PHAPD) PHAPD is now communicating through the Philadelphia Police Department's new 800 Megahertz radio system, using hand held radios and a console in the PHAPD radio room. PHAPD and the Philadelphia Police meet weekly at COMPSTAT to address police-related issues.

4. Lease Enforcement and Compliance Unit In FY 2000, PHA established a Lease Enforcement and Compliance Unit that has contributed significantly to improving the acceptance of the Housing Choice Voucher Program in communities, since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. PHA continues to partner with the Citizens Crime Commission that operates a TIPS line for PHA, allowing residents and others to call in anonymous tips on criminal activity for a reward of up to $500.00 for an arrest and conviction.

5. Quality of Life Program Over the past year, the Lease Enforcement and Compliance Unit has continued to make strides in the efficient processing of public housing Landlord-Tenant actions through the use of technology.

Automated Eviction Fact Sheet - The current electronic Eviction Fact Sheet has been revised to allow for the automated completion of the Notice of Lease Termination, which can be electronically transmitted and downloaded into the Quality of Life database.

Electronic Filing - Landlord-Tenant actions are now being filed electronically through the Philadelphia Municipal Court's computer system, greatly reducing the timeline to receive a hearing date. This system also allows for electronic payment of court fees. Streamlining and the initiation of a review process of grievances requests received have reduced the amount of frivolous hearings held, thereby reducing the cost of arbitrators and related fees.

The Investigations Division of the Lease Enforcement and Compliance Unit continues to investigate various complaints and crimes committed within public housing. An electronic complaint form was developed and is in use by management for the initiation of timely investigations.

The PHA Police Department operates under a new philosophy of law enforcement, known as the "Broken Window" theory. Simply stated, if a broken window is not repaired, vandals will likely destroy the rest of the building. Likewise, by allowing a climate of disorder in a community and inattention to minor infractions, the signal is given that no one cares, which subsequently leads to an escalation of crime and social decay.

To tackle the "broken windows" at our housing sites, the PHAPD aggressively pursues quality of life issues such as reckless operation of vehicles in and around sites and, abandoned cars with the

issuance of citations and removal of abandoned vehicles. For the year to date, the PHAPD has issued 431 parking citations, 278 moving violations and removed 214 abandoned vehicles.

6. Community-Based Policing The PHAPD is fully committed to providing services to our residents through law enforcement and collaborative problem solving to address the causes of crime as well as other community issues. Cooperative problem solving also reinforces trust, facilitates the exchange of information, and leads to the identification of other areas that could benefit from the mutual attention of the police and the community.

Effective community-based policing depends on optimizing positive contact between our officers and residents. The PHAPD has supplemented the traditional role of crime prevention with community-based policing programs such as the following:

- **Foot Patrol.** Subject to funding availability, and with significantly reduced staff, PHA intends to continue the community-based policing initiatives at the developments of Johnson Homes, West Park Apartments, Wilson Park and Blumberg. With grant funding initiatives, additional patrols have been assigned to Greater Grays Ferry, Arch, Fairhill and Haddington Homes. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as the Lease Enforcement and Compliance Unit (LECU) and Strike Teams from the Philadelphia Police Department, Drug Enforcement Agency (DEA) and the Bureau of Alcohol, Tobacco and Firearms (ATF), as needed.

- **Bike Patrol.** Bike patrol officers have each been assigned to specific geographical areas or "Community Policing Sectors." Officers assigned to these specific areas are responsible for visiting residents in order to obtain needed information regarding security and quality of life, as well as for providing information and answering any questions the resident may have. Bike Patrols foster close personal contact between the residents and officers while permitting PHAPD to patrol areas inaccessible to vehicles.

- **DARE, GREAT and Explorer Programs.** The Drug Abuse & Resistance Education Program (DARE) represents the single largest prevention effort directed at reducing the use of drugs and other harmful substances among school-aged children. PHAPD has administered this community program to over 1,900 school age children in eleven schools and eight housing developments.

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

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

- **Mobile Computer Labs.** Two large vans have been converted into mobile computer labs that have been specially outfitted by the PHAPD with computers equipped with wireless

Internet access. These mobile labs are a frequent sight at different housing developments and are used to familiarize and train our residents to use the latest computer programs.

7. Neighborhood Town Watch Groups A very important component of our community policing effort is the establishment of the Neighborhood Town Watch. The Town Watch model empowers residents to actively patrol their neighborhood to report suspected criminal activity and quality of life issues to the Police Department. PHA continues to partner with the City of Philadelphia's Managing Director's Office in promoting town watch programs at PHA developments.

Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town Watch networks and patrols.

Currently, the PHAPD has two (2) active Town Watch Groups in operation: Raymond Rosen, with eight participants; and Johnson Homes with two participants. PHAPD is directing its attention toward establishing additional Town Watch Groups at the following sites: Whitehall Apartments, Queen Lane, Hill Creek, West Park, Mantua and Haddington Homes.

PHA continues to partner with the City of Philadelphia's Managing Director's Office in promoting Town Watch Programs at PHA developments.

8. Police Advisory Board A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHAPD and the PHA community, and to provide advice and assistance in the reduction of crime.

PHAPD established the Police Advisory Board in partnership with Tenant Support Services, Inc. (TSSI). The mission of the Board is to:

- Provide professional responses and strategic initiatives to the challenges and concerns of all PHA residents.
- Provide recommendations to PHAPD regarding policies, programs and initiatives.
- Coordinate programs and projects that contribute to the betterment of our community.
- Provide advice and assistance to the PHA community regarding public safety issues and ideas in crime prevention.

Meetings are scheduled quarterly with added meetings held for special topics or urgent concerns.

9. Fleet Tracking and Engine Diagnostic System The PHA has determined a two-fold need for tracking police vehicle locations on a twenty-four hour a day basis, as well as rapidly diagnosing mechanical problems. The PHA owns in excess of 650 vehicles of various types and sizes ranging from small sedans to large trash and dump trucks. The Philadelphia Housing Authority Police Department seeks to have a contracted vendor install, monitor and maintain Global Positioning Systems (hereinafter referred to as GPS) on selected fifteen (15) selected police patrol vehicles. A statement of work has been drafted and bids will be submitted. The benefits of the system are summarized as follows:

    - **GPS Tracking** - Locate any vehicle, anytime, anywhere via a secure Internet connection.

- **GPS Track History** - Review up to 90 days of vehicle location history online (where the vehicle has been and for how long; miles per gallon; vehicle speed, etc…)

- **Geofencing** - Monitor Vehicle Movement Into/Out of Restricted Areas and create geographical boundaries to monitor fleet whereabouts.

- **Remote Diagnostics** - Decrease Downtime and Repair Costs to pinpoint vehicles with excessive idle times, speeds and inefficient MPG. Remote diagnostics help maximize efficiency and minimize costs. Fleet Management Department will be notified electronically on all preventive maintenance needs.

- **Detect Problems at An Earlier, Less Expensive Stage** - Problem Alerts are e-mailed to managers when a performance problem is reported by the vehicle's computerized diagnostic trouble code. This report will reduce excessive or unnecessary billings by repair vendors.

- **Reduce Accidents; Lower Insurance Claims and Improve Driver Safety** – A vehicle's speed is directly monitored from the engines of fleet vehicles. This will have the effect of enhancing the safety and performance of the fleet. The installed hardware also provides fuel consumption for each vehicle, as well as notifies the manager of scheduled maintenance and miles per gallon used by every vehicle.

In effect, the GPS acts as an electronic supervisor that monitors driver behavior, vehicle location and vehicle performance. The Philadelphia Housing Authority Police Department will closely monitor the effectiveness of this system to determine its suitability for installation on other PHA owned vehicles.

10. Project Level Systems During Year Seven, PHA will continue to move its accounting and management systems toward a project-based model, even though the new Operating Fund Rule does not apply to PHA as an MTW agency.

SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

PHA's policies and procedures for the Housing Choice Voucher program are described in detail in PHA's HCV Administrative Plan. Changes and/or policy clarifications for MTW Year 7 are summarized below and will be incorporated into a revised and updated Administrative Plan. The Administrative Plan and related desk manual procedures are periodically updated to reflect new initiatives. Copies of the Administrative Plan are available upon request.

A. Leasing Information

1. Units Under Lease. As of September 30, 2006, PHA had a total of 19,004 vouchers/certificates (MTW vouchers = 13,353; non-MTW vouchers = 900; and Moderate Rehabilitation certificates = 751). Non-MTW vouchers are used for special purpose programs. HUD requires that these vouchers be kept separate from MTW. As of September 30, 2006, 14,850 MTW vouchers were leased.

2. Target Lease Rate Year 7. PHA expects to lease 14,850 MTW tenant-based vouchers by March 31, 2008 representing a 100% utilization rate for MTW tenant-based program. The balance of the remaining MTW vouchers will be used for the MTW Activity programs as described in Table 9-1. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers. HUD's recently announced 88% funding pro-ration for the HCV program, if not modified by congressional action, will reduce PHA's targeted lease up by approximately 850 vouchers.

Table 9-1. Proposed MTW Voucher Usage in MTW Year Seven.

ACTIVITY/USAGE	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	**$129,066,872**	**14,850**	**100%**
MTW Activity Vouchers		**2,579**	
Capital Activities	**1,000,000**		
Family Program including • Community Partners Program • Self-sufficiency programs	**7,200,000**		
Quality of Life Program	**2,400,000**		
Management Efficiencies	**3,000,000**		
Subtotal	**13,600,000**	**2,579**	**100%**
Total[2]	**142,666,872**	**16,579**	**100%**

[1]This number represents the tenant-based leasing goal for MTW Year 7 (3/31/08). This goal is a conditional commitment.
[2]Baseline 17,429 MTW Vouchers with anticipated income of $142,666,872

NOTE: This budget for the voucher program may require modifications to reflect changes in appropriations or to address other MTW initiatives as described in this Plan (See Section 6: Uses of Funds).

B. Rent Reasonableness

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

C. Inspection Strategy

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

- Initial HQS Inspections. Pre-inspections are conducted on 100% of all units prior to any units being placed in the Housing Choice Voucher Program except as noted below for High Performing landlords. To expedite the process, owners submit a "Property Owner Certification". This certification indicates that the owner has assembled the necessary documents (e.g., tax documents, deeds, etc) and the unit is ready for inspection. Once this certification is submitted to PHA, PHA will schedule an inspection within three days. False statements on this form may constitute grounds for denial of participation in the Housing Choice Voucher program and potential legal action.

- Annual HQS Inspections. PHA will conduct annual inspections on each Housing Choice Voucher unit, except as noted below for High Performing landlords. Units that fail inspections will be re-inspected within 30 days for routine items and 72 hours for units with serious conditions.

- Changes to the HQS Inspection Process for High Performing Landlords. For High Performing Landlords in good standing, PHA will initiate program changes to streamline the HQS Inspection process for their units. High Performing Landlords must have 5 or more units in the HCV program.

  To be in good standing and receive a High Performer designation, a landlord must demonstrate consistently high compliance with HQS requirements, be current with applicable taxes, be in compliance with program rules, and have no history of unit health or safety violations. High Performing Landlords that meet these requirements will be able to certify to compliance with Housing Quality Standards at the time of initial lease-up. PHA will complete the unit inspection for such units within sixty (60) days rather than perform an inspection prior to lease-up.

  In lieu of annual inspections, PHA may elect to perform annual inspections on a sampling of units located in multi-unit buildings owned by high-performing property owners.

  When completing an HQS inspection for any unit owned by a High Performing Landlord, PHA will consider the unit "failed" if five or more items, not related to health or safety, do not meet HQS requirements.

- HQS Quality Control Inspections. PHA will conduct HQS quality control inspections on 10% of the total number of initial and annual HQS inspections performed annually.

- HQS Enforcement. Owners will have up to 30 days to correct routine deficiencies. Extensions may be granted in extenuating circumstances on a case-by-case basis. Units that fail inspection

for serious conditions will have up to 72 hours to repair or the Housing Assistance Payment (HAP) is abated. If units fail after the second inspection for routine or emergency repairs, the unit will be terminated from the program. Re-inspections will be scheduled accordingly.

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

- Expanding Housing Opportunities. Options under the Housing Choice Voucher program are intended to increase the range of housing choices available to low-income participants and promote improved utilization of housing vouchers in stable neighborhoods. The Voucher Program also supports efforts to increase the supply of affordable housing, and promote housing rehabilitation, neighborhood revitalization efforts, and homeownership opportunities for low-income households.

- Deconcentration. PHA will explore alternative strategies to prevent high concentrations of assisted housing units in communities. PHA will continue to study trends and patterns of communities and adopt programmatic changes that promote economic and social diversity. Finally, PHA will acquire and rehabilitate properties to attract a broader range of mixed-incomes through targeting special populations, such as the elderly.

E. Administrative Plan Changes and Clarifications

PHA intends to revise its Administrative Plan in MTW Year 7 to incorporate a number of policy changes and/or clarifications. See Section 3 "Admissions and Occupancy Policies" for a discussion of these modifications.

F. Management Improvements

PHA has used its MTW flexibility to implement a number of important leased housing management initiatives. A summary of ongoing and newly planned initiatives for MTW Year 7 follows:

- **Rent Simplification**. As previously reported, PHA has implemented a rent simplification program in both the HCV and public housing programs. The objective of the rent simplification program is to simplify the calculations and requirements for income verification and rent for Housing Choice Voucher Program participants. The goal is to increase administrative efficiency and accuracy, encourage self-sufficiency for tenants, reduce paperwork requirements, and minimize negative impacts on household rents during the implementation period. Rent simplification does not apply to residents of Low-Income Housing Tax Credit units, properties assisted under PHA's Unit-Based program, FUP, Mainstream, Designated Housing or to residents of Section 8 Mod/Rehab projects. Minimum rents, however, are applicable at all sites. PHA intends to implement additional rent simplification measures in MTW Year 7 as described in Section 3.

- **Two-Year Recertifications.** PHA implemented a two-year recertification process for Housing Choice Voucher (HCV) participants. An informational letter was sent to all HCV clients informing them of the new policy and the process is also discussed during mandatory Moving to Work briefing sessions. Clients who port in to PHA under portability are subject to the two-year recertification requirement.

- **Housing Choice Time Limits.** PHA implemented several significant program changes, including establishing a seven-year time limit on HCV participation, subject to certain exemptions such as for elderly and disabled households. PHA will continue to expand its Moving To Employment Self-Sufficiency program services to support HCV participants in moving to economic self-sufficiency.

- **Terminated Housing Choice Vouchers.** Once a voucher has been terminated, PHA will not re-issue the terminated voucher until a 90-day grace period has taken place. After the 90-day grace period, the terminated voucher will be re-issued to eligible applicants. The 90-day grace period will be determined by the effective date of termination listed on the termination notice.

- **Enhanced Tenant Responsibility Training.** PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at relocation. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.

- **Good Neighbors Make Good Neighborhoods Program.** PHA continues its commitment to provide Housing Choice Vouchers to support families moving from homelessness and transitional housing programs to permanent housing. PHA considers the "Good Neighbors Make Good Neighborhoods Program" an expansion of its successful Family Unification Program (FUP), operated in partnership with the Department of Human Services. Through the Good Neighbors Program, 675 families have been housed. PHA succeeded in its mission to provide an additional 300 housing opportunities (a combination of housing units and vouchers) plus 100 more vouchers exclusively for the Family Unification Program. The expansion of 100 vouchers was done in conjunction with the Blueprint to End Homelessness Program, which is a coalition of 15 transitional housing providers.

- **Dislocated Worker.** PHA implemented the Dislocated Worker Housing Program in conjunction with the Philadelphia Workforce Development Corporation (PWDC). Through this program, PHA provides housing, for a two-year period, for up to 150 workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation and mergers. Fifteen vouchers have been awarded under this program to date.

- **Unit-Based Leasing and Development Program.** In MTW Year 7, PHA may modify and re-issue the Request for Proposals for this innovative program including enhancing the focus on housing households assisted through the City's Blueprint to End Homelessness program. See discussion of waiver requests earlier in the document. To date, PHA has awarded a total of 953 units under this program through three Request for Proposals. Over seven hundred households have already been housed.

- **Limits on Moves:** Currently, PHA allows families to move following the completion of their initial two-year lease term. Subsequent to the initial two year period, families are not permitted to move more than once in a 12-month period. In addition, families may be denied permission to move if they have violated family obligations, owe money to PHA or have moved within the last twelve months. The existing policy has resulted in an inordinate amount of moves after the two-year lease term. Further this policy places both a financial and administrative burden on the agency. PHA proposes to implement a new policy regarding moves which limits the frequency of moves, yet continues to provide families with necessary flexibility. As part of its MTW initiatives for the upcoming year,

PHA will adopt a policy whereby families will be allowed to move subsequent to their initial two year lease term. Thereafter, families will be able to move only at the time of bi-annual reexamination or under extenuating circumstances subject to PHA management approval. Extenuating circumstances may include, but not be limited to, HQS failures, reasonable accommodations and owner sale of the property. This policy change will allow PHA to meet family needs while providing some degree of control over unnecessary moves. PHA will be exercising improved fiscal responsibility and administrative effectiveness.

- **Implementation of Family Agreement.** New and existing HCV program participants will continue to enter into an MTW Family Agreement to help ensure their successful participation in this time-limited program. All participants will be provided with enhanced Tenant Responsibility Training at the time of initial lease-up and relocation. In addition to information regarding their program responsibilities, participants receive briefings and information on available training, job placement and supportive service opportunities. Program participants who receive TANF or report zero income will, as part of the MTW Family Agreement, enroll in PHA's Economic Self Sufficiency program. As part of FSS, program participants will receive an assessment, assistance with developing an action plan, and ongoing support in meeting their action plan goals. Note that only remaining pre-MTW FSS program participants are eligible for escrow accounts.

- **Rent Increases.** Subject to prior agreement with PHA and individual property owners, and subject to funding availability, PHA may establish property specific rent increase policies. These policies are designed to attract and maintain owners with units that are consistently updated and have greater amenities. Such agreements might state that owners of specific units will be entitled to 100% of the Fair Market Rent (FMR) in effect at each regular recertification. If the FMR goes down from one year to the next, PHA may decide to decrease the contract rent as long as the rent is reasonable and funding is available.

- **Payment Standards.** PHA generally completes regular recertifications once every twenty-four months. The cycle of changing Fair Market Rents (FMRs) is such that changes between regular recertifications may result in increased or decreased payment standards for some or all bedroom sizes. As part of its MTW initiative, PHA will adopt a policy whereby the payment standard in effect at the regular recertification will be the payment standard that is applied at each regular recertification, regardless of the fluctuation in payment standards from the last regular recertifications. Staff will no longer have to compare payment standards from two years ago to the payment standard in effect at the current time period; a process which is confusing and timely, especially if a participant has had interim recertifications completed as well. This change will result in improved administrative efficiency and accuracy in the application of payment standards.

- **Reasonable Rent Determinations.** PHA completes reasonable rent determinations when a unit is placed under HAP contract for the first time, when an owner requests an increase in rent and at the HAP contract anniversary date (every two years). Additionally, PHA identifies units with applicable FMR decreases according to regulatory requirements and completes reasonable rent determinations. PHA has determined that the large majority of current program rents are below the correlated subject rent values generated upon reasonable rent determination. A random sample of 10 reasonable rent re-determinations revealed that all ten contract rents were below the correlated subject rents. The amount of labor expended to complete this regimen of reasonable rent determinations is such that is it

no longer cost effective or fiscally responsible to continue to administer the current policy. Accordingly, PHA will complete reasonable rent determinations when a unit is placed under HAP contract for the first time, when an owner requests an increase in rent and at other times that PHA determines necessary. PHA will monitor contract rents by establishing Quality Control criteria to assist in monitoring the maintenance of reasonable rents.

- **Portability and Rent Simplification.** Currently participants who port in and have their vouchers administered by PHA have incomes and rents calculated under existing HUD regulatory requirements as opposed to PHA's other MTW participants whose incomes and rents are calculated according to PHA's MTW Rent Simplification methodology. Staff must administer two different income and rent calculation methodologies, maintain two sets of forms and worksheets and always be able to identify the MTW from non-MTW participant. This process is unwieldy and creates an administrative and cost burden to PHA. There is an increased opportunity for income and rent calculation errors as staff must administer two different sets of program rules. As such, PHA will include port-in participants in the universe of participants under Rent Simplification. At their next scheduled recertification, each port-in participant's income and rent will be calculated under rent simplification.

- **Selection from Waiting List.** PHA is proposing to change the policies related to selection from the waiting list. Specifically, PHA will eliminate the current preference structure and base waiting list selections solely on date and time of application. This approach will result in increased waiting list management efficiencies – reducing the amount of time necessary to manage preference selections and complete third party verify preference claims. PHA will continue to maintain exceptions to the Wait List Selection policies for special targeted set asides as approved by the Board, such as the Good Neighbors Make Good Neighborhoods Program and special allocations from HUD that are targeted to specific populations such as FUP and Mainstream vouchers.

- **Institute of Real Estate Management Training (IREM).** The IREM training course is designed to support owner commitment to maximizing the value of their real estate and to safeguard the people who live in the properties they manage. PHA has instituted a requirement for new owners to successfully complete the IREM training course as a prerequisite to having units on the HCV program. Additionally, PHA has implemented a requirement for existing owners to complete the IREM training for continued program eligibility. Owners who do not complete the IREM training class are deemed ineligible for participation in the HCV program. Existing owners who do not complete the IREM class are subject to lease cancellation when the unit comes up for renewal. PHA anticipates that implementation of this requirement will strengthen its commitment to provide quality affordable housing to HCV participants.

SECTION 10: RESIDENT PROGRAMS

Resident supportive service programs at PHA are designed to promote economic self-sufficiency, enhance independent living and improve the quality of life for Public Housing residents and HCV participants. During MTW Year 7, PHA will continue to support a comprehensive array of job training and placement, homeownership, educational, social, and health initiatives for youth, adults, and seniors.

Supportive service programs will be coordinated or directly administered by PHA's Customer Support Services (CSS) division, working with a group of qualified community-based partners. CSS staff is based at the Economic Self Sufficiency Center North, located at Blumberg Apartments, as well as at PHA's five (5) regional offices established at the following locations: 1172-1174 South Broad Street, 5207 Walnut Street, 5538-A Wayne Avenue, 642 N. Broad Street, 1516 Judson Way, 2nd Floor (23rd and Jefferson) and 4346 Frankford Avenue. These service centers outreach to and serve resident of Scattered Sites, Conventional Sites and Housing Choice Vouchers units.

PHA's major partner in the development and delivery of supportive services is Tenant Support Services Inc. (TSSI), a resident operated non-profit organization. Among its many activities, TSSI contracts with PHA to perform resident empowerment services, leadership development and program evaluation services. TSSI has sponsored an annual Resident Empowerment Conference, which hosted residents from 48 states; implemented the Healthy Homes Asthma Intervention and Reduction program; and, coordinated the Resident Council election processes. In MTW Year 7, these activities will continue.

Central to PHA's service delivery approach in MTW Year 7 is the Community Partners Program. The Community Partners program continues to fund a range of supportive services including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. In MTW Year 7, the Community Partners program will continue to recruit new partners, expand the range of training programs, and provide incentives to encourage successful participation by residents. These programs are designed to provide residents with the skills to enter the construction, transportation and health fields. Residents securing employment through Community Partners activities are currently earning a median hourly rate of $13.66. Additional programs include, certified food handler, home maintenance and repair, and hospitality industry training. In Year 7 PHA's new community partners will continue previous programs and expand training opportunities for eligible residents to obtain a commercial driver's license, develop resident owned businesses, and provide training for Administrative Assistants, Financial Services, Customer Service, and cable installation.

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

Resident Supportive Service Program Goals and Objectives

PHA's primary goals for its resident supportive service programs are to promote economic self-sufficiency for families, to enhance independent living abilities for seniors and people with

disabilities, and to provide educational support and career development services for youth. Specific objectives for MTW Year 7 and beyond include:

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

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

1. Zero Income Households. PHA assigns a case manager to each head of household to develop a self-sufficiency plan that will provide referrals for education and job training programs, improve job readiness, and initiate a job search and placement.
2. TANF Recipients. Through the case manager assigned by Philadelphia County Assistance Office to TANF Recipients, PHA supplements existing services to provide additional referrals for education and job training programs, improve job readiness, and initiate a job search and placement.
3. Part-Time or Seasonally Employed Heads of Households. PHA assists these individuals and households to obtain full-time employment with benefits through training programs to improve career skills and job referrals.
4. Full-Time Employed Heads of Households. PHA assists these individuals and households to obtain a living wage with benefits and to achieve homeownership through Career Awareness workshops and job referrals.
5. Elderly and Disabled Households. PHA assists these individuals and households to fully access available services and opportunities, including the development of an Assisted Living Program for eligible participants.

Description of Resident Supportive Service Programs

The following is a summary of PHA's resident supportive service programs that will continue to operate during MTW Year 7. Note that, in some cases, continuation of program operations is subject to availability of external funding sources.

1. Pre-Apprenticeship Program. As of September 30, 2006, a total of four hundred sixty-eight (468) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. Two hundred seventy-five (275) of these graduates entered the construction trades. These jobs are positions at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program.

   PHA intends to evaluate the feasibility of targeting specific units for rehab and sale by pre-apprenticeship students. This will not only provide real world experience in applying their newly acquired skills, but will also provide exposure to homeownership issues, values and financing. PHA also plans to develop an exchange program that will allow students to experience and acquire a broader range of construction skills.

2. Section 3 Compliance Program. This program, which requires PHA contractors to hire qualified PHA residents for new positions, produced 399 jobs. PHA contractors continue to fill their workforce needs with qualified PHA residents, who are often graduates of the Pre-Apprenticeship program.

3. Certified Nursing Assistant Program. Nine hundred forty-four (944) residents have entered the Certified Nursing Assistant (CNA) program, and graduated with a 90% employment rate. All graduates are employable as State certified CNAs.

4. Pharmacy Technician Program. A total of three hundred twenty-one (321) residents have enrolled and graduated the Pharmacy Technician program with a 90% employment rate. All graduates are eligible to sit for the Pennsylvania State Certification and may secure employment as Pharmacy Technicians.

5. Medical Billing. A total of one hundred eighty-six (186) residents have enrolled and graduated from the Medical Billing Program, with a 92% employment rate. Graduates may secure employment as Medical Billing Clerks.

6. Additional Community Partner Job Training and Entrepreneurial Programs. PHA has expanded the number and variety of programs available to residents by incorporating the following Community Partner programs

   - **Opportunities Industrialization Corporation, Inc**, (OIC) - Provides Hospitality Training in the areas of Culinary Arts, Guest Services, Front Office Procedure, and/or Travel Tourism.
   - **Educational Data Systems Inc**, (EDSI) provides Supported Work, Job Search, Job Placement, Community Service and Job Retention services;
   - **Management Environmental Technologies, Inc** (MET) offers Job Training, Youth Development, Cultural Awareness, Small Business Development and Neighborhood Improvement programs.
   - **Creative Urban Educational Systems Medical Billing** students receive training in technical ICD-9CM coding, CPT data processing and reimbursement procedures. They generate reports for patient day sheets, procedure ledgers, patient billing cycles and patient statements using standard Medisoft software;
   - **The Enterprise Center Self Employment Program** offers classes, individualized coaching, and a professional and nurturing environment, allowing students to gain valuable, marketable skills and the resources to start a business. By the end of the program, students will be prepared to begin their own business venture;
   - **Community College of Philadelphia's Administrative Assistant Job Readiness Program** (132 hours) prepares students to serve as administrative assistants by providing training in the areas of life skills, customer service, computer use, workplace etiquette, filing, job searching and interviewing;
   - **Community College of Philadelphia's Financial Services Job Readiness Program** (120 hours) is designed to prepare students for jobs in the financial services industry with at focus on customer service and clerical skills development. This program includes life skills, math skills, accounting skills, customer service, computer skills, workplace etiquette, and job search and interviewing skills;
   - **New Wave Resources Inc Customer Service** 16-week course provides training for careers in hotels, restaurants, and food service at schools, financial services, airlines, personal care facilities, and retail;

- **New Wave Resources Inc Commercial Drivers License** 16-week course (130 hours) trains you to drive commercial vehicles such as trucks, buses, and ambulances. Upon successful completion, students can obtain one of tow types of commercial drivers licenses, Class A (Tractor Trainer) or Class B (small trucks and buses);
- **New Wave Resources Inc Environmental Service** 16-week program provides janitorial/housekeeping training with an emphasis on handling hazardous materials. Students to pursue jobs as janitors, building maintenance personnel, hotel housekeepers, environmental services, custodial work, health care facilities maintenance, floor care specialists, and carpet cleaners.

7. Youth Programs. PHA has built the John F Street Community Center and expanded the Wilson Park Community Center to provide neighborhood-based facilities to engage youth in educational, cultural, career exploration and other life expanding activities. The Wachovia Foundation has received PHA's proposal to fund a coordinator to manage youth after school programs in the Wilson Park Community Center. The City's Department of Human Services is also interested in providing funds for a Coordinator to allow the programs and services to commence.

   To promote youth development, PHA has created partnerships with nine Family Centers, two Cultural Arts organizations, and eight Community Based Organizations. PHA and its partners' goal is to provide youth with the academic and social skills necessary to not only succeed and graduate from high school, but to develop a long-term career path. To support these goals, PHA is also creating resident youth councils, a youth mentoring program, and a comprehensive PHA-wide youth services network to ensure PHA youths throughout the city have equal access to all youth services available.

8. Skills for Life Program. Eighty-nine percent (89%) of the Skills for Life students matriculated to the next grade level, which exceeds the Philadelphia School District rate by as much as 29%. Youth receive stipends and transit passes to attend academic enrichment and career exploration programs. Adult training participants gain work experience that leads to employment in the building and construction trades.

9. Senior Programs. PHA has a number of senior developments along with programs specifically designed to provide services for senior residents. PHA is presently developing a comprehensive program to provide enhanced supportive living services and options for seniors under programs administered by the Pennsylvania Department of Public Welfare and the Pennsylvania Department of Aging. Working cooperatively with Health Plan Organization partners, PHA has negotiated a successful partnership with Pfizer, the nation's leading pharmaceutical firm to provide health and fitness and advocacy programming for senior and disabled customers.

   An adult day center opened at the Greater Grays Ferry Estates senior building to provide assistance to frail elderly citizens while allowing these seniors to remain in their homes. The adult day center is run by the St Agnes LIFE Program, which provides comprehensive health care services to those who are nursing home eligible. A second adult center is planned for the newly renovated Germantown House, which is currently being leased up. In addition, a One-Stop Center for youth and seniors will be opened at Wilson Park. PHA's Eldercare Initiative will implement a virtual One Stop Shop, an on-line service, providing access to a wide array of senior and disabled services. This center will provide computer technology services for seniors as well as youth and also foster inter-generational opportunities for

participants at this center. PHA has also established a Senior Advisory Board that provides a forum for senior issues and concerns.

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

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

10. Homeownership. PHA recognizes that homeownership is a significant milestone on the road to self-sufficiency, and provides a number of opportunities for residents to become homeowners. In addition, homeownership is recognized by PHA as a critical factor in the revitalization of PHA neighborhoods. Assisting PHA residents to become homebuyers is a key area of emphasis for PHA under the Moving To Work program. PHA currently administers the following homeownership programs:

- **Housing Choice Voucher Homeownership Program.** This program allows participants in the Housing Choice Voucher (HCV) Program to use their voucher for mortgage payments. To date, the HCV Homeownership Program has resulted in 90 new homeowners.

- **5 (h) Program.** Under the 5(h) Demonstration Homeownership Program, PHA residents may purchase a scattered site unit. This program benefits both residents and the Authority by allowing the sale of PHA units that due to their location or configuration may not be efficient for the Authority to operate. PHA will retain and reuse the proceeds of the sale to continue to meet other low-income housing needs. To date, 107 units have been sold under this program. PHA has set a sales goal of 300 scattered sites under this program.

- **Turnkey III Program**. The Turnkey III Program is designed to give families the opportunity to own their home after a two-year occupancy agreement. Each resident has an individual escrow reserve account, which is intended to assist the households to accumulate savings during the lease term, and apply the funds toward a down payment and/or closing costs. PHA developed two Turnkey III sites (Brown Street and Whitman Park) consisting of a total of 207 units. All units (87) have been sold at Brown Street, and 3 units remain to be sold at Whitman Park. A total of 204 units have been sold under this program to date.

- **Section 32 HOPE VI and Major Redevelopment Sites.** PHA is developing 443 new homeownership units. To date, two hundred eighty (280) have been sold at Martin Luther King, Lucien E. Blackwell Homes, and Greater Grays Ferry Estates. Additional units are in the pipeline at Falls Ridge, Lucien E. Blackwell and Ludlow Scattered Sites. Extensive efforts are underway to ensure that public housing residents have the opportunity to purchase many of these units.

- **JEVS Human Services, Orleans Technical Institute (JEVS-OTI) Home maintenance and repair program** helps residents learn to do their own home-repairs and gain self-confidence in negotiating with general contractors. Homeownership customers are encouraged to attend.

- **Mortgage Assistant Program**

  Resident Mortgage Assistance Program – In conjunction with the Pennsylvania Housing Finance Agency and Wachovia Bank, PHA is introducing a mortgage assistance programs for PHA residents.

  By far the most significant benefit of the program is PHA's offer to pay down the cost of constriction and to provide "soft second" financing to make the new home more affordable. The combination of these two benefits has meant an average savings of more than $100,000 per home purchased by PHA clients to date. This program also includes help with closing costs such as appraisal fees, title insurance, homeowners insurance, transfer taxes and fees associated with settling on the purchase of a home. In addition, residents receive free homeownership and financial counseling on the home buying process, and a host of PHFA and Wachovia mortgage products tailored to residents' needs. This program is restricted to PHA-built properties.

  Employee Mortgage Assistance Program - PHA has also designed a mortgage assistance program in conjunction with the Pennsylvania Housing Finance Agency and Wachovia Bank for PHA Employees. This program is designed to help provide funds, up to $5,000 based on available funding, to be used toward closing cost on the purchase of a home in the City of Philadelphia. The program will be open to new incoming employees as well as employees who have been with the agency for at least two years. Should an employee leave PHA within the first year of receiving the benefit, he or she would be required to reimburse the assistance money. If the employee leaves in the second year, they would be required to reimburse 50% of the benefit. We have prepared a program brochure, which has been printed and mailed to all employees.

11. Clean Sweep and Community Days. PHA residents will again be required to participate in a program of Community Service. PHA developed two programs for residents to fulfill this commitment by participating in site/neighborhood clean up activities known as "Clean Sweep and Community Days." These programs continue to foster neighborhood pride and good neighbors.

12. Summer Food Services. PHA operates a summer food program, serving breakfast and lunch to children up to the age of 18 living in and around public housing. Residents are hired to operate this summer program.

13. Healthy Homes. PHA operates a demonstration Healthy Homes program in partnership with TSSI and Drexel University to reduce asthma hazards in HCV properties. The primary focus is on households with children between 0 to 6 years old.

14. DARE and GREAT Programs. PHA's Police Department provides Drug Abuse Resistance Education (DARE) and Gang Resistance Education and Training (GREAT) programs to encourage young people to stay off drugs. PHAPD has relationships with 18 elementary and middle schools in the areas surrounding PHA's housing developments.

15. Conflict Resolution; Domestic Violence Prevention and Assistance. Residents needing assistance to resolve a dispute in their family or neighborhood can get such assistance from PHA Police Department staff trained in conflict resolution.

16. Computer Labs: Mobile and On Site Neighborhood Networks Labs. PHA has established an expanding network of computer laboratories that provide formal instruction in basic computer literacy, standard software and Internet use. Two (2) Mobile Computer Labs operated and staffed by the PHA Police Department supplement the site-based laboratories. These vehicles are loaded with educational software and scheduled for site visits at developments that do not yet have labs.

17. Health Clinics. With Drexel University/MCP Hahnemann, PHA operates clinics that offer medical, dental and community behavioral health care and health education; primary care for all ages including family planning, pre-natal care, well child care, EPSDT exams, nutrition, chronic illness care such as asthma, diabetes, heart disease, high blood pressure, acute illness. Behavioral health care includes mental health, drug and alcohol treatment. The centers generally employ a psychiatrist, licensed psychologist and social workers. The centers generally provide counseling and medication for depression, anxiety, bipolar disorder, schizophrenia, post traumatic stress disorder, substance abuse, family and child therapy, grief and loss counseling. Some centers provide van service.

18. HOPE VI Community and Supportive Services. PHA contracts for case management services with HOPE VI Providers in North, South and West Philadelphia, namely, Asociacion de Puertorriquenos en Marcha (APM), Ramsey Educational Development Institute, Inc (REDI), The Enterprise Center (TEC) and Universal Community Homes have been providing community and social services to residents of Richard Allen, Falls Ridge, Martin Luther King, Lucien E. Blackwell and Ludlow Scattered Sites. Services help residents end their reliance on categorical assistance. HOPE VI links residents to available community services and provide specific training, example, the Enterprise Center provides its array of business development and incubation services. APM provides human service placements.

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

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

SECTION 11: OTHER INFORMATION REQUIRED BY HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

A. PHA Board Resolutions.

- Resolution Adopting Year Seven MTW Annual Plan.
- Certification that Public Hearing Requirements were met.

B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement.

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug-Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

C. Submissions required for the receipt of funds.

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total Required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.

PHA Certifications of Compliance with MTW Plan Requirements and Related Regulations
Board Resolution to Accompany the MTW Plan

Acting on behalf of the Board of Commissioners ("Board") of the Philadelphia Housing Authority ("PHA"), as its Chair, I approve the submission of the MTW Plan for the PHA Fiscal Year beginning April 1, 2007, hereinafter referred to as the Plan, of which this document is a part, and make the following certifications and agreements with the Department of Housing and Urban Development in connection with the submission of the Plan and implementation thereof:

The PHA held a public hearing regarding the Plan on February 1, 2007 and on February 8, 2007.
The PHA held a meeting with Resident Council on January 25, 2007 and (an) additional public hearing(s) regarding the Plan prior to the Board Meeting, to provide further opportunity for public comment.
The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and Title II of the Americans with Disabilities Act of 1990.
The MTW Plan includes a PHDEP Plan as specified in 24 CFR 761.21, which PHDEP Plan is consistent with and conforms to the "Plan Requirements" specified in 24 CFR 761.21 and the "Grantee Performance Requirements" specified in 24 CFR 761.23, and the PHA will maintain and have available for review/inspection at all times, records or documentation of the following:
- Baseline law enforcement services for public housing developments assisted under the PHDEP Plan;
- Partnership agreements, indicating specific leveraged support, with agencies/organizations providing funding, services or other in-kind resources for PHDEP-funded activities;
- Coordination with other law enforcement efforts;
- Written agreements with local law enforcement agencies receiving any PHDEP funds; and
- All crime statistics and other relevant data, including Part I and specified Part II crimes, that establish need for the public housing sites assisted under the PHDEP Plan.

The PHA will comply with the prohibition against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
The PHA will comply with the Architectural Barriers Act of 1968, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped, and its implementing regulation at 24 CFR Part 41.
The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
The PHA has submitted with the Plan a certification of a drug free workplace, as required by 24 CFR Part 24, Subpart F.
The PHA has submitted with the Plan certifications of compliance with restrictions on lobbying, as required by 24 CFR Part 87, together with disclosure forms if required by this Part, and compliance with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and its implementing regulations at 49 CFR Part 24.
The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and its implementing regulations at 49 CFR Part 24, as applicable.
The PHA will take appropriate affirmative action to award contracts to minority business enterprises and women's business enterprises pursuant to 24 CFR 5.105(a).

The PHA will provide HUD or the responsible entity any documentation required by HUD to carry out its review under the National Environmental Policy Act and other related Federal laws and authorities, in accordance with 24 CFR Part 58.

With respect to public housing, the PHA will comply with Davis-Bacon or HUD-determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

The PHA will maintain records, in accordance with 24 CFR 85.20, and facilitate an effective audit to determine compliance with program requirements.

The PHA will comply with the Lead-Base Paint Poisoning Prevention Act and 24 CFR Part 35.

The PHA will comply with the policies, guidelines and requirements of OMB Circular No. A-87 and 24 CFR Part 85, to the extent that an alternative procurement policy has not been approved by HUD.

The PHA will undertake only activities and programs covered by the Plan, in a manner consistent with the Plan and the MTW Agreement executed by the PHA and HUD, and will utilize funds made available under the Capital Fund, Operating Fund and Housing Choice Voucher Program (formerly, Section 8) subsidy only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in the Plan.

Philadelphia Housing Authority	**PA-002**
PHA NAME	PHA NUMBER
	3/6/07
PHA BOARD CHAIR	DATE

Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving to Work Plan Year Seven

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federalagency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. Sites for Work Performance. The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

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

Name of Authorized Official	Title
Carl R. Greene	Executive Director
Signature	**Date**
X	March 9, 2007

form **HUD-50070** (3/98)
ref. Handbooks 7417.1, 7475.13, 7485.1 & .3

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving to Work Plan Year Seven

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Carl R. Greene	Executive Director
Signature	Date (mm/dd/yyyy)
	03/09/2007

Previous edition is obsolete

form HUD 50071 (3/98)
ref. Handboooks 7417.1, 7475.13, 7485.1, & 7485.3

DISCLOSURE OF LOBBYING ACTIVITIES

Approved by OMB
0348-0046

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

1. Type of Federal Action:
[a.] a. contract
b. grant
c. cooperative agreement
d. loan
e. loan guarantee
f. loan insurance

2. Status of Federal Action:
[a.] a. bid/offer/application
b. initial award
c. post-award

3. Report Type:
[a.] a. initial filing
b. material change
For Material Change Only:
year _____ quarter _____
date of last report _____

4. Name and Address of Reporting Entity:
[x] **Prime** [ ] **Subawardee**
Tier _____, *if known*:

Congressional District, *if known*: 2nd

5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:

Not Applicable

Congressional District, *if known*:

6. Federal Department/Agency:

U.S. Department of Housing and Urban Development

7. Federal Program Name/Description:

CFDA Number, *if applicable*: 14.870

8. Federal Action Number, *if known*:

9. Award Amount, *if known*:
$

10. a. Name and Address of Lobbying Registrant
(*if individual, last name, first name, MI*):

Not Applicable

b. Individuals Performing Services (*including address if different from No. 10a*)
(*last name, first name, MI*):

Not Applicable

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signature: _____
Print Name: Carl R. Greene
Title: Executive Director
Telephone No.: (215) 684-4174 Date: 03/09/2007

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Standard Form LLL (Rev. 7-97)

MOVING TO WORK PLAN
APPENDICES

MOVING TO WORK PLAN
APPENDIX A

APPENDIX A

PHILADELPHIA HOUSING AUTHORITY'S STRATEGIC OPERATING PLAN SUMMARY

PHA maintains and monitors an updated Strategic Operating Plan (SOP) that addresses all facets of the agency's operations. The SOP is updated on a regular basis through the Clarity software system. A high level summary of the SOP follows:

Mission:

To provide quality housing for Philadelphia's low and very low-income families by improving facilities, achieving excellence in property management, providing opportunities for resident economic enhancement and workforce development, and by forming strategic partnerships with surrounding communities.

Goal 1: Achieve Excellence in Property Management.

Objectives:

- Improve physical characteristics and conditions of PHA properties.
- Implement scattered site and conventional housing site-based management plans to improve rent collection, occupancy level, recertification, and maintenance.
- Improve administration of the revised Admissions and Continued Occupancy Policy (ACOP).
- Develop and implement strategies to improve the integrity and accuracy of program transactions including new and revised verification initiatives
- Develop and implement program of Tenant Responsibility and Lease Enforcement for Public Housing and the Housing Choice Voucher Programs.
- Ensure that all occupied rental properties (existing and post-construction) are regularly maintained, well-managed, and generate positive net cash flow over time.

Goal 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance.

Objectives:

- Develop and implement effective policies and improvements for the administration of the Housing Choice Voucher Program.
- Conduct workload analysis.
- Promote programs to improve landlord investment, participation and compliance in leased housing.
- Develop and implement strategies to improve the integrity and accuracy of program transactions including new and revised verification initiatives
- Ensure property compliance with PHA's Housing Quality Standards (HQS), accessibility standards, local ordinances and regulations.
- Promote the Housing Choice Voucher Homeownership Program.
- Implement the Site-Based Operating Work Plan for all offices to promote the uniformity of satellite operations according to PHA standards and HUD regulations.

Goal 3: Develop Affordable Quality Housing that Supports Balanced Communities.

Objectives:

- Conduct Physical Needs Assessments of existing PHA properties for both conventional and scattered sites.
- Determine marketability of existing properties and proposed new developments and establish guidelines.
- Initiate master planning processes for conventional sites, scattered sites, and unit-based subsidized housing.
- Pursue and secure funding and financing alternatives for proposed projects.
- Implement and monitor new construction and redevelopment projects where financing and planning have been approved.
- Seek and promote re-use options for under-utilized ACC allocations from demolished public housing.
- Promote the use of the Unit-based voucher program.
- Develop and implement acquisition strategy for new properties as deemed appropriate.
- Continue implementation of the scattered sites homeownership program.
- Create development department resources and procedure guideline manuals.

Goal 4: Implement Public Safety Programs that Promote the Well-Being of Our Neighborhoods and the Accountability of Program Participants.

Objectives:

- Institute effective strategies through community policing that address crimes against persons and properties.
- Develop program to ensure Quality of Life through a Good Neighbor Policy.
- Establish community partnerships to assist PHA in promoting public safety programs with accountability.
- Establish a Police Advisory Board that will include residents and police personnel.
- Establish strategic plan for risk management.
- Develop a comprehensive fire safety plan for residents and employees.
- Eliminate immediate health/safety hazards throughout scattered site portfolio with priority given to areas selected for revitalization.
- Develop a plan that redefines the role of the PHA Police Department to focus on public safety programs for its residents and to transfer law enforcement functionality over the City of Philadelphia's police department.
- Identify, manage, and mitigate PHA risk in the areas of lease enforcement and liability.
- Develop a plan to enhance the safety of and provide better asset management for PHA's inventory.
- To improve Quality of Life of PHA residents through the use of communications and technology.

Goal 5: Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Supportive Services for PHA Residents.

Objectives:

- Develop educational, job training and work opportunities for residents.
- Provide youth development programs to improve academic performance, expand cultural awareness and encourage career exploration.
- Expand economic development initiatives to further benefit residents.

- Promote improved health care in PHA communities.
- Identify partners, and develop and secure resources to sustain and expand service programs.
- Establish a Community Service Program.
- Provide residents with financial and operational management training.
- Sustain, improve and expand senior programs and services to support, promote and enrich independent living and healthy lifestyles.
- Implement and expand affordable homeownership program tailored to address local needs, priorities, and market conditions.
- Engage in fundraising strategies to expand current program services.
- Design a marketing plan to support resident programs and services.

Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Objectives:

- Improve PHA staff recruitment, retention and evaluation process.
- Annually identify and upgrade staff training programs to accomplish PHA business objectives.
- Explore business models to gain productivity, efficiencies, and cost savings.
- Fully implement Warranty-Tracking Improvement Plan and utilize data to enforce PHA contractual agreements.
- Implement Supply Chain Improvement Plan.
- Explore alternative insurance/liability coverage methodologies.
- Develop and implement a utility management savings plan.
- Improve HR processes.
- Improve financial and performance reporting.
- Improve risk management and insurance initiatives.
- Improve public leasing and admissions management.

Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Objectives:

- Develop asset management protocol for all PHA and alternatively managed sites with OIG assistance.
- Take steps to ensure that PHA consistently receives clean IPA, OIG and HUD audits.
- Implement approved management study recommendations.
- Develop a PHA-Wide process for management reviews of non-HUD grant programs.
- Improve contract monitoring, performance, reporting and recordkeeping.
- Implement approved audit plan to confirm performance of site-based managers.
- Develop, improve, and enhance a business process flow for compliance, monitoring, and reporting in Affirmative Action and contract compliance.
- Manage PHA's affiliate management corporation.
- Develop, improve, and enhance a business process flow for compliance, monitoring and reporting foe the Move to Employment Section 3 program.

Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

Objectives:

- Implement PeopleSoft Enterprise Resource Planning (ERP) System.

- Maximize the use of various computer technologies to automate data collection and improve productivity.
- Develop and implement a Client Management System.
- Implement Call Center Technology.
- Review use of all current technology applications and hardware for efficiency and upgrade/replace where indicated.
- Develop budgets with commitment account to allow general managers a greater role in budget planning.

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

Objectives:

- Participate in City intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in State intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in Federal intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in internal intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.
- Participate in private industry intergovernmental initiatives that promote provision of services provided by PHA, balanced communities and improved Quality of Life for residents.

MOVING TO WORK PLAN
APPENDIX B

APPENDIX B
MTW MAJOR INITIATIVES – YEAR 7

The following pages provide a summary of major initiatives scheduled for Year 7 of PHA's Moving To Work Demonstration. During the first year of the MTW program, PHA established five (5) broad objectives for the seven-year term of the MTW Demonstration Program. These objectives are:

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

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

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

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

A summary of ***Year 7 Objectives and Tasks*** for the period from April 1, 2006 through March 31, 2008. Where applicable, PHA has identified policies and procedures scheduled for implementation during MTW Year 7

As noted in the narrative portion of the Annual Plan, PHA will begin this year with a substantially reduced level of funding and staffing. The uncertainty of funding for calendar years 2007 and 2008 adds to these challenges. Continued progress on the Major Initiatives described herein is dependent on PHA receiving necessary federal funding. PHA may need to modify these initiatives accordingly to reflect available resources.

Table B-1. Moving To Work Major Initiatives for Year Seven

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

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

MTW MAJOR INITIATIVE 1-1
DISLOCATED WORKER HOUSING ALLOWANCE PROGRAM

Program Description

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

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Continue outreach and intake activities.
- Enroll and track participants in program.
- Determine whether to continue program beyond pilot program period

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

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

Program Description

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

Ceiling Rent Updates –PHA undertook a major planning and public participation process related to this initiative and the overall rent simplification proposal. Based on analysis and input, PHA determined to increase the current ceiling rents in a two-step process. Both phases have now been implemented. In the coming year, PHA may assess and implement new ceiling rents that are property-specific. PHA will be evaluating the rent structure specifically for scattered sites in order to identify opportunities to generate additional revenue to offset federal subsidy losses.

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

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

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

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

Projected Outcomes

- Provide residents with an incentive to work and increase their incomes.
- Reduce overhead costs by reducing staff time required for recertification.
- Reduce paperwork burden for residents.

Year 7 Objectives and Tasks

- Continue implementation of recertification program.
- Implement revised ceiling rent structure that is aligned with Pennsylvania Housing Finance Agency rent structure.

MTW MAJOR INITIATIVE 1-4
TIME LIMITS FOR HOUSING CHOICE VOUCHER PARTICIPATION

Program Description

PHA has implemented a seven-year limit on participation in the Housing Choice Voucher program for household members who are able to work. Starting in MTW Year 3, all HCV participants were provided with MTW briefings that included information on time limits and services. Participants also signed MTW Family Agreements and, as appropriate, developed action plans.

The time limit does not apply to households with a head, spouse or sole member over the age of 55, or who is a person with a documented disability that prevents the household head from obtaining employment, or who meet other hardship situations as defined in the policy. Also, households participating in the Moderate Rehab and Housing Choice Voucher homeownership programs are not subject to the time limit. During the seven-year period the voucher holder is required to participate in MTW self-sufficiency activities based on their current status, with more intensive efforts geared to households on TANF or reporting zero income.

PHA continues to expand existing strategic partnerships to accomplish the goals of the program. PHA is working with the Philadelphia Workforce Development Corporation to provide employment and training services (including establishment of a Career Link site at Blumberg) and with the Philadelphia County Assistance Office (PCAO) to provide support services that reduce barriers to employment. PHA is actively working with PCAO to provide coordination of TANF welfare-to-work initiatives with housing counseling services that will be offered through qualified agencies. PHA is also recruiting new training and case management providers to expand service to HCV participants. This process is ongoing.

PHA also offers the opportunity for participants to obtain employment through the Section 3 program and through resident training initiatives. The Section 3 program includes the Bureau of Apprenticeship and Training Program of certified apprenticeships in the building trades. Allied health training for Pharmacy Technicians and Certified Nursing Assistants is also available to participants. As noted, PHA is in the process or identifying additional training providers and training/placement opportunities for program participants.

PHA also offers after school programs during the academic year that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also offers an award winning year round academic, career education, and work experience program for high school students.

Projected Outcomes

- Increased incomes for voucher participants.
- Increased numbers of persons served by voucher program.
- Increased numbers of voucher participants moving to homeownership.
- Wider range of career, financial, educational and business options.
- Increase job availability through support services and programs.

Year 7 Objectives and Tasks

- Continue program implementation.
- PHA will continue to implement the time limit policy including enhanced coordination with PCAO to promote compliance with both HCV and TANF requirements.

MTW MAJOR INITIATIVE 1-5
ENHANCED VOUCHER COMPLAINT TRACKING AND EXPEDITED HEARING PROCESS

Program Description

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

Projected Outcomes

- Improved ability to track and resolve complaints.
- Reduced time to complete informal hearings.
- Improved community relations as a result of increased responsiveness.

Year 7 Objectives and Tasks

- PHA will continue to implement enhanced complaint tracking and expedited hearing process procedures.

MTW MAJOR INITIATIVE 1-6
SIMPLIFY RENT CALCULATION PROCEDURES AND POLICIES

Program Description

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

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

PHA's rent simplification system includes the following components:

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

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

In Year 7, PHA will assess and implement additional modifications including phasing out utility allowances for higher income residents, and linking future utility allowance increases to changes in the HUD operating subsidy provided to PHA. Further, PHA will assess and implement other rent simplification systems based on an assessment of other MTW best practices.

Projected Outcomes

Increased incentives for families to work and move towards self-sufficiency.
Reduced administrative and paperwork burdens on residents and staff.
Establishment of an easy to understand and administer system with reduced opportunity for errors and fraud.

Year 7 Objectives and Tasks

- PHA will continue implementation of the revised rent system.
- PHA will implement a revised ceiling rent structure consistent with PHFA rents. PHA will implement $75 minimum rents at Limited Partnership sites. PHA will modify utility allowance policies in scattered site units. Under the new policy, PHA will phase out utility allowances for households earning greater than 80% of Area Median Income over a two-year

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

- PHA will assess national best practices to determine further changes to the rent simplification program.

MTW MAJOR INITIATIVE 1-7
REVISE ADMISSIONS AND CONTINUED OCCUPANCY POLICY

Program Description

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Further modify ACOP and lease as defined in the MTW Annual Plan
- Implement changes to admissions and continued occupancy guidelines for scattered site units. These changes may include modifications to minimum and ceiling rents, the overall rent structure, and income tiers.

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

Program Description

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

Projected Outcomes

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

Year 7 Objectives and Tasks

Develop plan and commence implementation.

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

Program Description

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

Projected Outcomes

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

Year 7 Objectives and Tasks

Program implementation underway.
Distribution of non-English marketing materials related to housing opportunities.
Conduct briefings and other informational sessions for applicants in language of target population.

MTW MAJOR INITIATIVE 1-10
CHILD SUPPORT AMNESTY PROGRAM

Program Description.

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

Projected Outcomes.

Support family unification
Create incentives for delinquent parents to obtain gainful employment and make future child support payments.
Encourage families who live in PHA property to report true household income.

Year 7 Objectives.

- Implement program.

MTW MAJOR INITIATIVE 1-11
BLUEPRINT TO END HOMELESSNESS

Program Description.

The Mayor of Philadelphia recently announced an initiative to end homelessness in the City of Philadelphia within the next 10 years. The Mayor's announcement highlighted the fact that the City's homeless shelter system is presently operating at 110% capacity. In order to address this situation, PHA and the private sector will form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months. These families will be required to sign annual leases with a 6 month extension option. Families' tenure in the facilities during this lease term and extension option will be subject to continued participation in services and compliance with program rules. At the conclusion of the initial lease term and/or the 6-month renewal option, PHA will not renew participants' leases. Instead, residents will leave the transitional housing program to enter conventional public housing units, the HCV program, or other housing.

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

Projected Outcomes.

Reduce the homeless population located in the Philadelphia area.
Reach regulatory and operating agreements with private sector partners, including local CDCs, to operate service-intensive facilities, to be built jointly by local CDCs and PHA.
Distribute homeless facilities across Philadelphia to avoid concentration.
Regionalize the program to the Philadelphia metropolitan region.

Year 7 Objectives.

- Implement program activities.

MTW MAJOR INITIATIVE 1-12
LIFE PROGRAM AT WILSON PARK

Program Description.

In 2005, PHA's nonprofit affiliate Philadelphia Asset and Property Management Corporation ("PAPMC") executed a lease with St. Agnes Continuing Care Center ("St. Agnes") for space at the Conswiller B. Pratt Building, located at Greater Grays Ferry Estates ("GGFE"). St. Agnes operates a program known as Living Independently for Elders (the "LIFE Program"), which provides comprehensive medical, health and social services to enable elderly participants to age in place, at home, as independently as possible, for as long as desired and feasible. To qualify for LIFE Program services, participants must be elderly, in need of services to assist them in activities of daily living, and Medicaid-eligible. St. Agnes' LIFE Program at GGFE currently assists many elderly residents of PHA's Wilson Park development, which contains buildings designated for seniors, as such designation has been approved by HUD, as well as participants from the surrounding neighborhood.

Projected Outcomes

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

Year 7 Objectives

- Ongoing program operations

MTW MAJOR INITIATIVE 1-13
LIFE PROGRAM AT GERMANTOWN HOUSE

Program Description

Given the success of the LIFE Program at the Pratt Building, PHA plans to partner with a LIFE Program provider as part of the redevelopment of PHA's Germantown House property. During 2005, PHA identified a LIFE Program service provider for Germantown House, and began discussions with that provider regarding the program structure and design of the Germantown House space which the provider would lease from PHA.

In Year 7, PHA intends to complete redevelopment and begin program operations.

Projected Outcomes.

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

Year 7 Objectives

- Negotiate and execute an MOU with LIFE Program service provider.
- Negotiate and execute Cooperation Agreement and Lease with LIFE Program service provider.
- Commence operations.

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

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

Projected Outcomes

Serve as a catalyst for neighborhood development projects.
Increase the supply of affordable housing, including public housing replacement units.
Provide long-term subsidized units in non-impacted neighborhoods as well as those undergoing substantial revitalization.

Year 7 Objectives

Revise Unit-Based Program.
Issue at least one RFP for Unit-Based Program.

MTW MAJOR INITIATIVE 2-2
STRATEGY FOR DEVELOPMENT ACTIVITIES

Program Description

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

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

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

As a result of substantial federal budget reductions, PHA will evaluate and implement a series of property disposition activities related to the asset repositioning of the scattered site portfolio. The asset repositioning strategy will assist PHA in generating needed revenue and reducing operational expenses. Some or all of the following elements will be incorporated into this initiative: a) phased disposition at market value of all vacant lots and buildings; b) relocation of some existing residents in response to overhousing issues, new occupancy guidelines, etc. c) maintaining some existing ACC units in the public housing portfolio through changes to rent, admissions and occupancy guidelines; and, d) identifying alternative funding mechanisms and/or ownership structures to ensure the long-term viability of some existing occupied units, i.e. mixed finance, project basing, etc.
Key to this approach will be partnerships with major institutions (i.e. educational, business, and medical) to provide housing opportunities for their employees in mixed communities with public housing residents, intended to transform impacted neighborhoods and deconcentrate poverty.

Projected Outcomes

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

Year 7 Objectives and Tasks

Program implemented.
Obtain additional HUD approval and implement revised procedures and guidelines.

Coordinate with City Agencies to identify and develop opportunities for residential and non-residential development activities.

Ensure compliance with site and neighborhood standards as established under the MTW agreement.

Implement scattered site repositioning strategy components.

MTW MAJOR INITIATIVE 2-3
STREAMLINE ACQUISITION PROCESS

Program Description

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

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

Projected Outcomes

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

Year 7 Objectives and Tasks

Process approved.
Apply the expedited acquisition process to acquire scattered site properties where appropriate.

MTW MAJOR INITIATIVE 2-4
STREAMLINE DEMOLITION AND DISPOSITION PROCESS

Program Description

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

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

Projected Outcomes

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

Year 7Objectives

Obtain HUD approval to implement a further streamlined demolition/disposition strategy that expedites HUD approvals to the extent possible under the law.

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

Program Description

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

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

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

Projected Outcomes

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

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

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

Year 7 Objectives and Tasks

Continue to successfully pursue and secure funding and financing alternatives for proposed projects.

Implement and monitor new construction and redevelopment projects where financing and planning have been approved.

Seek and promote reuse options of underutilized ACC allocation from demolished public housing.

Continue implementation of the scattered sites homeownership program.

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

Program Description

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

Projected Outcomes

Administrative functions will be streamlined.
Management efficiencies will be maximized.
Record keeping will become more uniform.
Reporting functions, such as, tax-credit compliance, will be less onerous.
Delivery of community social services will be improved.

Year 7 Objectives and Tasks

Continue implementation of streamlined approach.

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

Program Description

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

Projected Outcome

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

Year 7 Objectives and Tasks

Implement and track impact of Total Development Cost Limits and Housing Cost Caps.

MTW MAJOR INITIATIVE 2-8
DESIGN STANDARDS

Program Description

PHA will continue to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21st century needs of residents. Modified design standards take into account efficiencies in energy usage, construction methods and technologies, and use of interior and exterior space. The new standards will also incorporate modern amenities and the latest concepts in urban design in order to reduce the negative connotation of public housing for PHA residents and to enhance the livability and marketability of PHA's housing stock.

PHA entered into a contract in Year 4 for energy monitoring services related to this initiative. PHA has drafted design guidelines and will use these guidelines in all PHA mixed-finance developments.

Projected Outcomes

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

Year 7 Objectives and Tasks

Design standards developed.
Continue to review, modify, and implement appropriate design standards. Continue to analyze construction market trends to establish the most efficient means, methods, and materials for PHA to use for rehabilitation and new construction.
Oversee implementation activities of energy monitoring contractor.
Energy star guidelines adopted.

MTW MAJOR INITIATIVE 2-9
SPARKLE PLUS PROGRAM

Program Description

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

PHA has operated Sparkle Plus Program for the past four years, and intends to continue these efforts as part of the Year 7 MTW Plan. To date, more than 30,000 volunteers have participated in Sparkle Plus citywide clean-up and beautification efforts. Also, PHA improved the exterior appearances of conventional and scattered site developments throughout the city. Improvements included signage, landscaping, decorative lighting, awnings, concrete and blacktop, fencing, painting, new exterior security doors and systems, tree trimming, and the establishment of ongoing grounds maintenance programs.

Neighborhood gardens have been created and colorful murals painted on specified properties. The goal of all of these efforts is to make public housing blend with other residential communities and help eliminate the negative perceptions that have surrounded public housing.

Projected Outcomes

Improve curb appeal at PHA developments.
Involve public housing and community residents in positive activities to improve PHA properties.
Enhance the image of public housing.
Leverage volunteer resources for large scale clean up and beautification efforts.

Year 7 Objectives and Tasks

Implement Sparkle Plus initiatives throughout the City subject to funding availability.

MTW MAJOR INITIATIVE 2-10
REVISE CRITERIA FOR OBTAINING OPERATING SUBSIDY

Program Description

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

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

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

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

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

Projected Outcomes

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

Year 7 Objectives and Tasks

Analyze the current process for obtaining operating subsidy for replacement units.
Implement revised criteria that establish the Certificate of Occupancy date as the date when operating subsidy becomes available to a development.

MTW MAJOR INITIATIVE 2-11
ESTABLISH A PHA MANAGEMENT FEE

Program Description

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

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

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

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

Projected Outcomes

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

Year 7 Objectives and Tasks

Obtain HUD approval for waiver request.
Develop a business plan for PHA's property management services.
Prepare cost analysis for the implementation of a property management business plan.

MTW MAJOR INITIATIVE 3-1
COMMUNITY PARTNERS PROGRAM

Program Description

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

Projected Outcomes

Provide expanded supportive services to PHA households.
Enhance employment and training opportunities to HCV and public housing households to assist households in obtaining living wage jobs.

Year 7 Objectives and Tasks

Continue to solicit proposals and make awards to expand services to PHA households in the areas of employment training.

MTW MAJOR INITIATIVE 3-2
ENHANCED COMPREHENSIVE FAMILY SUPPORT SERVICES

Program Description

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

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

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

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

Projected Outcomes

Adult members of participating families will achieve employment and educational self-sufficiency goals.
Social and economic isolation of families will be reduced.
Youth will achieve higher education or sustainable employment opportunities, or both.
Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.
Provide college and vocational school scholarships to eligible PHA students through partnership with the HOPE VI Community Supportive Services Program.

Year 7 Objectives and Tasks

Provide economic self-sufficiency services and case management to HCV households in the MTW Family Program with focus on TANF and zero income households
Establish career advancement workshops for employed household heads to facilitate career mobility and wage progression.
Expand training programs and employment services available to HCV participants and public housing residents through the Community Partners RFP.

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

Program Description

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

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

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

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

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

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

Projected Outcomes

Increased number of PHA residents enrolled in educational, employment, training, health, homeownership, recreational, cultural and social services programs.
Increased leveraged resources from local partners in support of resident economic self-sufficiency.
Increased number of PHA residents obtaining jobs and purchasing homes.
Reduced obstacles to employment and self-sufficiency.

Year 7 Objectives and Tasks

- Continue to refine operations at the Family Self-Sufficiency North Center at Blumberg, Wilson Park and at the John Street Center.

MTW MAJOR INITIATIVE 3-4
EMPLOYMENT AND TRAINING SERVICES

Program Description`

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

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

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

- Increase the number of HCV households who are participating in employment or educational training programs.
- Increase the average household income of HCV households so that families can afford rent or mortgage payments without a rental subsidy.
- Increase savings among HCV households in order to support first time homeownership.
- Reduce the average length of time for HCV program participation so that more low-income households can be served.
- Connect residents to local support services to address family needs and obstacles to self-sufficiency.
- Coordinate PHA efforts with statewide Welfare to Work initiatives.

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

Projected Outcomes

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

Employers will fill their workforce needs with qualified residents expeditiously.

Year7 Objectives and Tasks

- Provide employment, training, continuing education and career related courses to eligible households.
- Expand options for employment training to include commercial vehicle driver's license training.

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

Program Description

Expanding homeownership opportunities to public housing and voucher participants continues to be a major objective of PHA's MTE program. PHA is actively developing homeownership units throughout the City of Philadelphia. At present, PHA is developing and marketing homeownership units at four sites: Martin Luther King, Schuylkill Falls, Greater Greys Ferry Estates and Lucien E. Blackwell Homes.

Turnkey III and the 5(h) Programs also offer homeownership opportunities to PHA residents. The Turnkey III Program is designed to give families the opportunity to own their home after a two-year occupancy and encompasses two sites: Brown Street Village (87 units) and Whitman Park (120 units). The 5(h) Homeownership Demonstration Program has a total of 300 scattered site units under this program; 107 units have been sold to-date. The Housing Choice Voucher Homeownership program offers HCV participants the opportunity to purchase a unit using voucher assistance.

As part of the MTE effort, PHA has coordinated its current homeownership program components under a single MTW Services organizational structure to support streamlined intake and processing of interested applicants. Staff work with and refer residents to existing homeownership counseling agencies with histories of providing homeownership counseling services in Philadelphia. This group of agencies provides homeownership counseling, financial management, community empowerment and home maintenance training. They also assist residents in accessing closing cost grants available from the City.

In Year 7, PHA intends to continue 5(h) program sales, implement HOPE VI Homeownership marketing efforts, and expand the Housing Choice Voucher Program. These activities include Mortgage Assistance Programs developed by PHA in partnership with Pennsylvania Housing Finance Agency, Wachovia Bank and a network of housing counseling agencies.

Projected Outcomes

Increase number of MTE Family Program participants who become homeowners.
Expand housing choice for low-income participants.
Contribute to neighborhood stabilization through increased homeownership.
Create new affordable homeownership opportunities for public housing and HCV families.

Year 7 Objectives and Tasks

Continue and expand existing operations including 5(h) sales, HOPE VI sales, new construction sales, Mortgage Assistance, Turnkey III and expanded HCV Homeownership efforts.

PHA has implemented the down payment provisions of the Housing Choice Voucher Homeownership Program as described in the Final Rule published October 18, 2002 in the Federal Register, Docket No. FR-4670-F-02.

MTW MAJOR INITIATIVE 4-1
GOOD NEIGHBORS MAKE GOOD NEIGHBORHOODS PROGRAM

Program Description

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

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

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

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

Projected Outcomes

Provide housing assistance to those who are homeless and in immediate need.
Match families in need with supportive services to facilitate a successful tenancy.
Reduce social and economic isolation of families in need.
Provide adult members of participating families with employment and educational self-sufficiency training.

Year 7 Objectives and Tasks

Continue joint housing search, case management and leasing efforts with City and partners.
Lease up all designated units.

MTW MAJOR INITIATIVE 4-2
QUALITY OF LIFE PROGRAM

Program Description

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

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

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

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

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

Projected Outcomes

Establish a Quality of Life program with clear guidelines and sanctions incorporating PHA and city ordinances.
Increase community partnerships and community policing to promote public safety at PHA sites.
Promote resident-police partnerships through a Police Advisory Board.

Year 7 Objectives and Tasks

Continue and expand existing Quality of Life initiatives.

MTW MAJOR INITIATIVE 5-1
IMPLEMENT AN ENERGY CONSERVATION PROGRAM FOR ALL TENANTS RECEIVING UTILITY ALLOWANCES; REVIEW AND CALCULATE UTILITY ALLOWANCES TO ENCOURAGE ENERGY CONSERVATION AND UTILITY COST SAVINGS.

Program Description

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

In Year 7, in order to ensure that declining federal housing subsidy dollars remain targeted to the lowest income households, to the greatest extent feasible, PHA will phase out payment of utility allowances to households with incomes at or above 80% of the Area Median Income (AMI). The phase-out will occur over a two-year period.

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Review and revise utility allowances provided to tenants to encourage energy conservation and energy costs savings
- Phase out utility allowances to residents with incomes greater than 80% of AMI
- Link future PH utility allowances to the level of operating subsidy provided by HUD to PHA

MTW MAJOR INITIATIVE 5-2
REVISE PROCUREMENT POLICIES

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Implement and track new policy.

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

Program Description

PHA will conduct physical inventories at its warehouse locations.

Projected Outcomes

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

Year 7 Objectives and Tasks

- Program implemented.
- Identify obsolete material.
- Sustain cycle count accuracy rate.
- Continue to reduce stock outs.

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

Program Description

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

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Program implemented.
- Identify obsolete material.
- Sustain cycle accuracy rate.
- Continue to reduce stock outs.

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

Program Description

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

Projected Outcomes

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

Year 7 Objectives and Tasks

- Sustained fixed asset accuracy.
- Improved financial fixed asset reporting.

MTW MAJOR INITIATIVE 5-6
AFFIRMATIVE ACTION IN CONTRACTING AND SUBCONTRACTING

Program Description

PHA is committed to maximizing the use of certified Minority Business Enterprises (MBEs), and Women's Business Enterprises (WBEs) in its contracts and subcontracts. PHA has adopted an innovative and energetic approach to encourage minority business participation. In addition to extensive outreach and advertising, PHA works closely with the Philadelphia's MBEC Office to outreach and identify potential contractors. PHA also has participated in a variety of "How to do business with PHA" efforts including seminars sponsored by local media. These activities will continue throughout Year 7.

Projected Outcomes

To achieve maximum participation practicable from MBEs/WBEs/DBEs by advertising PHA solicitations in general circulation, periodicals, media coverage of special construction solicitation, community outreach, and mailings.

Encourage participation in PHA sponsored conferences and seminars designed specifically for the promotion of the PHA's Affirmative Action Contract Compliance Program pertaining to certified MBE/WBE/DBE participation.

Year 7 Objectives and Tasks

Program implemented.

Continue to generate, track and produce the HUD-2516 Contract and Subcontract Activity Report, including the 60002 Section 3 Employment and Training Opportunities Data Report and Management Organization in PeopleSoft version 8.8.

Continue active outreach efforts with local partners and the City of Philadelphia.

MOVING TO WORK PLAN
APPENDIX C

Appendix C: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
James Weldon Johnson House PA002001	535 Family	Renovations to existing units and heating distribution system planned. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Greater Grays Ferry Estates (Formerly known as Tasker Homes) PA002002 PA002008 New PA#s: PA002139 PA002151 PA002143 PA002144 PA002155	429 LIHTC rental units; 125 replacement home ownership units.	Construction of approximately 554 new rental and homeownership dwelling units completed. Site will include a community center and recreational park, workforce development center (for joint use by PHA and non-PHA residents), center for enhanced senior supportive services multi-program services building, and a commercial/retail center on-site. Bond-financed LIHTC mixed-finance development. Phase I Construction started in April 2003. Phase II Construction started January 2004. 125 homeownership units completed.	Disposition application submitted and approved.	72 Elderly Units Proposed in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Up to half of the units may be available for homeownership. Section 32 of the USHA of 1937. Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Richard Allen Homes Phase II PA002003	150 Units	HOPE VI Site: Revised Plan approved by HUD.	Potential disposition to RDA and/or PHA wholly owned subsidiary and/or private owner. Disposition application approved for Phase III. Long-term lease to RDA and limited partnership RA, Phase III, L.P. for construction of 178 residential units and one multi-purpose building.		Possible conversion of units/parcels for commercial, economic development, and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Richard Allen Homes Phase III PA002133 PA002134	178 LIHTC Rental Units	Development activities completed.			Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	356 Family.	Rehab completed on 308 existing townhouse units. Construction completed on 47 new infill units, along with management/community space renovations. Possible modification of up to 40 units to make them accessible for mobility impaired. Possible modification of community center for additional administrative services.			Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and.or open space.	
Wilson Park PA002013	741 Family, Low-rise; Elderly, High-rise	Rehab of 153 low-rise units completed. Renovations and expansion of community center completed in 2006. 6 new thru streets were named.		279 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014	157 Family High Rise, 68 Family Low-Rise.	LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	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.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Harrison Plaza PA002015	300 Family High and Low Rise	Unit rehab possible, low-rise unit renovations and 504 accessibility accommodations.				Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Cambridge Plaza Phase I PA-002137	44 LIHTC Rental Units	Development completed.	Possible disposition of a parcel of land for community use.			
Cambridge Plaza Phase II PA-002129	40 LIHTC Rental Units	Development completed.				
Cambridge Plaza Phase III PA-002016 New PA# PA002147	40 LIHTC Rental Units	Development completed.				
Lucien E. Blackwell Homes Phase I PA002145	80 LIHTC Rental Units	Development completed.				Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase I	40 Replacement Homeownership Units	Development completed, all units sold.				All units sold.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Lucien E. Blackwell Homes Phase II PA002150	80 LIHTC Rental Units	New construction of 80 rental units completed.	Disposition Application and conveyance to RDA and/or PHA wholly owned subsidiary and/or private owner.			
Lucien E. Blackwell Homes Phase II	25 Homeownership Units.	New construction of 25 Homeownership units completed.	Demolition and disposition applications approved.			Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase III PA002153	50 LIHTC Rental Units	New construction of 50 rental units completed.	Potential demolition and disposition applications may be submitted.			
Lucien E. Blackwell Homes Phase III	35 Homeownership Units	New construction of 35 Homeownership units underway.	Potential demolition and disposition applications may be submitted.			Homeownership through conventional sale, Housing Choice Vouchers may be used for down payment assistance.
Lucien E. Blackwell Homes Phase IV (Marshall Shepard Village)	80 LIHTC Rental Units	New construction of 50 rental units. And rehabilitation of 25 rental units. Designs completed.	Potential demolition and disposition applications may be submitted.		Possible conversion of 6 units to reduce number of bedrooms per unit.	
Arch Homes PA002018	77 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Spring Garden Apartments PA002020	203 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Falls Ridge PA002130	135 LIHTC Rental Units; 28 Replacement Homeownership Units.	Development activities completed for rental units.	Potential disposition application for a portion of the site was submitted.	50 Elderly Units proposed in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership proposed for 135 Units, using essential elements of Nehemiah, Section 32 of USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Liddonfield Homes I PA002023	412 Family Low Rise	Potential site for revitalization, bond-financing and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition application will be submitted for site approval. 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 components will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane I Apartments PA002024	120 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Hill Creek Apts I & II PA002029 PA002038	334 Family	34 unit-rehab completed. Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Abbottsford Homes PA002030	Phases I & II; 688 Family Units	Possible site of additional redevelopment including commercial space, through mixed financing. Demolition of 402 units completed.	Demolition of up to 414 units in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and commercial development. Hope VI Demo Grant awarded.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Bartram Village PA002031	492 Family Units	Exterior improvements.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Oxford Village PA002032	200 Family Units	Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitehall Apartments I PA002034	188 Family	Renovation of dwelling units completed.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	150 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Martin Luther King Plaza PA002036 New PA#s: PA002128 PA002136 PA002149	Phases I, II, III, IV, V & VI; 136 LIHTC Rental Units and 109 Replacement Homeownership Units.	Hope VI Site of up to 305 rental and homeownership units, including up to __ market rate homeownership units and commercial space; Revitalization Plan Approved; Tax Credit Application approved.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and other sales actions.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services	109 Homeownership Units. HOPE VI Program using essential elements of Nehemiah, USHA of 1937.
Morton Homes PA002037	65 Units	Unit renovations and exterior improvements.		47 Elderly Units approved in 2003 Senior Housing Designation Plan.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Westpark Apartments PA002039	325 Family High-Rise Units	New management space, balcony enclolsures, heat risers, site improvements, lobby improvements, security, landscaping plan and additional elevators. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted 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.	
Norris II Apartments PA002040	101 Family Units	LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Champlost Homes PA002042	102 Family	Site improvements and community center renovation.				Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane Homes II PA002043	19 Family					Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Mantua Hall PA002045	152 Family High-Rise Units	Possible modernization or new development with bond-financing as alternative site, and/or mixed-financing with LIHTC.	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.	
Haverford Homes PA002046	24 Family	Interior and exterior renovation.			Possible conversion of units/parcels for residential unit reconfiguration.	
Morton Homes II PA002049	185 Family	Unit renovation and exterior improvements.			Two units converted for tenant council use. Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	Rehab 58 townhouses completed. Security system for high-rise buildings, and lobby renovation comlpleted. New security booth. Possible modernization activities in common areas.		94 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units for sale.	117 Units Sold.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Turnkey III released for occupancy1980-1982. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Passyunk Homes PA002052	All units demolished.	Private entity to develop market rate housing and a new 80,000 square foot building for PHA.	Disposition of property to private developer completed.			
Courtyard Apartments at Riverview PA002053 New PA#: PA002121	470 LIHTC Rental Units			165 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Elderly Units approveded in 2003 Senior Housing Designation Plan.		
Fairhill Apartments PA002055B	264 Family	Implementation of security system.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Liddonfield Homes II PA002058	65 unit Senior/Apartmet building	Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and other sales actions.	65 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition / disposition 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 subject to Section 32 of the USHA of 1937 will include lease purchase conventional sale and Housing Choice Vouchers.
Cassie Holly (Point Breeze Court) PA002062	71 Elderly Units	Interior and exterior renovations.		71 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Katie B. Jackson PA002063	59 Elderly 9 Family		Possible disposition application may be submitted for a portion of the site.	59 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Whitehall Apartments II PA002064	60 Family	New construction of resident services center and swimming pool. Acquisition Plan may be submitted. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Collegeview Homes PA002065	54 Elderly	Major systems and unit upgrades.		54 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Holmecrest Apartments PA002066	84 Elderly	Computer Lab		84 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Emlen Arms PA002076	156 Elderly High Rise	Installation of additional laundry facilities and HVAC in common areas.		156 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Bentley Hall PA002077	100 Elderly Units			99 Elderly Units approved in 2003 Senior Housing Designation Plan.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Plymouth Hall PA002079	69 Elderly High Rise	Possible revitalization and expansion of existing building.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	69 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Germantown House PA0020 New PA#: PA002152	220 Elderly High Rise	Revitilization thru mixed-finance sources 133 units were reconfigured from the existing 220 units - 117 one-bedroom units and 16 2-bedroom units. Revitalization activities are completed and include an enhanced center for senior services. Low Income Housing Tax Credit awarded.	Interior demolition of existing units and disposition in connection with mixed-finance development.	219 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
West Park Plaza PA002093	66 Units	Interior and exterior renovations.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Brown Street Village PA002096	Originally 87 Units; total development slated for homeownership.	Homeownership development.	87 Units Sold. Common area to be conveyed to Homeowner's Association.			Turnkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Herbert Arlene Homes PA002104	32 Family				Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible Home Ownership.
Gladys B. Jacobs PA002114	80 Elderly	Possible renovation for delivery of enhanced senior support services.	Possible disposition application to be submitted.	80 Elderly Units approved in 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Eight Diamonds PA00126 PA00141 (Formerly known as Raymond	Phases A & B; 152 Family	Building 152 new replacement units and community space completed.				

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Spring Garden Revitalization: Phase 1 PA002127	97 LIHTC Rental Units	97 Rental units completed. 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				
Spring Garden Revitalization: Phase 2 PA002127	TBD	Mixed-finance development.	Probable disposition by ground lease to developer.			Section 32 of USHA of 1937.
Scattered Sites PA002004	1,869 Family	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. - Development of asset repositioning strategy for scattered site portfolio including possible disposition of all vacant lots and buildings; changes to rent	Possible demolition/dispostion of non-viable units for neighborhood redevelopment activity and additional program activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. Development of asset repositioning strategy for scattered site portfolio including possible disposition of all vacant lots and buildings; changes to rent and occupancy guidelines for existing	Possible demolition/dispostion of non-viable units for neighborhood redevelopment activity. Possible dispostion at market value of all vacant units and buildings.		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.

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

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

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

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

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlment reached in ADAPT litigation, or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments. Development of asset repositioning strategy for scattered site portfolio including possible disposition of all	Possible demolition/dispostion of non-viable units for neighborhood redevelopment activity.Possible dispostion at market value of all vacant units and buildings.		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.
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081 New PA #s: PA002154	Phases I, II, III, IV & V; 139 LIHTC and Homeownership units	Hope VI Site of up to 89 rental and 50 homeownership units, including up to 18 market rate homeownership units and commercial space; Revitalization Plan Approved; Tax Credit Application approved.	HOPE VI Demolition Application approved November 2001 for $511,000 of all units and/or in concert with the City's NTI or L&I departments to do simultaneous demolition of contiguous properties underway. Additional disposition applications may be submitted to HUD and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owners.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Section 32 of USHA of 1937.
St Anthony's Senior Residence: PA002131	38 Elderly LIHTC Units			38 Elderly Units approved in 2003 Senior Housing Designation Plan.		
Inglis House	TBD	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.		Disabled Housing Designation being considered.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
City-Wide	To be determined	Provision of ACC subsidy, capital funds or HCV.	Dispo/Demo application to be submitted to HUD.	Possible Elderly or Disabled Housing Designation.		
Scattered Site Acquisition: City-Wide	To be determined	Acquisition Plan to be developed and implemented. Acquisition of properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Scattered Site Disposition: City-Wide	To be determined	Disposition Plan to be developed and implemented. Disposition of properties at market rate.	Possible demolition in connection with the modernization and revitalization. Disposition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development PA002123	117 Family Units	Development work completed.	Demo/Dispo applications completed.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
City Trust Scattered Site Homeowner- ship Initiative	Up to 15 Units	May submit site-based waiting list; and a request for ACC assignment.	Possible disposition.			Up to 15 Homeownership units: Revised 5(h)/Section 32 of USHA of 1937.
Neumann North PA002148	67 LIHTC Rental Units	ACCs /Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Conditional elderly housing designation.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
St Ignatius (Angela Court) PA002146	Phases I 7 II; 67 Elderly Units	In connection with Mill Creek HOPE VI, St. Ignatius will develop 180 assisted living units. 67 units completed. ACC/Capital Funds to be used to develop the units by third-party developer on non-PHA property. Construction underway.		Elderly Units approved under 2003 Senior Housing Designation Plan.		
Suffolk Manor PA002132	137 LIHTC Rental Units	Acquisition and renovation work completed in 2003.		77 Elderly Units approved under 2003 Senior Housing Designated Plan.		
Mt. Olivet PA002138	161 LIHTC Rental Units	Acquisition and renovation work completed.				
Poplar to Oxford: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

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

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

Name, Number and Location	Number and Type of Units		Development Activities		Demolition/ Disposition Activities		Designated Housing Activities		Conversion Actvities		Homeownership Activities
Croydon	Proposed 176 LIHTC Rental Units		Acquisition, new development for 176 housing units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.		Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.				Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.		Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Warnock	Phase I; TBD		Acquisition, new development for 80 units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.		Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.				Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.		Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Warnock	Phase II Transitional housing; units TBD		Acquisition, new development for __ transitional housing units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.		Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.				Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.		
Mill Creek Extension	100 Rental Units		Possible scattered site acquisition.		Possible demolition in connection with modernization and revitalization.						Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Actvities	Homeownership Activities
Nellie Reynolds Garden	64 Elderly housing units.	New development for 64 units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization of mixed-finance development.	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.	
Jannie's Place	44 Units proposed	New development for 44 transitional housing units and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Kensington North	TBD.	Acquisition, new development for 80 units and rehabilitation of scattered site housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
		* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.				

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

CBMO	ADDRESS	DIR	ST	ST	ZIP
Mantua Office - 939	714	N	34TH	ST	19104
Mantua Office - 927	723	N	35TH	ST	19104
Mantua Office - 967	625	N	36TH	ST	19104
Mantua Office - 936	626	N	36TH	ST	19104
Mantua Office - 963	635	N	36TH	ST	19104
Mantua Office - 966	638	N	36TH	ST	19104
Mantua Office - 964	640	N	36TH	ST	19104
Mantua Office - 910	754	N	38TH	ST	19104
Mantua Office - 971	755	N	38TH	ST	19104
Mantua Office - 997	757	N	38TH	ST	19104
Mantua Office - 903	759	N	38TH	ST	19104
Mantua Office - 904	761	N	38TH	ST	19104
Mantua Office - 946	763	N	38TH	ST	19104
Mantua Office - 922	751	N	39TH	ST	19104
Mantua Office - 914	813	N	40TH	ST	19104
Mantua Office - 924	825	N	40TH	ST	19104
Mantua Office - 987	756	N	41ST	ST	19104
Mantua Office - 929	764	N	41ST	ST	19104
Mantua Office - 925	813	N	42ND	ST	19104
Mantua Office - 941	923	N	42ND	ST	19104
Mantua Office - 998	738	N	BROOKLYN	ST	19104
Mantua Office - 999	740	N	BROOKLYN	ST	19104
Mantua Office - 945	3803		BROWN	ST	19104
Mantua Office - 972	3805		BROWN	ST	19104
Mantua Office - 944	3814		BROWN	ST	19104
Mantua Office - 940	3830		BROWN	ST	19104
Mantua Office - 996	4018		BROWN	ST	19104
Mantua Office - 916	3907		FAIRMOUNT	AVE	19104
Mantua Office - 992	3924		FOLSOM	ST	19104
Mantua Office - 980	3926		FOLSOM	ST	19104
Mantua Office - 931	3824		HAVERFORD	AVE	19104
Mantua Office - 937	3847		HAVERFORD	AVE	19104
Mantua Office - 1002	4203		MANTUA	AVE	19104
Mantua Office - 959	3815		MT VERNON	ST	19104
Mantua Office - 956	3828		MT VERNON	ST	19104
Mantua Office - 970	3833		MT VERNON	ST	19104
Mantua Office - 906	3841		MT VERNON	ST	19104
Mantua Office - 981	3911		MT VERNON	ST	19104
Mantua Office - 907	3900		PARRISH	ST	19104
Mantua Office - 989	807		PRESTON	ST	19104
Mantua Office - 942	4234	W	STILES	ST	19104
Mantua Office - 930	762		UNION	ST	19104
Mantua Office - 943	4223		VIOLA	ST	19104
Mantua Office - 991	4104		WESTMINSTER	AVE	19104
Mantua Office - 913	813	N	40TH	ST	19104
Mantua Office - 915	3907		FAIRMOUNT	AVE	19104
Mantua Office - 921	751	N	39TH	ST	19104
Mantua Office - 923	825	N	40TH	ST	19104
Mantua Office - 926	723	N	35TH	ST	19104

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Mantua Office - 928	764	N	41ST	ST	19104
Mantua Office - 985	756	N	41ST	ST	19104
Mantua Office - 986	756	N	41ST	ST	19104
Germantown/Hunting Park - 960	4714	N	07TH	ST	00020
Germantown/Hunting Park - 961	4845	N	FRANKLIN	ST	00020
Germantown/Hunting Park - 947	4744	N	MARSHALL	ST	00020
Francisville Office - 948	1241	N	15TH	ST	19121
Francisville Office - 953	1243	N	15TH	ST	19121
Strawberry Mansion - 1278	2137	N	15TH	ST	19121
Francisville Office - 1075	1617	N	16TH	ST	19121
Francisville Office - 1069	1619	N	16TH	ST	19121
Francisville Office - 1089	1621	N	16TH	ST	19121
Strawberry Mansion - 947	1802	N	16TH	ST	19121
Strawberry Mansion - 1271	1814	N	16TH	ST	19121
Strawberry Mansion - 1225	1816	N	16TH	ST	19121
Strawberry Mansion - 1222	1818	N	16TH	ST	19121
Strawberry Mansion - 1234	1822	N	16TH	ST	19121
Strawberry Mansion - 1106	1824	N	16TH	ST	19121
Strawberry Mansion - 1064	1828	N	16TH	ST	19121
Strawberry Mansion - 1033	2108	N	16TH	ST	19121
Strawberry Mansion - 1238	2118	N	16TH	ST	19121
Strawberry Mansion - 1069	2120	N	16TH	ST	19121
Francisville Office - 914	1405	N	17TH	ST	19121
Francisville Office - 917	1407	N	17TH	ST	19121
Francisville Office - 1043	1411	N	17TH	ST	19121
Francisville Office - 938	1414	N	17TH	ST	19121
Francisville Office - 1021	1418	N	17TH	ST	19121
Francisville Office - 1083	1422	N	17TH	ST	19121
Francisville Office - 1086	1433	N	17TH	ST	19121
Francisville Office - 931	1437	N	17TH	ST	19121
Francisville Office - 1094	1527	N	17TH	ST	19121
Francisville Office - 1072	1533	N	17TH	ST	19121
Francisville Office - 907	1610	N	17TH	ST	19121
Francisville Office - 908	1612	N	17TH	ST	19121
Francisville Office - 1054	1614	N	17TH	ST	19121
Francisville Office - 1116	1618	N	17TH	ST	19121
Francisville Office - 984	1628	N	17TH	ST	19121
Strawberry Mansion - 1027	1850	N	17TH	ST	19121
Strawberry Mansion - 1079	1918	N	17TH	ST	19121
Strawberry Mansion - 1209	1920	N	17TH	ST	19121
Strawberry Mansion - 1276	1934	N	17TH	ST	19121
Strawberry Mansion - 1231	1940	N	17TH	ST	19121
Strawberry Mansion - 1115	2002	N	17TH	ST	19121
Strawberry Mansion - 1240	2021	N	17TH	ST	19121
Francisville Office - 925	1304	N	18TH	ST	19121
Francisville Office - 959	1429	N	18TH	ST	19121
Strawberry Mansion - 1059	1802	N	18TH	ST	19121
Strawberry Mansion - 977	1807	N	18TH	ST	19121
Strawberry Mansion - 995	1840	N	18TH	ST	19121
Strawberry Mansion - 1073	1904	N	18TH	ST	19121
Strawberry Mansion - 950	1908	N	18TH	ST	19121
Strawberry Mansion - 1053	1913	N	18TH	ST	19121

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Strawberry Mansion - 1177	1914	N	18TH	ST	19121
Strawberry Mansion - 980	1937	N	18TH	ST	19121
Strawberry Mansion - 1170	1938	N	18TH	ST	19121
Strawberry Mansion - 1168	1940	N	18TH	ST	19121
Strawberry Mansion - 1165	1943	N	18TH	ST	19121
Strawberry Mansion - 1203	1948	N	18TH	ST	19121
Strawberry Mansion - 1263	2003	N	18TH	ST	19121
Strawberry Mansion - 978	2006	N	18TH	ST	19121
Strawberry Mansion - 1161	2023	N	18TH	ST	19121
Strawberry Mansion - 923	2026	N	18TH	ST	19121
Strawberry Mansion - 1084	2127	N	18TH	ST	19121
Strawberry Mansion - 1111	1851	N	19TH	ST	19121
Strawberry Mansion - 1013	1909	N	19TH	ST	19121
Strawberry Mansion - 1250	1911	N	19TH	ST	19121
Strawberry Mansion - 1253	1915	N	19TH	ST	19121
Strawberry Mansion - 942	1923	N	19TH	ST	19121
Strawberry Mansion - 1118	1941	N	19TH	ST	19121
Strawberry Mansion - 1000	1943	N	19TH	ST	19121
Strawberry Mansion - 1246	1946	N	19TH	ST	19121
Strawberry Mansion - 1029	2008	N	19TH	ST	19121
Strawberry Mansion - 1166	2023	N	19TH	ST	19121
Strawberry Mansion - 1154	2031	N	19TH	ST	19121
Strawberry Mansion - 934	2037	N	19TH	ST	19121
Strawberry Mansion - 1286	2114	N	19TH	ST	19121
Strawberry Mansion - 944	2120	N	19TH	ST	19121
Strawberry Mansion - 1201	2121	N	19TH	ST	19121
Strawberry Mansion - 1281	2139	N	19TH	ST	19121
Oxford/Jefferson Office - 1045	1526	N	20TH	ST	19121
Oxford/Jefferson Office - 1099	1738	N	20TH	ST	19121
Strawberry Mansion - 1175	2010	N	20TH	ST	19121
Strawberry Mansion - 1204	2137	N	20TH	ST	19121
Oxford/Jefferson Office - 1017	1619	N	21ST	ST	19121
Oxford/Jefferson Office - 930	1627	N	21ST	ST	19121
Strawberry Mansion - 962	1823	N	21ST	ST	19121
Strawberry Mansion - 926	1830	N	21ST	ST	19121
Strawberry Mansion - 1080	1833	N	21ST	ST	19121
Strawberry Mansion - 1008	1904	N	21ST	ST	19121
Strawberry Mansion - 1133	1926	N	21ST	ST	19121
Strawberry Mansion - 1121	1930	N	21ST	ST	19121
Strawberry Mansion - 1076	1934	N	21ST	ST	19121
Strawberry Mansion - 1045	1936	N	21ST	ST	19121
Strawberry Mansion - 1141	2005	N	21ST	ST	19121
Strawberry Mansion - 929	2007	N	21ST	ST	19121
Strawberry Mansion - 925	2009	N	21ST	ST	19121
Strawberry Mansion - 1123	2010	N	21ST	ST	19121
Strawberry Mansion - 1061	2011	N	21ST	ST	19121
Strawberry Mansion - 1153	2012	N	21ST	ST	19121
Strawberry Mansion - 921	2015	N	21ST	ST	19121
Strawberry Mansion - 937	2018	N	21ST	ST	19121
Strawberry Mansion - 1181	2145	N	21ST	ST	19121
Oxford/Jefferson Office - 912	1411	N	22ND	ST	19121
Oxford/Jefferson Office - 978	1527	N	22ND	ST	19121

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Oxford/Jefferson Office - 936	1718	N	22ND	ST	19121
Strawberry Mansion - 1056	1944	N	22ND	ST	19121
Strawberry Mansion - 1003	2005	N	22ND	ST	19121
Strawberry Mansion - 1006	2007	N	22ND	ST	19121
Strawberry Mansion - 1243	2012	N	22ND	ST	19121
Strawberry Mansion - 940	2031	N	22ND	ST	19121
Strawberry Mansion - 1016	2033	N	22ND	ST	19121
Oxford/Jefferson Office - 1072	1310	N	23RD	ST	19121
Oxford/Jefferson Office - 1023	1323	N	23RD	ST	19121
Strawberry Mansion - 1284	1955	N	23RD	ST	19121
Oxford/Jefferson Office - 1060	1508	N	24TH	ST	19121
Oxford/Jefferson Office - 929	1526	N	24TH	ST	19121
Oxford/Jefferson Office - 1021	1507	N	25TH	ST	19121
Oxford/Jefferson Office - 1089	1515	N	25TH	ST	19121
Oxford/Jefferson Office - 1118	1715	N	26TH	ST	19121
Strawberry Mansion - 1171	1822	N	26TH	ST	19121
Strawberry Mansion - 916	1830	N	26TH	ST	19121
Oxford/Jefferson Office - 1058	1232	N	27TH	ST	19121
Oxford/Jefferson Office - 1070	1234	N	27TH	ST	19121
Oxford/Jefferson Office - 963	1236	N	27TH	ST	19121
Oxford/Jefferson Office - 1001	1412	N	27TH	ST	19121
Oxford/Jefferson Office - 1050	1446	N	27TH	ST	19121
Oxford/Jefferson Office - 1113	1706	N	27TH	ST	19121
Oxford/Jefferson Office - 1016	1403	N	28TH	ST	19121
Oxford/Jefferson Office - 1003	1405	N	28TH	ST	19121
Oxford/Jefferson Office - 965	1407	N	28TH	ST	19121
Oxford/Jefferson Office - 1066	1216	N	30TH	ST	19121
Oxford/Jefferson Office - 1048	1235	N	30TH	ST	19121
Oxford/Jefferson Office - 1026	1239	N	30TH	ST	19121
Oxford/Jefferson Office - 988	1715	N	31ST	ST	19121
Oxford/Jefferson Office - 1112	1745	N	31ST	ST	19121
Oxford/Jefferson Office - 967	1747	N	31ST	ST	19121
Strawberry Mansion - 1031	1839	N	31ST	ST	19121
Strawberry Mansion - 1139	1902	N	31ST	ST	19121
Strawberry Mansion - 1211	1904	N	31ST	ST	19121
Strawberry Mansion - 1255	1911	N	31ST	ST	19121
Strawberry Mansion - 1257	1913	N	31ST	ST	19121
Strawberry Mansion - 1054	1942	N	31ST	ST	19121
Strawberry Mansion - 1274	1946	N	31ST	ST	19121
Strawberry Mansion - 1017	1948	N	31ST	ST	19121
Strawberry Mansion - 1021	1955	N	31ST	ST	19121
Strawberry Mansion - 1205	1959	N	31ST	ST	19121
Strawberry Mansion - 1162	1964	N	31ST	ST	19121
Strawberry Mansion - 1137	2009	N	31ST	ST	19121
Strawberry Mansion - 1273	2011	N	31ST	ST	19121
Strawberry Mansion - 1261	2025	N	31ST	ST	19121
Strawberry Mansion - 1151	2026	N	31ST	ST	19121
Strawberry Mansion - 1041	2116	N	31ST	ST	19121
Strawberry Mansion - 1157	1902	N	32ND	ST	19121
Strawberry Mansion - 924	1903	N	32ND	ST	19121
Strawberry Mansion - 1128	1707		ARLINGTON	ST	19121
Strawberry Mansion - 1189	3214		ARLINGTON	ST	19121

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Strawberry Mansion - 1190	3218		ARLINGTON	ST	19121
Strawberry Mansion - 1197	3221		ARLINGTON	ST	19121
Strawberry Mansion - 1195	3232		ARLINGTON	ST	19121
Strawberry Mansion - 1193	3234		ARLINGTON	ST	19121
Strawberry Mansion - 1248	1735	W	BERKS	ST	19121
Strawberry Mansion - 1067	1737	W	BERKS	ST	19121
Strawberry Mansion - 1127	2330	W	BERKS	ST	19121
Strawberry Mansion - 1285	2347	W	BERKS	ST	19121
Strawberry Mansion - 1210	3012	W	BERKS	ST	19121
Strawberry Mansion - 1071	3014	W	BERKS	ST	19121
Strawberry Mansion - 1287	3018	W	BERKS	ST	19121
Strawberry Mansion - 1283	3020	W	BERKS	ST	19121
Strawberry Mansion - 1288	3024	W	BERKS	ST	19121
Strawberry Mansion - 1244	3038	W	BERKS	ST	19121
Strawberry Mansion - 1164	3221	W	BERKS	ST	19121
Oxford/Jefferson Office - 1015	2402		BOLTON	WAY	19121
Oxford/Jefferson Office - 990	2409		BOLTON	WAY	19121
Oxford/Jefferson Office - 991	2413		BOLTON	WAY	19121
Oxford/Jefferson Office - 914	2429		BOLTON	WAY	19121
Oxford/Jefferson Office - 915	2431		BOLTON	WAY	19121
Oxford/Jefferson Office - 977	2437		BOLTON	WAY	19121
Oxford/Jefferson Office - 993	1716	N	BONSALL	ST	19121
Francisville Office - 1110	1407	N	BOUVIER	ST	19121
Francisville Office - 1111	1407	N	BOUVIER	ST	19121
Oxford/Jefferson Office - 1063	2711		CABOT	ST	19121
Oxford/Jefferson Office - 1067	2425		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 1114	2436		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 995	3123		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 1116	3137		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 984	3211		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 934	2415		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1064	2424		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1071	2425		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1057	2430		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1108	2431		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1074	2438		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1101	3128		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1013	2008	S	COLLEGE	AVE	19121
Francisville Office - 1001	1808	W	JEFFERSON	ST	19121
Francisville Office - 1002	1808	W	JEFFERSON	ST	19121
Oxford/Jefferson Office - 1087	2351	N	COLLEGE	AVE	19121
Strawberry Mansion - 1087	1540		DIAMOND	ST	19121
Strawberry Mansion - 982	1914		DIAMOND	ST	19121
Strawberry Mansion - 1268	1929		DIAMOND	ST	19121
Francisville Office - 1016	1538	W	MASTER	ST	19121
Francisville Office - 1017	1538	W	MASTER	ST	19121
Strawberry Mansion - 957	2018		DIAMOND	ST	19121
Strawberry Mansion - 960	2024		DIAMOND	ST	19121
Francisville Office - 1020	1418	N	17TH	ST	19121
Strawberry Mansion - 1051	2026		DIAMOND	ST	19121
Strawberry Mansion - 967	2030		DIAMOND	ST	19121
Strawberry Mansion - 932	2031		DIAMOND	ST	19121

Strawberry Mansion - 975	2043		DIAMOND	ST	19121
Strawberry Mansion - 1282	2222		DIAMOND	ST	19121
Strawberry Mansion - 1125	2504		DIAMOND	ST	19121
Strawberry Mansion - 987	3026		DIAMOND	ST	19121
Strawberry Mansion - 1214	3125		DIAMOND	ST	19121
Oxford/Jefferson Office - 1069	1232	N	DOVER	ST	19121
Oxford/Jefferson Office - 1061	1236	N	DOVER	ST	19121
Oxford/Jefferson Office - 1054	1242	N	DOVER	ST	19121
Oxford/Jefferson Office - 1055	1246	N	DOVER	ST	19121
Oxford/Jefferson Office - 1004	1270	N	DOVER	ST	19121
Oxford/Jefferson Office - 1102	1300	N	DOVER	ST	19121
Strawberry Mansion - 1030	2172	N	DOVER	ST	19121
Oxford/Jefferson Office - 943	1205	N	ETTING	ST	19121
Oxford/Jefferson Office - 974	1229	N	ETTING	ST	19121
Strawberry Mansion - 1160	1840	N	ETTING	ST	19121
Francisville Office - 1041	1411	N	17TH	ST	19121
Francisville Office - 1042	1411	N	17TH	ST	19121
Strawberry Mansion - 1163	1846	N	ETTING	ST	19121
Francisville Office - 1044	1626	W	OXFORD	ST	19121
Francisville Office - 1045	1626	W	OXFORD	ST	19121
Strawberry Mansion - 1142	3000		EUCLID	ST	19121
Strawberry Mansion - 1090	3101		EUCLID	ST	19121
Strawberry Mansion - 1236	3155		EUCLID	ST	19121
Francisville Office - 1027	1619	W	FLORA	ST	19121
Strawberry Mansion - 1135	1722		FONTAIN	ST	19121
Francisville Office - 1012	1725	N	GRATZ	ST	19121
Strawberry Mansion - 1043	1936	N	GRATZ	ST	19121
Francisville Office - 1064	1536	W	MASTER	ST	19121
Francisville Office - 1065	1536	W	MASTER	ST	19121
Oxford/Jefferson Office - 952	2313		HARLAN	ST	19121
Francisville Office - 1067	1619	N	16TH	ST	19121
Francisville Office - 1068	1619	N	16TH	ST	19121
Oxford/Jefferson Office - 953	2324		HARLAN	ST	19121
Francisville Office - 1070	1533	N	17TH	ST	19121
Francisville Office - 1071	1533	N	17TH	ST	19121
Oxford/Jefferson Office - 999	2401		HARLAN	ST	19121
Francisville Office - 1073	1617	N	16TH	ST	19121
Francisville Office - 1074	1617	N	16TH	ST	19121
Oxford/Jefferson Office - 969	2511		HARLAN	ST	19121
Oxford/Jefferson Office - 959	2512		HARLAN	ST	19121
Oxford/Jefferson Office - 960	2514		HARLAN	ST	19121
Francisville Office - 1082	1422	N	17TH	ST	19121
Oxford/Jefferson Office - 913	1736	N	HOLLYWOOD	ST	19121
Francisville Office - 1084	1433	N	17TH	ST	19121
Francisville Office - 1085	1433	N	17TH	ST	19121
Francisville Office - 985	1702		INGERSOLL	ST	19121
Francisville Office - 1087	1621	N	16TH	ST	19121
Francisville Office - 1088	1621	N	16TH	ST	19121
Francisville Office - 1029	1716		INGERSOLL	ST	19121
Francisville Office - 1032	1718		INGERSOLL	ST	19121
Francisville Office - 1092	1527	N	17TH	ST	19121
Francisville Office - 1093	1527	N	17TH	ST	19121

Francisville Office - 1033	1724		INGERSOLL	ST	19121
Francisville Office - 1030	1736		INGERSOLL	ST	19121
Francisville Office - 1024	1808		INGERSOLL	ST	19121
Oxford/Jefferson Office - 980	2204		INGERSOLL	ST	19121
Francisville Office - 1104	1616	W	OXFORD	ST	19121
Francisville Office - 1105	1616	W	OXFORD	ST	19121
Oxford/Jefferson Office - 928	2218		INGERSOLL	ST	19121
Francisville Office - 1107	1624	W	OXFORD	ST	19121
Francisville Office - 1108	1624	W	OXFORD	ST	19121
Oxford/Jefferson Office - 916	2230		INGERSOLL	ST	19121
Oxford/Jefferson Office - 1010	2232		INGERSOLL	ST	19121
Oxford/Jefferson Office - 1041	2411		INGERSOLL	ST	19121
Oxford/Jefferson Office - 1042	2416		INGERSOLL	ST	19121
Francisville Office - 1113	1809	W	MASTER	ST	19121
Oxford/Jefferson Office - 1046	2427		INGERSOLL	ST	19121
Francisville Office - 1115	1618	N	17TH	ST	19121
Oxford/Jefferson Office - 1037	2429		INGERSOLL	ST	19121
Oxford/Jefferson Office - 1038	2437		INGERSOLL	ST	19121
Oxford/Jefferson Office - 1039	2441		INGERSOLL	ST	19121
Francisville Office - 1003	1808	W	JEFFERSON	ST	19121
Oxford/Jefferson Office - 1012	2134	W	JEFFERSON	ST	19121
Francisville Office - 912	1405	N	17TH	ST	19121
Francisville Office - 913	1405	N	17TH	ST	19121
Oxford/Jefferson Office - 942	2136	W	JEFFERSON	ST	19121
Francisville Office - 915	1407	N	17TH	ST	19121
Francisville Office - 916	1407	N	17TH	ST	19121
Oxford/Jefferson Office - 1059	2140	W	JEFFERSON	ST	19121
Oxford/Jefferson Office - 1022	2224	W	JEFFERSON	ST	19121
Francisville Office - 919	1620	W	OXFORD	ST	19121
Francisville Office - 920	1620	W	OXFORD	ST	19121
Strawberry Mansion - 1279	1867	N	JUDSON	ST	19121
Oxford/Jefferson Office - 1068	1743	N	LAMBERT	ST	19121
Francisville Office - 924	1304	N	18TH	ST	19121
Oxford/Jefferson Office - 1036	1746	N	LAMBERT	ST	19121
Oxford/Jefferson Office - 911	1747	N	LAMBERT	ST	19121
Oxford/Jefferson Office - 1065	1757	N	LAMBERT	ST	19121
Strawberry Mansion - 1109	2004	N	LAMBERT	ST	19121
Francisville Office - 929	1437	N	17TH	ST	19121
Francisville Office - 930	1437	N	17TH	ST	19121
Strawberry Mansion - 1159	2008	N	LAMBERT	ST	19121
Strawberry Mansion - 1182	2009	N	LAMBERT	ST	19121
Strawberry Mansion - 953	2010	N	LAMBERT	ST	19121
Francisville Office - 936	1414	N	17TH	ST	19121
Francisville Office - 937	1414	N	17TH	ST	19121
Oxford/Jefferson Office - 987	1400	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1040	1415	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1029	1416	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1033	1428	N	MARSTON	ST	19121
Francisville Office - 947	1241	N	15TH	ST	19121
Oxford/Jefferson Office - 1034	1434	N	MARSTON	ST	19121
Francisville Office - 949	1622	W	OXFORD	ST	19121
Francisville Office - 950	1622	W	OXFORD	ST	19121

Oxford/Jefferson Office - 972	1439	N	MARSTON	ST	19121
Francisville Office - 952	1243	N	15TH	ST	19121
Oxford/Jefferson Office - 992	1451	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1024	1458	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1104	1460	N	MARSTON	ST	19121
Francisville Office - 957	1429	N	18TH	ST	19121
Francisville Office - 958	1429	N	18TH	ST	19121
Oxford/Jefferson Office - 927	1509	N	MARSTON	ST	19121
Francisville Office - 960	1632	W	OXFORD	ST	19121
Francisville Office - 961	1632	W	OXFORD	ST	19121
Oxford/Jefferson Office - 937	1511	N	MARSTON	ST	19121
Oxford/Jefferson Office - 1006	1519	N	MARSTON	ST	19121
Oxford/Jefferson Office - 958	1551	N	MARSTON	ST	19121
Francisville Office - 971	1748	N	SYDENHAM	ST	19121
Strawberry Mansion - 1186	1821	N	MARSTON	ST	19121
Strawberry Mansion - 1185	1842	N	MARSTON	ST	19121
Strawberry Mansion - 1191	2133	N	MARSTON	ST	19121
Strawberry Mansion - 928	2156	N	MARSTON	ST	19121
Francisville Office - 982	1628	N	17TH	ST	19121
Francisville Office - 983	1628	N	17TH	ST	19121
Francisville Office - 1066	1536	W	MASTER	ST	19121
Francisville Office - 1018	1538	W	MASTER	ST	19121
Francisville Office - 986	1513	W	OXFORD	ST	19121
Francisville Office - 987	1513	W	OXFORD	ST	19121
Francisville Office - 1114	1809	W	MASTER	ST	19121
Oxford/Jefferson Office - 1117	2050	W	MASTER	ST	19121
Oxford/Jefferson Office - 933	2129	W	MASTER	ST	19121
Oxford/Jefferson Office - 944	2343	W	MASTER	ST	19121
Oxford/Jefferson Office - 1056	2738	W	MASTER	ST	19121
Oxford/Jefferson Office - 1109	2928	W	MASTER	ST	19121
Francisville Office - 927	1810	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 1126	2023	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 1138	2025	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 1150	2027	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 1065	2215	W	MONTGOMERY	AVE	19121
Oxford/Jefferson Office - 981	2338	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 1290	3127	W	MONTGOMERY	AVE	19121
Strawberry Mansion - 961	1904		MONUMENT	AVE	19121
Strawberry Mansion - 1198	3213		MONUMENT	AVE	19121
Strawberry Mansion - 984	3215		MONUMENT	AVE	19121
Strawberry Mansion - 1156	3216		MONUMENT	AVE	19121
Strawberry Mansion - 1199	3218		MONUMENT	AVE	19121
Strawberry Mansion - 954	3219		MONUMENT	AVE	19121
Strawberry Mansion - 943	3221		MONUMENT	AVE	19121
Strawberry Mansion - 1194	3222		MONUMENT	AVE	19121
Strawberry Mansion - 1187	3226		MONUMENT	AVE	19121
Strawberry Mansion - 1148	3227		MONUMENT	AVE	19121
Strawberry Mansion - 1100	3230		MONUMENT	AVE	19121
Strawberry Mansion - 1202	3231		MONUMENT	AVE	19121
Strawberry Mansion - 1188	3236		MONUMENT	AVE	19121
Oxford/Jefferson Office - 1035	1223	N	MYRTLEWOOD	ST	19121
Oxford/Jefferson Office - 976	1419	N	MYRTLEWOOD	ST	19121

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Oxford/Jefferson Office - 1051	1426	N	MYRTLEWOOD	ST	19121
Oxford/Jefferson Office - 1019	1430	N	MYRTLEWOOD	ST	19121
Oxford/Jefferson Office - 1043	1462	N	MYRTLEWOOD	ST	19121
Strawberry Mansion - 1280	1927	N	NAPA	ST	19121
Oxford/Jefferson Office - 1025	2425		NASSAU	ST	19121
Oxford/Jefferson Office - 1062	2448		NASSAU	ST	19121
Oxford/Jefferson Office - 979	1740	N	NATRONA	ST	19121
Oxford/Jefferson Office - 1020	1742	N	NATRONA	ST	19121
Oxford/Jefferson Office - 1053	1608	N	NEWKIRK	ST	19121
Strawberry Mansion - 1291	1946	N	NEWKIRK	ST	19121
Oxford/Jefferson Office - 1007	2024		NICHOLAS	ST	19121
Oxford/Jefferson Office - 1014	2026		NICHOLAS	ST	19121
Oxford/Jefferson Office - 945	2042		NICHOLAS	ST	19121
Oxford/Jefferson Office - 921	2429		NICHOLAS	ST	19121
Oxford/Jefferson Office - 1028	2437		NICHOLAS	ST	19121
Oxford/Jefferson Office - 1115	2447		NICHOLAS	ST	19121
Oxford/Jefferson Office - 1119	2449		NICHOLAS	ST	19121
Strawberry Mansion - 1259	1707	W	NORRIS	ST	19121
Strawberry Mansion - 1265	1709	W	NORRIS	ST	19121
Strawberry Mansion - 1219	1715	W	NORRIS	ST	19121
Strawberry Mansion - 1131	1717	W	NORRIS	ST	19121
Strawberry Mansion - 1227	1721	W	NORRIS	ST	19121
Strawberry Mansion - 1145	1729	W	NORRIS	ST	19121
Strawberry Mansion - 989	1904	W	NORRIS	ST	19121
Strawberry Mansion - 1146	1906	W	NORRIS	ST	19121
Strawberry Mansion - 1147	1918	W	NORRIS	ST	19121
Strawberry Mansion - 1140	1926	W	NORRIS	ST	19121
Strawberry Mansion - 1149	1935	W	NORRIS	ST	19121
Strawberry Mansion - 913	2003	W	NORRIS	ST	19121
Strawberry Mansion - 911	2010	W	NORRIS	ST	19121
Strawberry Mansion - 912	2016	W	NORRIS	ST	19121
Strawberry Mansion - 1228	2022	W	NORRIS	ST	19121
Strawberry Mansion - 1129	2024	W	NORRIS	ST	19121
Strawberry Mansion - 969	2027	W	NORRIS	ST	19121
Strawberry Mansion - 1035	2031	W	NORRIS	ST	19121
Strawberry Mansion - 1094	2034	W	NORRIS	ST	19121
Strawberry Mansion - 1092	2036	W	NORRIS	ST	19121
Strawberry Mansion - 992	2037	W	NORRIS	ST	19121
Strawberry Mansion - 1096	2038	W	NORRIS	ST	19121
Strawberry Mansion - 915	2042	W	NORRIS	ST	19121
Strawberry Mansion - 918	2044	W	NORRIS	ST	19121
Strawberry Mansion - 1103	2046	W	NORRIS	ST	19121
Strawberry Mansion - 1048	2102	W	NORRIS	ST	19121
Strawberry Mansion - 1020	2103	W	NORRIS	ST	19121
Strawberry Mansion - 1099	2104	W	NORRIS	ST	19121
Strawberry Mansion - 998	2105	W	NORRIS	ST	19121
Strawberry Mansion - 1011	2107	W	NORRIS	ST	19121
Strawberry Mansion - 1113	2111	W	NORRIS	ST	19121
Strawberry Mansion - 964	2235	W	NORRIS	ST	19121
Francisville Office - 988	1513	W	OXFORD	ST	19121
Francisville Office - 1106	1616	W	OXFORD	ST	19121
Francisville Office - 921	1620	W	OXFORD	ST	19121

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Francisville Office - 951	1622	W	OXFORD	ST	19121
Francisville Office - 1109	1624	W	OXFORD	ST	19121
Francisville Office - 1046	1626	W	OXFORD	ST	19121
Francisville Office - 962	1632	W	OXFORD	ST	19121
Oxford/Jefferson Office - 1107	2000	W	OXFORD	ST	19121
Oxford/Jefferson Office - 1103	2231	W	OXFORD	ST	19121
Oxford/Jefferson Office - 1032	2415	W	OXFORD	ST	19121
Strawberry Mansion - 1088	1717	W	PAGE	ST	19121
Strawberry Mansion - 1269	1724		PAGE	ST	19121
Strawberry Mansion - 1134	1730		PAGE	ST	19121
Strawberry Mansion - 919	2940		PAGE	ST	19121
Strawberry Mansion - 1289	3127		PAGE	ST	19121
Strawberry Mansion - 1155	3129		PAGE	ST	19121
Oxford/Jefferson Office - 946	1216	N	PENNOCK	ST	19121
Oxford/Jefferson Office - 1000	2410		REDNER	ST	19121
Oxford/Jefferson Office - 1052	2412		REDNER	ST	19121
Oxford/Jefferson Office - 931	2417		REDNER	ST	19121
Oxford/Jefferson Office - 1044	2419		REDNER	ST	19121
Oxford/Jefferson Office - 951	2426		REDNER	ST	19121
Oxford/Jefferson Office - 1077	2430		REDNER	ST	19121
Oxford/Jefferson Office - 922	2436		REDNER	ST	19121
Francisville Office - 918	1521		SEYBERT	ST	19121
Francisville Office - 954	1701		SEYBERT	ST	19121
Oxford/Jefferson Office - 957	2024		SEYBERT	ST	19121
Francisville Office - 1019	1803		SHARSWOOD	ST	19121
Francisville Office - 941	1814		SHARSWOOD	ST	19121
Francisville Office - 940	1824		SHARSWOOD	ST	19121
Francisville Office - 1025	1828		SHARSWOOD	ST	19121
Francisville Office - 1063	1829		SHARSWOOD	ST	19121
Oxford/Jefferson Office - 947	1942		SHARSWOOD	ST	19121
Oxford/Jefferson Office - 1008	2119		SHARSWOOD	ST	19121
Oxford/Jefferson Office - 973	2314		SHARSWOOD	ST	19121
Strawberry Mansion - 1178	2123	N	STANLEY	ST	19121
Oxford/Jefferson Office - 975	2221		STEWART	ST	19121
Oxford/Jefferson Office - 917	2223		STEWART	ST	19121
Oxford/Jefferson Office - 926	2308		STEWART	ST	19121
Oxford/Jefferson Office - 954	2320		STEWART	ST	19121
Oxford/Jefferson Office - 1031	2336		STEWART	ST	19121
Oxford/Jefferson Office - 955	2423		STEWART	ST	19121
Oxford/Jefferson Office - 1018	2431		STEWART	ST	19121
Francisville Office - 1028	1617	W	STILES	ST	19121
Francisville Office - 1049	1823	W	STILES	ST	19121
Susquehanna District Office - 91	2103	W	SUSQUEHANNA	AVE	19121
Strawberry Mansion - 1025	3044	W	SUSQUEHANNA	AVE	19121
Francisville Office - 1022	1606	N	SYDENHAM	ST	19121
Francisville Office - 926	1743	N	SYDENHAM	ST	19121
Francisville Office - 972	1748	N	SYDENHAM	ST	19121
Strawberry Mansion - 1176	1932	N	TAYLOR	ST	19121
Strawberry Mansion - 920	1936	N	TAYLOR	ST	19121
Strawberry Mansion - 910	1938	N	TAYLOR	ST	19121
Oxford/Jefferson Office - 1076	2237	W	THOMPSON	ST	19121
Oxford/Jefferson Office - 1002	1919		TURNER	ST	19121

Oxford/Jefferson Office - 968	1921		TURNER	ST	19121
Oxford/Jefferson Office - 1030	1923		TURNER	ST	19121
Oxford/Jefferson Office - 962	2455		TURNER	ST	19121
Strawberry Mansion - 1023	2112	N	UBER	ST	19121
Strawberry Mansion - 1136	2007	N	VAN PELT	ST	19121
Strawberry Mansion - 1060	2009	N	VAN PELT	ST	19121
Francisville Office - 1036	1404		WILLINGTON	ST	19121
Francisville Office - 1026	1601		WILLINGTON	ST	19121
Strawberry Mansion - 927	2010	N	WOODSTOCK	ST	19121
Strawberry Mansion - 1143	2036	N	WOODSTOCK	ST	19121
Strawberry Mansion - 922	2101	N	WOODSTOCK	ST	19121
Oxford/Jefferson Office - 1075	2237	W	THOMPSON	ST	19121
Oxford/Jefferson Office - 1086	2351	N	COLLEGE	AVE	19121
Oxford/Jefferson Office - 1088	1515	N	25TH	ST	19121
Oxford/Jefferson Office - 1098	1738	N	20TH	ST	19121
Oxford/Jefferson Office - 1100	3128		CLIFFORD	ST	19121
Oxford/Jefferson Office - 1105	2000	W	OXFORD	ST	19121
Oxford/Jefferson Office - 1106	2000	W	OXFORD	ST	19121
Oxford/Jefferson Office - 932	2129	W	MASTER	ST	19121
Oxford/Jefferson Office - 935	1718	N	22ND	ST	19121
Oxford/Jefferson Office - 961	2455		TURNER	ST	19121
Oxford/Jefferson Office - 966	174	N	31ST	ST	19121
Oxford/Jefferson Office - 982	3211		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 983	3211		CECIL B MOORE	AVE	19121
Oxford/Jefferson Office - 994	3123		CECIL B MOORE	AVE	19121
Strawberry Mansion - 1001	2005	N	22ND	ST	19121
Strawberry Mansion - 1002	2005	N	22ND	ST	19121
Strawberry Mansion - 1004	2007	N	22ND	ST	19121
Strawberry Mansion - 1005	2007	N	22ND	ST	19121
Strawberry Mansion - 1007	1904	N	21ST	ST	19121
Strawberry Mansion - 1009	2107	W	NORRIS	ST	19121
Strawberry Mansion - 1010	2107	W	NORRIS	ST	19121
Strawberry Mansion - 1012	1909	N	19TH	ST	19121
Strawberry Mansion - 1014	2033	N	22ND	ST	19121
Strawberry Mansion - 1015	2033	N	22ND	ST	19121
Strawberry Mansion - 1018	2103	W	NORRIS	ST	19121
Strawberry Mansion - 1019	2103	W	NORRIS	ST	19121
Strawberry Mansion - 1022	2112	N	UBER	ST	19121
Strawberry Mansion - 1024	3044	W	SUSQUEHANNA	AVE	19121
Strawberry Mansion - 1026	1850	N	17TH	ST	19121
Strawberry Mansion - 1028	2008	N	19TH	ST	19121
Strawberry Mansion - 1032	2108	N	16TH	ST	19121
Strawberry Mansion - 1034	2031	W	NORRIS	ST	19121
Strawberry Mansion - 1040	2116	N	31ST	ST	19121
Strawberry Mansion - 1042	1936	N	GRATZ	ST	19121
Strawberry Mansion - 1044	1936	N	21ST	ST	19121
Strawberry Mansion - 1046	2102	W	NORRIS	ST	19121
Strawberry Mansion - 1047	2102	W	NORRIS	ST	19121
Strawberry Mansion - 1049	2026		DIAMOND	ST	19121
Strawberry Mansion - 1050	2026		DIAMOND	ST	19121
Strawberry Mansion - 1052	1913	N	18TH	ST	19121
Strawberry Mansion - 1055	1944	N	22ND	ST	19121

Strawberry Mansion - 1057	1802	N	18TH	ST	19121
Strawberry Mansion - 1058	1802	N	18TH	ST	19121
Strawberry Mansion - 1062	1828	N	16TH	ST	19121
Strawberry Mansion - 1063	1828	N	16TH	ST	19121
Strawberry Mansion - 1066	1737	W	BERKS	ST	19121
Strawberry Mansion - 1068	2120	N	16TH	ST	19121
Strawberry Mansion - 1070	3014	W	BERKS	ST	19121
Strawberry Mansion - 1072	1904	N	18TH	ST	19121
Strawberry Mansion - 1074	1934	N	21ST	ST	19121
Strawberry Mansion - 1075	1934	N	21ST	ST	19121
Strawberry Mansion - 1077	1918	N	17TH	ST	19121
Strawberry Mansion - 1078	1918	N	17TH	ST	19121
Strawberry Mansion - 1083	2127	N	18TH	ST	19121
Strawberry Mansion - 1085	1540		DIAMOND	ST	19121
Strawberry Mansion - 1086	1540		DIAMOND	ST	19121
Strawberry Mansion - 1089	3101		EUCLID	ST	19121
Strawberry Mansion - 1091	2036	W	NORRIS	ST	19121
Strawberry Mansion - 1093	2034	W	NORRIS	ST	19121
Strawberry Mansion - 1095	2038	W	NORRIS	ST	19121
Strawberry Mansion - 1097	2104	W	NORRIS	ST	19121
Strawberry Mansion - 1098	2104	W	NORRIS	ST	19121
Strawberry Mansion - 1101	2046	W	NORRIS	ST	19121
Strawberry Mansion - 1102	2046	W	NORRIS	ST	19121
Strawberry Mansion - 1104	1824	N	16TH	ST	19121
Strawberry Mansion - 1105	1824	N	16TH	ST	19121
Strawberry Mansion - 1110	1851	N	19TH	ST	19121
Strawberry Mansion - 1112	2111	W	NORRIS	ST	19121
Strawberry Mansion - 1114	2002	N	17TH	ST	19121
Strawberry Mansion - 1116	1941	N	19TH	ST	19121
Strawberry Mansion - 1117	1941	N	19TH	ST	19121
Strawberry Mansion - 1119	1930	N	21ST	ST	19121
Strawberry Mansion - 1120	1930	N	21ST	ST	19121
Strawberry Mansion - 1122	2010	N	21ST	ST	19121
Strawberry Mansion - 1124	2504		DIAMOND	ST	19121
Strawberry Mansion - 1130	1717	W	NORRIS	ST	19121
Strawberry Mansion - 1132	1926	N	21ST	ST	19121
Strawberry Mansion - 1144	1729	W	NORRIS	ST	19121
Strawberry Mansion - 1152	2012	N	21ST	ST	19121
Strawberry Mansion - 1167	1940	N	18TH	ST	19121
Strawberry Mansion - 1169	1938	N	18TH	ST	19121
Strawberry Mansion - 1192	3234		ARLINGTON	ST	19121
Strawberry Mansion - 1196	3221		ARLINGTON	ST	19121
Strawberry Mansion - 1200	2121	N	19TH	ST	19121
Strawberry Mansion - 1208	1920	N	17TH	ST	19121
Strawberry Mansion - 1212	3125		DIAMOND	ST	19121
Strawberry Mansion - 1213	3125		DIAMOND	ST	19121
Strawberry Mansion - 1218	1715	W	NORRIS	ST	19121
Strawberry Mansion - 1220	1818	N	16TH	ST	19121
Strawberry Mansion - 1221	1818	N	16TH	ST	19121
Strawberry Mansion - 1223	1816	N	16TH	ST	19121
Strawberry Mansion - 1224	1816	N	16TH	ST	19121
Strawberry Mansion - 1226	1721	W	NORRIS	ST	19121

Strawberry Mansion - 1229	1940	N	17TH	ST	19121
Strawberry Mansion - 1230	1940	N	17TH	ST	19121
Strawberry Mansion - 1232	1822	N	16TH	ST	19121
Strawberry Mansion - 1233	1822	N	16TH	ST	19121
Strawberry Mansion - 1235	3155		EUCLID	ST	19121
Strawberry Mansion - 1237	2118	N	16TH	ST	19121
Strawberry Mansion - 1239	2021	N	17TH	ST	19121
Strawberry Mansion - 1241	2012	N	22ND	ST	19121
Strawberry Mansion - 1242	2012	N	22ND	ST	19121
Strawberry Mansion - 1245	1946	N	19TH	ST	19121
Strawberry Mansion - 1247	1735	W	BERKS	ST	19121
Strawberry Mansion - 1249	1911	N	19TH	ST	19121
Strawberry Mansion - 1251	1915	N	19TH	ST	19121
Strawberry Mansion - 1252	1915	N	19TH	ST	19121
Strawberry Mansion - 1254	1911	N	31ST	ST	19121
Strawberry Mansion - 1256	1913	N	31ST	ST	19121
Strawberry Mansion - 1258	1707	W	NORRIS	ST	19121
Strawberry Mansion - 1260	2025	N	31ST	ST	19121
Strawberry Mansion - 1262	2003	N	18TH	ST	19121
Strawberry Mansion - 1264	1709	W	NORRIS	ST	19121
Strawberry Mansion - 1266	1929		DIAMOND	ST	19121
Strawberry Mansion - 1267	1929		DIAMOND	ST	19121
Strawberry Mansion - 1270	1814	N	16TH	ST	19121
Strawberry Mansion - 1272	2011	N	31ST	ST	19121
Strawberry Mansion - 1275	1934	N	17TH	ST	19121
Strawberry Mansion - 1277	2137	N	15TH	ST	19121
Strawberry Mansion - 914	2042	W	NORRIS	ST	19121
Strawberry Mansion - 917	2044	W	NORRIS	ST	19121
Strawberry Mansion - 930	2031		DIAMOND	ST	19121
Strawberry Mansion - 931	2031		DIAMOND	ST	19121
Strawberry Mansion - 933	2037	N	19TH	ST	19121
Strawberry Mansion - 935	2018	N	21ST	ST	19121
Strawberry Mansion - 936	2018	N	21ST	ST	19121
Strawberry Mansion - 938	2031	N	22ND	ST	19121
Strawberry Mansion - 939	2031	N	22ND	ST	19121
Strawberry Mansion - 941	1923	N	19TH	ST	19121
Strawberry Mansion - 945	1802	N	16TH	ST	19121
Strawberry Mansion - 946	1802	N	16TH	ST	19121
Strawberry Mansion - 949	1908	N	18TH	ST	19121
Strawberry Mansion - 955	2018		DIAMOND	ST	19121
Strawberry Mansion - 956	2018		DIAMOND	ST	19121
Strawberry Mansion - 958	2024		DIAMOND	ST	19121
Strawberry Mansion - 959	2024		DIAMOND	ST	19121
Strawberry Mansion - 963	2235	W	NORRIS	ST	19121
Strawberry Mansion - 965	2030		DIAMOND	ST	19121
Strawberry Mansion - 966	2030		DIAMOND	ST	19121
Strawberry Mansion - 968	2027	W	NORRIS	ST	19121
Strawberry Mansion - 973	2043		DIAMOND	ST	19121
Strawberry Mansion - 974	2043		DIAMOND	ST	19121
Strawberry Mansion - 976	1807	N	18TH	ST	19121
Strawberry Mansion - 979	1937	N	18TH	ST	19121
Strawberry Mansion - 981	1914		DIAMOND	ST	19121

Strawberry Mansion - 983	3215		MONUMENT	AVE	19121
Strawberry Mansion - 985	3026		DIAMOND	ST	19121
Strawberry Mansion - 986	3026		DIAMOND	ST	19121
Strawberry Mansion - 988	1904	W	NORRIS	ST	19121
Strawberry Mansion - 990	2037	W	NORRIS	ST	19121
Strawberry Mansion - 991	2037	W	NORRIS	ST	19121
Strawberry Mansion - 993	1840	N	18TH	ST	19121
Strawberry Mansion - 994	1840	N	18TH	ST	19121
Strawberry Mansion - 996	2105	W	NORRIS	ST	19121
Strawberry Mansion - 997	2105	W	NORRIS	ST	19121
Strawberry Mansion - 999	1943	N	19TH	ST	19121
Fairhill Square Office - 1016	1443	N	05TH	ST	19122
Fairhill Square Office - 1052	408	W	BERKS	ST	19122
Fairhill Square Office - 1059	1553	N	06TH	ST	19122
Fairhill Square Office - 1061	406	W	BERKS	ST	19122
Fairhill Square Office - 1070	1529	N	06TH	ST	19122
Fairhill Square Office - 1072	1555	N	06TH	ST	19122
Fairhill Square Office - 1079	1533	N	06TH	ST	19122
Fairhill Square Office - 1080	1533	N	06TH	ST	19122
Fairhill Square Office - 1082	2149	N	05TH	ST	19122
Fairhill Square Office - 1094	2001	N	04TH	ST	19122
Fairhill Square Office - 1179	1912	N	03RD	ST	19122
Fairhill Square Office - 1181	1914	N	03RD	ST	19122
Fairhill Square Office - 1197	424		DIAMOND	ST	19122
Fairhill Square Office - 1199	529	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 1202	1551	N	06TH	ST	19122
Fairhill Square Office - 1203	1551	N	06TH	ST	19122
Fairhill Square Office - 1205	1523	N	06TH	ST	19122
Fairhill Square Office - 936	311	W	BERKS	ST	19122
Fairhill Square Office - 937	311	W	BERKS	ST	19122
Fairhill Square Office - 944	543	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 951	317	W	BERKS	ST	19122
Fairhill Square Office - 953	2003	N	05TH	ST	19122
Fairhill Square Office - 960	302	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 966	421	W	BERKS	ST	19122
Fairhill Square Office - 968	313	W	BERKS	ST	19122
Fairhill Square Office - 972	543	W	BERKS	ST	19122
Fairhill Square Office - 973	543	W	BERKS	ST	19122
Ludlow Office - 1005	1818	N	FRANKLIN	ST	19122
Ludlow Office - 1011	1715	N	FRANKLIN	ST	19122
Ludlow Office - 1012	1715	N	FRANKLIN	ST	19122
Ludlow Office - 1030	1904	N	FRANKLIN	ST	19122
Ludlow Office - 1032	1737	N	FRANKLIN	ST	19122
Ludlow Office - 1033	1737	N	FRANKLIN	ST	19122
Ludlow Office - 1040	1706	N	06TH	ST	19122
Ludlow Office - 1048	1921	N	08TH	ST	19122
Ludlow Office - 1052	1916	N	08TH	ST	19122
Ludlow Office - 1055	1919	N	07TH	ST	19122
Ludlow Office - 1061	1814	N	FRANKLIN	ST	19122
Ludlow Office - 1062	1814	N	FRANKLIN	ST	19122
Ludlow Office - 1074	1806	N	FRANKLIN	ST	19122
Ludlow Office - 1075	1806	N	FRANKLIN	ST	19122

Ludlow Office - 1080	1919	N	08TH	ST	19122
Ludlow Office - 1086	1812	N	FRANKLIN	ST	19122
Ludlow Office - 1087	1812	N	FRANKLIN	ST	19122
Ludlow Office - 1089	1816	N	FRANKLIN	ST	19122
Ludlow Office - 1090	1816	N	FRANKLIN	ST	19122
Ludlow Office - 1092	1820	N	FRANKLIN	ST	19122
Ludlow Office - 1093	1820	N	FRANKLIN	ST	19122
Ludlow Office - 1095	1830	N	FRANKLIN	ST	19122
Ludlow Office - 1108	1828	N	FRANKLIN	ST	19122
Ludlow Office - 1112	1525	N	MARSHALL	ST	19122
Ludlow Office - 1113	1525	N	MARSHALL	ST	19122
Ludlow Office - 1117	1704	N	06TH	ST	19122
Ludlow Office - 1124	1834	N	FRANKLIN	ST	19122
Ludlow Office - 1127	1528	N	06TH	ST	19122
Ludlow Office - 1136	1935	N	08TH	ST	19122
Ludlow Office - 1137	1935	N	08TH	ST	19122
Ludlow Office - 1151	1504	N	MARSHALL	ST	19122
Ludlow Office - 1167	1711	N	FRANKLIN	ST	19122
Ludlow Office - 1168	1711	N	FRANKLIN	ST	19122
Fairhill Square Office - 1225	1915	N	02ND	ST	19122
Fairhill Square Office - 1226	1922	N	02ND	ST	19122
Ludlow Office - 1174	1644	N	MARSHALL	ST	19122
Fairhill Square Office - 1192	2128	N	02ND	ST	19122
Fairhill Square Office - 1180	1912	N	03RD	ST	19122
Ludlow Office - 1190	1822	N	FRANKLIN	ST	19122
Fairhill Square Office - 1182	1914	N	03RD	ST	19122
Ludlow Office - 1192	1824	N	FRANKLIN	ST	19122
Fairhill Square Office - 924	1920	N	03RD	ST	19122
Fairhill Square Office - 1122	1940	N	03RD	ST	19122
Ludlow Office - 1198	1545	N	FRANKLIN	ST	19122
Fairhill Square Office - 1169	2020	N	03RD	ST	19122
Fairhill Square Office - 1066	2025	N	03RD	ST	19122
Fairhill Square Office - 1153	2045	N	03RD	ST	19122
Fairhill Square Office - 1148	2052	N	03RD	ST	19122
Ludlow Office - 1214	1739	N	FRANKLIN	ST	19122
Ludlow Office - 1215	1739	N	FRANKLIN	ST	19122
Fairhill Square Office - 1004	2118	N	03RD	ST	19122
Ludlow Office - 1222	1913	N	FRANKLIN	ST	19122
Fairhill Square Office - 1167	2130	N	03RD	ST	19122
Fairhill Square Office - 1165	2134	N	03RD	ST	19122
Fairhill Square Office - 1145	2140	N	03RD	ST	19122
Ludlow Office - 1228	1404	N	MARSHALL	ST	19122
Fairhill Square Office - 1030	1846	N	04TH	ST	19122
Fairhill Square Office - 1133	1913	N	04TH	ST	19122
Fairhill Square Office - 1076	1936	N	04TH	ST	19122
Fairhill Square Office - 1209	1939	N	04TH	ST	19122
Fairhill Square Office - 1143	1945	N	04TH	ST	19122
Fairhill Square Office - 1095	2001	N	04TH	ST	19122
Ludlow Office - 1250	1932	N	06TH	ST	19122
Fairhill Square Office - 1164	2111	N	04TH	ST	19122
Ludlow Office - 1252	1652	N	MARSHALL	ST	19122
Fairhill Square Office - 906	2112	N	04TH	ST	19122

Ludlow Office - 1254	1514	N	MARSHALL	ST	19122
Ludlow Office - 1255	1514	N	MARSHALL	ST	19122
Fairhill Square Office - 1100	2125	N	04TH	ST	19122
Ludlow Office - 1260	1939	N	07TH	ST	19122
Ludlow Office - 1261	1939	N	07TH	ST	19122
Fairhill Square Office - 1044	2139	N	04TH	ST	19122
Ludlow Office - 1263	1654	N	MARSHALL	ST	19122
Fairhill Square Office - 1045	2140	N	04TH	ST	19122
Ludlow Office - 1265	1733	N	FRANKLIN	ST	19122
Fairhill Square Office - 1017	1443	N	05TH	ST	19122
Fairhill Square Office - 1101	1923	N	05TH	ST	19122
Ludlow Office - 1270	1327	N	08TH	ST	19122
Fairhill Square Office - 954	2003	N	05TH	ST	19122
Fairhill Square Office - 1131	2021	N	05TH	ST	19122
Fairhill Square Office - 911	2045	N	05TH	ST	19122
Fairhill Square Office - 1105	2127	N	05TH	ST	19122
Ludlow Office - 1280	1518	N	MARSHALL	ST	19122
Fairhill Square Office - 1125	2128	N	05TH	ST	19122
Fairhill Square Office - 1168	2133	N	05TH	ST	19122
Ludlow Office - 1284	1210	N	07TH	ST	19122
Fairhill Square Office - 1012	2146	N	05TH	ST	19122
Fairhill Square Office - 1083	2149	N	05TH	ST	19122
Fairhill Square Office - 915	2164	N	05TH	ST	19122
Fairhill Square Office - 1206	1523	N	06TH	ST	19122
Ludlow Office - 1128	1528	N	06TH	ST	19122
Fairhill Square Office - 1071	1529	N	06TH	ST	19122
Fairhill Square Office - 1081	1533	N	06TH	ST	19122
Ludlow Office - 951	1548	N	06TH	ST	19122
Ludlow Office - 953	1550	N	06TH	ST	19122
Fairhill Square Office - 1204	1551	N	06TH	ST	19122
Fairhill Square Office - 1060	1553	N	06TH	ST	19122
Fairhill Square Office - 1073	1555	N	06TH	ST	19122
Ludlow Office - 1118	1704	N	06TH	ST	19122
Ludlow Office - 1041	1706	N	06TH	ST	19122
Ludlow Office - 1275	1810	N	06TH	ST	19122
Ludlow Office - 1017	1812	N	06TH	ST	19122
Ludlow Office - 1402	1816	N	06TH	ST	19122
Ludlow Office - 1057	1824	N	06TH	ST	19122
Fairhill Square Office - 1077	1837	N	06TH	ST	19122
Ludlow Office - 1251	1932	N	06TH	ST	19122
Ludlow Office - 1285	1210	N	07TH	ST	19122
Ludlow Office - 931	1331	N	07TH	ST	19122
Ludlow Office - 1150	1406	N	07TH	ST	19122
Ludlow Office - 1471	1548	N	07TH	ST	19122
Ludlow Office - 1085	1809	N	07TH	ST	19122
Ludlow Office - 1056	1919	N	07TH	ST	19122
Ludlow Office - 1447	1927	N	07TH	ST	19122
Ludlow Office - 1262	1939	N	07TH	ST	19122
Ludlow Office - 919	1955	N	07TH	ST	19122
Ludlow Office - 1002	2048	N	07TH	ST	19122
Ludlow Office - 1373	2138	N	07TH	ST	19122
Ludlow Office - 1374	2140	N	07TH	ST	19122

Ludlow Office - 1375	2142	N	07TH	ST	19122
Ludlow Office - 1332	1927	N	FRANKLIN	ST	19122
Ludlow Office - 1423	2143	N	07TH	ST	19122
Ludlow Office - 1334	1922	N	FRANKLIN	ST	19122
Ludlow Office - 1274	2145	N	07TH	ST	19122
Ludlow Office - 1377	2152	N	07TH	ST	19122
Ludlow Office - 1340	1920	N	FRANKLIN	ST	19122
Ludlow Office - 1381	2154	N	07TH	ST	19122
Ludlow Office - 1271	1327	N	08TH	ST	19122
Ludlow Office - 1346	1942	N	FRANKLIN	ST	19122
Ludlow Office - 994	1339	N	08TH	ST	19122
Ludlow Office - 1348	1948	N	FRANKLIN	ST	19122
Ludlow Office - 1477	1341	N	08TH	ST	19122
Ludlow Office - 1312	1423	N	08TH	ST	19122
Ludlow Office - 915	1439	N	08TH	ST	19122
Ludlow Office - 1356	1810	N	FRANKLIN	ST	19122
Ludlow Office - 1357	1810	N	FRANKLIN	ST	19122
Ludlow Office - 993	1443	N	08TH	ST	19122
Ludlow Office - 1396	1649	N	08TH	ST	19122
Ludlow Office - 1430	1805	N	08TH	ST	19122
Ludlow Office - 1366	1923	N	FRANKLIN	ST	19122
Ludlow Office - 1172	1835	N	08TH	ST	19122
Ludlow Office - 1370	1934	N	FRANKLIN	ST	19122
Ludlow Office - 1371	1934	N	FRANKLIN	ST	19122
Ludlow Office - 968	1907	N	08TH	ST	19122
Ludlow Office - 1399	1908	N	08TH	ST	19122
Ludlow Office - 933	1915	N	08TH	ST	19122
Ludlow Office - 1053	1916	N	08TH	ST	19122
Ludlow Office - 1081	1919	N	08TH	ST	19122
Ludlow Office - 1226	1920	N	08TH	ST	19122
Ludlow Office - 1049	1921	N	08TH	ST	19122
Ludlow Office - 1392	1923	N	08TH	ST	19122
Ludlow Office - 1277	1924	N	08TH	ST	19122
Ludlow Office - 1455	1926	N	08TH	ST	19122
Ludlow Office - 1207	1934	N	08TH	ST	19122
Ludlow Office - 1138	1935	N	08TH	ST	19122
Ludlow Office - 942	1939	N	08TH	ST	19122
Ludlow Office - 962	1943	N	08TH	ST	19122
Ludlow Office - 1391	1923	N	08TH	ST	19122
Ludlow Office - 946	1945	N	08TH	ST	19122
Ludlow Office - 1395	1649	N	08TH	ST	19122
Ludlow Office - 1398	1949	N	08TH	ST	19122
Ludlow Office - 1397	1949	N	08TH	ST	19122
Ludlow Office - 1414	1950	N	08TH	ST	19122
Ludlow Office - 1376	2057	N	08TH	ST	19122
Ludlow Office - 909	2123	N	08TH	ST	19122
Ludlow Office - 1413	1950	N	08TH	ST	19122
Ludlow Office - 1328	2140	N	08TH	ST	19122
Ludlow Office - 1415	724	W	NORRIS	ST	19122
Ludlow Office - 1324	2148	N	08TH	ST	19122
Ludlow Office - 1417	1640	N	FRANKLIN	ST	19122
Ludlow Office - 1418	1640	N	FRANKLIN	ST	19122

Ludlow Office - 1054	1539	N	09TH	ST	19122
Ludlow Office - 1420	1511	N	FRANKLIN	ST	19122
Ludlow Office - 1421	1511	N	FRANKLIN	ST	19122
Ludlow Office - 1319	1547	N	09TH	ST	19122
Ludlow Office - 1064	1935	N	09TH	ST	19122
Ludlow Office - 1059	1939	N	09TH	ST	19122
Ludlow Office - 1425	1906	N	FRANKLIN	ST	19122
Ludlow Office - 1345	2125	N	09TH	ST	19122
Ludlow Office - 1359	2135	N	09TH	ST	19122
Ludlow Office - 1431	2010	N	MARSHALL	ST	19122
Ludlow Office - 1354	2139	N	09TH	ST	19122
Ludlow Office - 1355	2145	N	09TH	ST	19122
Fairhill Square Office - 938	311	W	BERKS	ST	19122
Fairhill Square Office - 969	313	W	BERKS	ST	19122
Fairhill Square Office - 952	317	W	BERKS	ST	19122
Ludlow Office - 1443	1918	N	FRANKLIN	ST	19122
Ludlow Office - 1444	1918	N	FRANKLIN	ST	19122
Fairhill Square Office - 1062	406	W	BERKS	ST	19122
Ludlow Office - 1446	1927	N	07TH	ST	19122
Fairhill Square Office - 1139	407	W	BERKS	ST	19122
Fairhill Square Office - 1053	408	W	BERKS	ST	19122
Ludlow Office - 1450	1228	N	MARSHALL	ST	19122
Ludlow Office - 1451	1228	N	MARSHALL	ST	19122
Fairhill Square Office - 967	421	W	BERKS	ST	19122
Ludlow Office - 1454	1926	N	08TH	ST	19122
Fairhill Square Office - 1212	527	W	BERKS	ST	19122
Fairhill Square Office - 1215	541	W	BERKS	ST	19122
Fairhill Square Office - 974	543	W	BERKS	ST	19122
Ludlow Office - 1105	711	W	BERKS	ST	19122
Fairhill Square Office - 946	2036	N	BODINE	ST	19122
Ludlow Office - 1293	606		CECIL B MOORE	AVE	19122
Ludlow Office - 1294	608		CECIL B MOORE	AVE	19122
Ludlow Office - 1308	611		CECIL B MOORE	AVE	19122
Ludlow Office - 1021	1550	N	DARIEN	ST	19122
Fairhill Square Office - 1137	262		DIAMOND	ST	19122
Fairhill Square Office - 988	302		DIAMOND	ST	19122
Fairhill Square Office - 1029	303		DIAMOND	ST	19122
Fairhill Square Office - 1019	304		DIAMOND	ST	19122
Fairhill Square Office - 985	305		DIAMOND	ST	19122
Fairhill Square Office - 1021	306		DIAMOND	ST	19122
Fairhill Square Office - 982	307		DIAMOND	ST	19122
Fairhill Square Office - 1020	308		DIAMOND	ST	19122
Fairhill Square Office - 983	309		DIAMOND	ST	19122
Fairhill Square Office - 1011	322		DIAMOND	ST	19122
Fairhill Square Office - 1198	424		DIAMOND	ST	19122
Fairhill Square Office - 1174	426		DIAMOND	ST	19122
Fairhill Square Office - 926	438		DIAMOND	ST	19122
Ludlow Office - 913	1439	N	08TH	ST	19122
Ludlow Office - 914	1439	N	08TH	ST	19122
Fairhill Square Office - 1178	522		DIAMOND	ST	19122
Ludlow Office - 918	1955	N	07TH	ST	19122
Fairhill Square Office - 927	532		DIAMOND	ST	19122

Ludlow Office - 920	1400	N	FRANKLIN	ST	19122
Ludlow Office - 1473	631		DIAMOND	ST	19122
Fairhill Square Office - 1026	533		EDGLEY	ST	19122
Fairhill Square Office - 998	534		EDGLEY	ST	19122
Fairhill Square Office - 1027	535		EDGLEY	ST	19122
Fairhill Square Office - 994	538		EDGLEY	ST	19122
Ludlow Office - 926	1902	N	FRANKLIN	ST	19122
Ludlow Office - 960	1338	N	FRANKLIN	ST	19122
Ludlow Office - 921	1400	N	FRANKLIN	ST	19122
Ludlow Office - 929	1331	N	07TH	ST	19122
Ludlow Office - 930	1331	N	07TH	ST	19122
Ludlow Office - 1316	1436	N	FRANKLIN	ST	19122
Ludlow Office - 932	1915	N	08TH	ST	19122
Ludlow Office - 1424	1445	N	FRANKLIN	ST	19122
Ludlow Office - 936	1900	N	FRANKLIN	ST	19122
Ludlow Office - 937	1900	N	FRANKLIN	ST	19122
Ludlow Office - 1145	1505	N	FRANKLIN	ST	19122
Ludlow Office - 1422	1511	N	FRANKLIN	ST	19122
Ludlow Office - 1199	1545	N	FRANKLIN	ST	19122
Ludlow Office - 941	1939	N	08TH	ST	19122
Ludlow Office - 1419	1640	N	FRANKLIN	ST	19122
Ludlow Office - 1169	1711	N	FRANKLIN	ST	19122
Ludlow Office - 1013	1715	N	FRANKLIN	ST	19122
Ludlow Office - 945	1945	N	08TH	ST	19122
Ludlow Office - 1266	1733	N	FRANKLIN	ST	19122
Ludlow Office - 947	1926	N	FRANKLIN	ST	19122
Ludlow Office - 1034	1737	N	FRANKLIN	ST	19122
Ludlow Office - 950	1548	N	06TH	ST	19122
Ludlow Office - 1216	1739	N	FRANKLIN	ST	19122
Ludlow Office - 952	1550	N	06TH	ST	19122
Ludlow Office - 1076	1806	N	FRANKLIN	ST	19122
Ludlow Office - 958	1338	N	FRANKLIN	ST	19122
Ludlow Office - 959	1338	N	FRANKLIN	ST	19122
Ludlow Office - 923	1807	N	FRANKLIN	ST	19122
Ludlow Office - 961	1943	N	08TH	ST	19122
Ludlow Office - 973	1808	N	FRANKLIN	ST	19122
Ludlow Office - 965	1946	N	FRANKLIN	ST	19122
Ludlow Office - 1383	1809	N	FRANKLIN	ST	19122
Ludlow Office - 967	1907	N	08TH	ST	19122
Ludlow Office - 1358	1810	N	FRANKLIN	ST	19122
Ludlow Office - 1088	1812	N	FRANKLIN	ST	19122
Ludlow Office - 982	1813	N	FRANKLIN	ST	19122
Ludlow Office - 971	1808	N	FRANKLIN	ST	19122
Ludlow Office - 972	1808	N	FRANKLIN	ST	19122
Ludlow Office - 1063	1814	N	FRANKLIN	ST	19122
Ludlow Office - 1091	1816	N	FRANKLIN	ST	19122
Ludlow Office - 977	1936	N	FRANKLIN	ST	19122
Ludlow Office - 1006	1818	N	FRANKLIN	ST	19122
Ludlow Office - 979	1936	N	FRANKLIN	ST	19122
Ludlow Office - 1094	1820	N	FRANKLIN	ST	19122
Ludlow Office - 1191	1822	N	FRANKLIN	ST	19122
Ludlow Office - 1193	1824	N	FRANKLIN	ST	19122

Ludlow Office - 991	1323	N	MARSHALL	ST	19122
Ludlow Office - 1109	1828	N	FRANKLIN	ST	19122
Ludlow Office - 1096	1830	N	FRANKLIN	ST	19122
Ludlow Office - 1125	1834	N	FRANKLIN	ST	19122
Ludlow Office - 1046	1836	N	FRANKLIN	ST	19122
Ludlow Office - 938	1900	N	FRANKLIN	ST	19122
Ludlow Office - 927	1902	N	FRANKLIN	ST	19122
Ludlow Office - 1031	1904	N	FRANKLIN	ST	19122
Ludlow Office - 1426	1906	N	FRANKLIN	ST	19122
Ludlow Office - 1223	1913	N	FRANKLIN	ST	19122
Ludlow Office - 1445	1918	N	FRANKLIN	ST	19122
Ludlow Office - 1341	1920	N	FRANKLIN	ST	19122
Ludlow Office - 1335	1922	N	FRANKLIN	ST	19122
Ludlow Office - 1367	1923	N	FRANKLIN	ST	19122
Ludlow Office - 948	1926	N	FRANKLIN	ST	19122
Ludlow Office - 1333	1927	N	FRANKLIN	ST	19122
Ludlow Office - 1372	1934	N	FRANKLIN	ST	19122
Ludlow Office - 978	1936	N	FRANKLIN	ST	19122
Ludlow Office - 1347	1942	N	FRANKLIN	ST	19122
Ludlow Office - 966	1946	N	FRANKLIN	ST	19122
Ludlow Office - 1349	1948	N	FRANKLIN	ST	19122
Ludlow Office - 1306	2016	N	FRANKLIN	ST	19122
Ludlow Office - 1326	2024	N	FRANKLIN	ST	19122
Ludlow Office - 1016	2034	N	FRANKLIN	ST	19122
Ludlow Office - 974	2122	N	FRANKLIN	ST	19122
Ludlow Office - 1462	2139	N	FRANKLIN	ST	19122
Ludlow Office - 1317	2144	N	FRANKLIN	ST	19122
Ludlow Office - 1058	611	W	JEFFERSON	ST	19122
Fairhill Square Office - 918	1426	N	LAWRENCE	ST	19122
Fairhill Square Office - 1135	1935	N	LAWRENCE	ST	19122
Fairhill Square Office - 910	1947	N	LAWRENCE	ST	19122
Fairhill Square Office - 1129	1842	N	LEITHGOW	ST	19122
Fairhill Square Office - 940	1846	N	LEITHGOW	ST	19122
Fairhill Square Office - 979	1848	N	LEITHGOW	ST	19122
Fairhill Square Office - 1127	1849	N	LEITHGOW	ST	19122
Fairhill Square Office - 1114	1853	N	LEITHGOW	ST	19122
Fairhill Square Office - 1187	1934	N	LEITHGOW	ST	19122
Ludlow Office - 1452	1228	N	MARSHALL	ST	19122
Ludlow Office - 992	1323	N	MARSHALL	ST	19122
Ludlow Office - 1229	1404	N	MARSHALL	ST	19122
Ludlow Office - 988	1430	N	MARSHALL	ST	19122
Ludlow Office - 911	1432	N	MARSHALL	ST	19122
Ludlow Office - 1256	1514	N	MARSHALL	ST	19122
Ludlow Office - 1281	1518	N	MARSHALL	ST	19122
Ludlow Office - 1114	1525	N	MARSHALL	ST	19122
Ludlow Office - 1385	1601	N	MARSHALL	ST	19122
Ludlow Office - 1175	1644	N	MARSHALL	ST	19122
Ludlow Office - 1253	1652	N	MARSHALL	ST	19122
Ludlow Office - 1264	1654	N	MARSHALL	ST	19122
Ludlow Office - 1245	1705	N	MARSHALL	ST	19122
Ludlow Office - 1474	1739	N	MARSHALL	ST	19122
Ludlow Office - 1162	1807	N	MARSHALL	ST	19122

Ludlow Office - 1104	1810	N	MARSHALL	ST	19122
Ludlow Office - 1146	1811	N	MARSHALL	ST	19122
Ludlow Office - 1141	1815	N	MARSHALL	ST	19122
Ludlow Office - 1106	1819	N	MARSHALL	ST	19122
Ludlow Office - 1468	1824	N	MARSHALL	ST	19122
Ludlow Office - 910	1951	N	MARSHALL	ST	19122
Ludlow Office - 939	2007	N	MARSHALL	ST	19122
Ludlow Office - 1432	2010	N	MARSHALL	ST	19122
Ludlow Office - 943	2027	N	MARSHALL	ST	19122
Ludlow Office - 1120	2132	N	MARSHALL	ST	19122
Ludlow Office - 940	2142	N	MARSHALL	ST	19122
Ludlow Office - 1060	2148	N	MARSHALL	ST	19122
Ludlow Office - 1384	612	W	MASTER	ST	19122
Fairhill Square Office - 1141	523	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 1200	529	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 1142	537	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 945	543	W	MONTGOMERY	AVE	19122
Ludlow Office - 928	605	W	MONTGOMERY	AVE	19122
Ludlow Office - 924	607	W	MONTGOMERY	AVE	19122
Ludlow Office - 925	609	W	MONTGOMERY	AVE	19122
Ludlow Office - 1313	617	W	MONTGOMERY	AVE	19122
Ludlow Office - 1067	622	W	MONTGOMERY	AVE	19122
Ludlow Office - 1298	626	W	MONTGOMERY	AVE	19122
Ludlow Office - 1269	627	W	MONTGOMERY	AVE	19122
Ludlow Office - 969	632	W	MONTGOMERY	AVE	19122
Ludlow Office - 1073	741	W	MONTGOMERY	AVE	19122
Fairhill Square Office - 1128	526		MORSE	ST	19122
Fairhill Square Office - 1134	528		MORSE	ST	19122
Fairhill Square Office - 1015	309	W	NORRIS	ST	19122
Fairhill Square Office - 984	316	W	NORRIS	ST	19122
Fairhill Square Office - 1217	428	W	NORRIS	ST	19122
Fairhill Square Office - 1108	436	W	NORRIS	ST	19122
Fairhill Square Office - 1120	440	W	NORRIS	ST	19122
Ludlow Office - 1456	606	W	NORRIS	ST	19122
Ludlow Office - 1314	608	W	NORRIS	ST	19122
Ludlow Office - 1380	610	W	NORRIS	ST	19122
Ludlow Office - 1467	722	W	NORRIS	ST	19122
Ludlow Office - 1416	724	W	NORRIS	ST	19122
Ludlow Office - 1325	728	W	NORRIS	ST	19122
Fairhill Square Office - 1183	1714	N	ORIANNA	ST	19122
Fairhill Square Office - 925	1722	N	ORIANNA	ST	19122
Fairhill Square Office - 1013	1733	N	ORIANNA	ST	19122
Fairhill Square Office - 992	1739	N	ORIANNA	ST	19122
Fairhill Square Office - 1184	1741	N	ORIANNA	ST	19122
Fairhill Square Office - 1065	2042	N	ORIANNA	ST	19122
Fairhill Square Office - 1224	2046	N	ORKNEY	ST	19122
Fairhill Square Office - 1107	2134	N	ORKNEY	ST	19122
Fairhill Square Office - 1098	2148	N	ORKNEY	ST	19122
Fairhill Square Office - 1099	2150	N	ORKNEY	ST	19122
Fairhill Square Office - 959	1930		PALETHORP	ST	19122
Fairhill Square Office - 1022	1932		PALETHORP	ST	19122
Ludlow Office - 1322	2108	N	PERCY	ST	19122

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Ludlow Office - 1068	1401	N	PERTH	ST	19122
Fairhill Square Office - 1188	2126	N	RANDOLPH	ST	19122
Fairhill Square Office - 1124	2128	N	REESE	ST	19122
Fairhill Square Office - 961	302	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 976	314	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 1201	322	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 996	324	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 978	327	W	SUSQUEHANNA	AVE	19122
Fairhill Square Office - 1112	415	W	SUSQUEHANNA	AVE	19122
Ludlow Office - 1244	906	W	SUSQUEHANNA	AVE	19122
Ludlow Office - 1309	908	W	SUSQUEHANNA	AVE	19122
Ludlow Office - 1182	610	W	WILT	ST	19122
Francisville Office - 1013	626	N	10TH	ST	19123
Francisville Office - 1014	626	N	10TH	ST	19123
Francisville Office - 1061	622	N	10TH	ST	19123
Francisville Office - 1090	636	N	11TH	ST	19123
Francisville Office - 963	610	N	11TH	ST	19123
Francisville Office - 964	610	N	11TH	ST	19123
Francisville Office - 973	649	N	11TH	ST	19123
Francisville Office - 974	649	N	11TH	ST	19123
Francisville Office - 989	632	N	12TH	ST	19123
Francisville Office - 990	632	N	12TH	ST	19123
Francisville Office - 992	721	N	10TH	ST	19123
Francisville Office - 993	721	N	10TH	ST	19123
Francisville Office - 1062	622	N	10TH	ST	19123
Francisville Office - 1015	626	N	10TH	ST	19123
Francisville Office - 994	721	N	10TH	ST	19123
Francisville Office - 965	610	N	11TH	ST	19123
Francisville Office - 1091	636	N	11TH	ST	19123
Francisville Office - 975	649	N	11TH	ST	19123
Francisville Office - 991	632	N	12TH	ST	19123
Ludlow Office - 1442	940	N	12TH	ST	19123
Ludlow Office - 970	942	N	12TH	ST	19123
Francisville Office - 1078	1102		NORTH	ST	19123
Francisville Office - 932	1112		NORTH	ST	19123
Francisville Office - 1112	1209	MT	VERNON	ST	19123
Francisville Office - 1004	730	N	19TH	ST	19130
Francisville Office - 1037	719	N	17TH	ST	19130
Francisville Office - 1039	721	N	17TH	ST	19130
Francisville Office - 1052	1803		WALLACE	ST	19130
Francisville Office - 1076	650	N	17TH	ST	19130
Francisville Office - 1095	925	N	19TH	ST	19130
Francisville Office - 1096	925	N	19TH	ST	19130
Francisville Office - 1098	1518		GREEN	ST	19130
Francisville Office - 1099	1518		GREEN	ST	19130
Francisville Office - 1101	1432		POPLAR	ST	19130
Francisville Office - 1102	1432		POPLAR	ST	19130
Francisville Office - 922	1708		CAMBRIDGE	ST	19130
Francisville Office - 933	1424		POPLAR	ST	19130
Francisville Office - 934	1424		POPLAR	ST	19130
Francisville Office - 955	662	N	15TH	ST	19130
Francisville Office - 966	918	N	17TH	ST	19130

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Francisville Office - 967	918	N	17TH	ST	19130
Francisville Office - 976	1426		POPLAR	ST	19130
Francisville Office - 977	1426		POPLAR	ST	19130
Francisville Office - 979	720	N	20TH	ST	19130
Francisville Office - 980	720	N	20TH	ST	19130
Francisville Office - 995	825	N	20TH	ST	19130
Francisville Office - 956	662	N	15TH	ST	19130
Francisville Office - 939	844	N	16TH	ST	19130
Francisville Office - 1077	650	N	17TH	ST	19130
Francisville Office - 1038	719	N	17TH	ST	19130
Francisville Office - 1040	721	N	17TH	ST	19130
Francisville Office - 968	918	N	17TH	ST	19130
Francisville Office - 1005	730	N	19TH	ST	19130
Oxford/Jefferson Office - 923	916	N	19TH	ST	19130
Francisville Office - 1097	925	N	19TH	ST	19130
Francisville Office - 981	720	N	20TH	ST	19130
Francisville Office - 996	825	N	20TH	ST	19130
Oxford/Jefferson Office - 1049	920	N	30TH	ST	19130
Francisville Office - 928	1507		BROWN	ST	19130
Francisville Office - 1047	1632		CAMBRIDGE	ST	19130
Francisville Office - 923	1708		CAMBRIDGE	ST	19130
Oxford/Jefferson Office - 985	2705		CAMBRIDGE	ST	19130
Oxford/Jefferson Office - 1073	2711		CAMBRIDGE	ST	19130
Oxford/Jefferson Office - 1078	2702	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1082	2704	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1079	2705	W	GEORGE	ST	19130
Oxford/Jefferson Office - 989	2707	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1083	2708	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1080	2709	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1081	2710	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1094	2711	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1084	2712	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1085	2714	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1095	2715	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1096	2717	W	GEORGE	ST	19130
Oxford/Jefferson Office - 986	2721	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1097	2723	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1093	2725	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1090	2726	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1091	2727	W	GEORGE	ST	19130
Oxford/Jefferson Office - 1092	2729	W	GEORGE	ST	19130
Francisville Office - 1100	1518		GREEN	ST	19130
Oxford/Jefferson Office - 1027	3041	W	HARPER	ST	19130
Francisville Office - 1023	820		LELAND	ST	19130
Francisville Office - 1034	1609		OGDEN	ST	19130
Francisville Office - 1048	1610		PARRISH	ST	19130
Francisville Office - 909	1913		PARRISH	ST	19130
Francisville Office - 1031	847		PERKIOMEN	ST	19130
Francisville Office - 935	1424		POPLAR	ST	19130
Francisville Office - 978	1426		POPLAR	ST	19130
Francisville Office - 1103	1432		POPLAR	ST	19130
Francisville Office - 1035	2032		POPLAR	ST	19130

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Francisville Office - 1117	740	N	UBER	ST	19130
Haddington/Overbrook Office - 90	645	N	CREIGHTON	ST	19131
Germantown/Hunting Park - 934	2754	N	15TH	ST	19132
Susquehanna District Office - 92	2319	N	16TH	ST	19132
Susquehanna District Office - 97	2328	N	16TH	ST	19132
Susquehanna District Office - 93	2329	N	16TH	ST	19132
Susquehanna District Office - 99	2340	N	16TH	ST	19132
Susquehanna District Office - 99	2553	N	16TH	ST	19132
Susquehanna District Office - 99	2224	N	17TH	ST	19132
Susquehanna District Office - 91	2233	N	17TH	ST	19132
Susquehanna District Office - 96	2239	N	17TH	ST	19132
Susquehanna District Office - 10	2619	N	17TH	ST	19132
Susquehanna District Office - 94	2203	N	19TH	ST	19132
Susquehanna District Office - 98	2216	N	19TH	ST	19132
Susquehanna District Office - 10	2218	N	19TH	ST	19132
Susquehanna District Office - 97	2224	N	19TH	ST	19132
Susquehanna District Office - 95	2230	N	19TH	ST	19132
Susquehanna District Office - 95	2236	N	19TH	ST	19132
Susquehanna District Office - 97	2240	N	19TH	ST	19132
Susquehanna District Office - 97	2244	N	19TH	ST	19132
Susquehanna District Office - 99	2252	N	19TH	ST	19132
Susquehanna District Office - 10	2254	N	19TH	ST	19132
Susquehanna District Office - 95	2311	N	20TH	ST	19132
Susquehanna District Office - 10	2334	N	20TH	ST	19132
Susquehanna District Office - 94	2342	N	20TH	ST	19132
Susquehanna District Office - 96	2353	N	20TH	ST	19132
Susquehanna District Office - 10	2218	N	21ST	ST	19132
Susquehanna District Office - 98	2243	N	21ST	ST	19132
Susquehanna District Office - 91	2250	N	21ST	ST	19132
Susquehanna District Office - 95	2262	N	21ST	ST	19132
Susquehanna District Office - 92	2320	N	21ST	ST	19132
Susquehanna District Office - 98	2326	N	21ST	ST	19132
Susquehanna District Office - 91	2327	N	21ST	ST	19132
Susquehanna District Office - 98	2328	N	21ST	ST	19132
Susquehanna District Office - 98	2330	N	21ST	ST	19132
Susquehanna District Office - 94	2332	N	21ST	ST	19132
Susquehanna District Office - 90	2335	N	21ST	ST	19132
Susquehanna District Office - 93	2339	N	21ST	ST	19132
Susquehanna District Office - 98	2341	N	21ST	ST	19132
Susquehanna District Office - 91	2349	N	21ST	ST	19132
Susquehanna District Office - 94	2350	N	21ST	ST	19132
Susquehanna District Office - 10	2213	N	22ND	ST	19132
Susquehanna District Office - 97	2219	N	22ND	ST	19132
Susquehanna District Office - 10	2314	N	22ND	ST	19132
Susquehanna District Office - 10	2320	N	22ND	ST	19132
Susquehanna District Office - 10	2336	N	22ND	ST	19132
Susquehanna District Office - 10	2340	N	22ND	ST	19132
Susquehanna District Office - 96	2345	N	22ND	ST	19132
Susquehanna District Office - 93	2642	N	26TH	ST	19132
Susquehanna District Office - 93	2644	N	26TH	ST	19132
Susquehanna District Office - 94	2646	N	26TH	ST	19132
Susquehanna District Office - 93	2209	N	27TH	ST	19132

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Susquehanna District Office - 92	2211	N	27TH	ST	19132
Susquehanna District Office - 99	2603	N	29TH	ST	19132
Susquehanna District Office - 98	2634	N	29TH	ST	19132
Susquehanna District Office - 91	2347	N	32ND	ST	19132
Susquehanna District Office - 99	2245	N	BANCROFT	ST	19132
Germantown/Hunting Park - 918	3154	N	CARLISLE	ST	19132
Susquehanna District Office - 93	1913	W	DAUPHIN	ST	19132
Susquehanna District Office - 97	2431	N	DOVER	ST	19132
Susquehanna District Office - 98	2446	N	DOVER	ST	19132
Susquehanna District Office - 97	2449	N	DOVER	ST	19132
Susquehanna District Office - 97	2454	N	DOVER	ST	19132
Susquehanna District Office - 91	2456	N	DOVER	ST	19132
Susquehanna District Office - 96	2549	N	GARNET	ST	19132
Germantown/Hunting Park - 913	2747	N	HICKS	ST	19132
Susquehanna District Office - 91	2648	N	HOLLYWOOD	ST	19132
Susquehanna District Office - 10	2722	W	HUNTINGDON	ST	19132
Susquehanna District Office - 99	2415	N	MARSTON	ST	19132
Susquehanna District Office - 92	2251	N	MOLE	ST	19132
Susquehanna District Office - 10	2523	N	NAPA	ST	19132
Susquehanna District Office - 98	2459	N	NATRONA	ST	19132
Susquehanna District Office - 96	2436	N	NEWKIRK	ST	19132
Susquehanna District Office - 96	2453	N	NEWKIRK	ST	19132
Susquehanna District Office - 96	2454	N	NEWKIRK	ST	19132
Susquehanna District Office - 96	2518	N	NEWKIRK	ST	19132
Susquehanna District Office - 95	2552	W	OAKDALE	ST	19132
Susquehanna District Office - 95	2601	W	OAKDALE	ST	19132
Susquehanna District Office - 97	2609	W	OAKDALE	ST	19132
Susquehanna District Office - 98	3033	W	OAKDALE	ST	19132
Susquehanna District Office - 97	2355	N	OPAL	ST	19132
Susquehanna District Office - 99	2356	N	OPAL	ST	19132
Ludlow Office - 1227	2438	N	PARK	AVE	19132
Ludlow Office - 1304	2449	N	PARK	AVE	19132
Germantown/Hunting Park - 907	2712	W	STERNER	ST	19132
Germantown/Hunting Park - 911	2940	N	SYDENHAM	ST	19132
Susquehanna District Office - 96	2245	N	UBER	ST	19132
Susquehanna District Office - 93	2266	N	VAN	PELT	19132
Susquehanna District Office - 96	2336	N	VAN PELT	ST	19132
Susquehanna District Office - 10	1922	W	YORK	ST	19132
Susquehanna District Office - 94	1940	W	YORK	ST	19132
Susquehanna District Office - 92	2946	W	YORK	ST	19132
Susquehanna District Office - 10	2320	N	22ND	ST	19132
Susquehanna District Office - 10	2336	N	22ND	ST	19132
Susquehanna District Office - 10	2340	N	22ND	ST	19132
Susquehanna District Office - 10	2213	N	22ND	ST	19132
Susquehanna District Office - 10	2314	N	22ND	ST	19132
Susquehanna District Office - 10	2218	N	21ST	ST	19132
Susquehanna District Office - 91	2250	N	21ST	ST	19132
Susquehanna District Office - 91	2211	N	27TH	ST	19132
Susquehanna District Office - 92	2320	N	21ST	ST	19132
Susquehanna District Office - 92	2319	N	16TH	ST	19132
Susquehanna District Office - 92	1913	W	DAUPHIN	ST	19132
Susquehanna District Office - 93	2209	N	27TH	ST	19132

Susquehanna District Office - 93	2339	N	21ST	ST	19132
Susquehanna District Office - 93	2329	N	16TH	ST	19132
Susquehanna District Office - 94	2342	N	20TH	ST	19132
Susquehanna District Office - 94	2332	N	21ST	ST	19132
Susquehanna District Office - 94	2350	N	21ST	ST	19132
Susquehanna District Office - 94	2203	N	19TH	ST	19132
Susquehanna District Office - 95	2262	N	21ST	ST	19132
Susquehanna District Office - 95	2552	W	OAKDALE	ST	19132
Susquehanna District Office - 95	2601	W	OAKDALE	ST	19132
Susquehanna District Office - 95	2311	N	20TH	ST	19132
Susquehanna District Office - 99	2603	N	29TH	ST	19132
Susquehanna District Office - 99	2334	N	20TH	ST	19132
Fairhill Square Office - 1024	2329	N	06TH	ST	19133
Fairhill Square Office - 1033	2430	N	06TH	ST	19133
Fairhill Square Office - 1039	2414	N	06TH	ST	19133
Fairhill Square Office - 1040	2414	N	06TH	ST	19133
Fairhill Square Office - 1042	2556	N	07TH	ST	19133
Fairhill Square Office - 1054	2412	N	06TH	ST	19133
Fairhill Square Office - 1067	2340	N	06TH	ST	19133
Fairhill Square Office - 1084	618	W	YORK	ST	19133
Fairhill Square Office - 1096	2446	N	06TH	ST	19133
Fairhill Square Office - 1172	424	W	YORK	ST	19133
Fairhill Square Office - 1190	626	W	CUMBERLAND	ST	19133
Fairhill Square Office - 1193	2601	N	04TH	ST	19133
Fairhill Square Office - 1194	2601	N	04TH	ST	19133
Fairhill Square Office - 1207	2442	N	06TH	ST	19133
Fairhill Square Office - 908	2315	N	07TH	ST	19133
Fairhill Square Office - 919	2627	N	06TH	ST	19133
Fairhill Square Office - 957	2530	N	06TH	ST	19133
Ludlow Office - 1071	2330	N	13TH	ST	19133
Ludlow Office - 1110	2336	N	13TH	ST	19133
Ludlow Office - 1194	2346	N	09TH	ST	19133
Ludlow Office - 1202	2348	N	10TH	ST	19133
Ludlow Office - 1203	2348	N	10TH	ST	19133
Ludlow Office - 1210	2501	N	11TH	ST	19133
Ludlow Office - 1240	1234	W	HUNTINGDON	ST	19133
Ludlow Office - 1248	2350	N	13TH	ST	19133
Ludlow Office - 1338	2511	N	11TH	ST	19133
Ludlow Office - 1364	2453	N	10TH	ST	19133
Ludlow Office - 1433	2346	N	13TH	ST	19133
Ludlow Office - 1437	2348	N	13TH	ST	19133
Ludlow Office - 1439	2354	N	13TH	ST	19133
Ludlow Office - 1448	2356	N	13TH	ST	19133
Ludlow Office - 1457	2610	N	11TH	ST	19133
Ludlow Office - 986	2332	N	13TH	ST	19133
Fairhill Square Office - 1032	2507	N	02ND	ST	19133
Fairhill Square Office - 1214	2212	N	03RD	ST	19133
Fairhill Square Office - 1103	2222	N	03RD		19133
Fairhill Square Office - 1074	2232	N	03RD	ST	19133
Fairhill Square Office - 1048	2244	N	03RD	ST	19133
Fairhill Square Office - 1064	2318	N	03RD	ST	19133
Fairhill Square Office - 1160	2320	N	03RD	ST	19133

Fairhill Square Office - 1003	2322	N	03RD	ST	19133
Fairhill Square Office - 1005	2325	N	03RD	ST	19133
Fairhill Square Office - 1147	2326	N	03RD	ST	19133
Fairhill Square Office - 1162	2328	N	03RD	ST	19133
Fairhill Square Office - 1154	2329	N	03RD	ST	19133
Fairhill Square Office - 1146	2334	N	03RD	ST	19133
Fairhill Square Office - 1092	2336	N	03RD	ST	19133
Fairhill Square Office - 1091	2346	N	03RD	ST	19133
Fairhill Square Office - 1063	2347	N	03RD	ST	19133
Fairhill Square Office - 1058	2352	N	03RD	ST	19133
Fairhill Square Office - 1150	2357	N	03RD	ST	19133
Fairhill Square Office - 975	2367	N	03RD	ST	19133
Fairhill Square Office - 1056	2412	N	03RD	ST	19133
Fairhill Square Office - 1116	2232	N	04TH	ST	19133
Fairhill Square Office - 1138	2234	N	04TH	ST	19133
Fairhill Square Office - 1049	2242	N	04TH	ST	19133
Fairhill Square Office - 1213	2256	N	04TH	ST	19133
Fairhill Square Office - 1195	2601	N	04TH	ST	19133
Germantown/Hunting Park - 953	2968	N	04TH	ST	19133
Fairhill Square Office - 1130	2209	N	05TH	ST	19133
Fairhill Square Office - 970	2213	N	05TH	ST	19133
Fairhill Square Office - 977	2215	N	05TH	ST	19133
Fairhill Square Office - 964	2223	N	05TH	ST	19133
Fairhill Square Office - 1000	2327	N	06TH	ST	19133
Fairhill Square Office - 1025	2329	N	06TH	ST	19133
Fairhill Square Office - 1069	2331	N	06TH	ST	19133
Fairhill Square Office - 1086	2339	N	06TH	ST	19133
Fairhill Square Office - 1068	2340	N	06TH	ST	19133
Fairhill Square Office - 1051	2343	N	06TH	ST	19133
Fairhill Square Office - 1055	2412	N	06TH	ST	19133
Fairhill Square Office - 1041	2414	N	06TH	ST	19133
Fairhill Square Office - 1034	2430	N	06TH	ST	19133
Fairhill Square Office - 1208	2442	N	06TH	ST	19133
Fairhill Square Office - 1097	2446	N	06TH	ST	19133
Fairhill Square Office - 1113	2455	N	06TH	ST	19133
Fairhill Square Office - 989	2528	N	06TH	ST	19133
Fairhill Square Office - 958	2530	N	06TH	ST	19133
Fairhill Square Office - 920	2627	N	06TH	ST	19133
Germantown/Hunting Park - 932	2925	N	06TH	ST	19133
Ludlow Office - 1379	2206	N	07TH	ST	19133
Ludlow Office - 1282	2207	N	07TH	ST	19133
Ludlow Office - 1465	2222	N	07TH	ST	19133
Ludlow Office - 1330	2226	N	07TH	ST	19133
Fairhill Square Office - 909	2315	N	07TH	ST	19133
Fairhill Square Office - 1043	2556	N	07TH	ST	19133
Germantown/Hunting Park - 906	2912	N	07TH	ST	19133
Fairhill Square Office - 1104	2552	N	08TH	ST	19133
Germantown/Hunting Park - 928	3066	N	08TH	ST	19133
Germantown/Hunting Park - 933	3100	N	08TH	ST	19133
Germantown/Hunting Park - 929	3136	N	08TH	ST	19133
Germantown/Hunting Park - 954	3138	N	08TH	ST	19133
Ludlow Office - 1195	2346	N	09TH	ST	19133

Ludlow Office - 1204	2348	N	10TH	ST	19133
Ludlow Office - 1014	2351	N	10TH	ST	19133
Ludlow Office - 995	2353	N	10TH	ST	19133
Ludlow Office - 1018	2411	N	10TH	ST	19133
Ludlow Office - 1290	2439	N	10TH	ST	19133
Ludlow Office - 1365	2453	N	10TH	ST	19133
Ludlow Office - 1230	2504	N	10TH	ST	19133
Germantown/Hunting Park - 956	3105	N	10TH	ST	19133
Ludlow Office - 1211	2501	N	11TH	ST	19133
Ludlow Office - 1305	2503	N	11TH	ST	19133
Ludlow Office - 1039	2507	N	11TH	ST	19133
Ludlow Office - 1382	2508	N	11TH	ST	19133
Ludlow Office - 1126	2510	N	11TH	ST	19133
Ludlow Office - 1339	2511	N	11TH	ST	19133
Ludlow Office - 1300	2523	N	11TH	ST	19133
Ludlow Office - 1303	2527	N	11TH	ST	19133
Ludlow Office - 1463	2531	N	11TH	ST	19133
Ludlow Office - 1015	2547	N	11TH	ST	19133
Ludlow Office - 1458	2610	N	11TH	ST	19133
Ludlow Office - 1481	2615	N	11TH	ST	19133
Ludlow Office - 1460	2260	N	12TH	ST	19133
Ludlow Office - 1072	2330	N	13TH	ST	19133
Ludlow Office - 987	2332	N	13TH	ST	19133
Ludlow Office - 1111	2336	N	13TH	ST	19133
Ludlow Office - 1434	2346	N	13TH	ST	19133
Ludlow Office - 1438	2348	N	13TH	ST	19133
Ludlow Office - 1249	2350	N	13TH	ST	19133
Ludlow Office - 1440	2354	N	13TH	ST	19133
Ludlow Office - 1449	2356	N	13TH	ST	19133
Ludlow Office - 1107	2627	N	13TH	ST	19133
Ludlow Office - 1097	2500	N	ALDER	ST	19133
Ludlow Office - 1149	1015	W	ARIZONA	ST	19133
Fairhill Square Office - 993	2332	N	BODINE	ST	19133
Fairhill Square Office - 942	2336	N	BODINE	ST	19133
Fairhill Square Office - 917	2350	N	BODINE	ST	19133
Fairhill Square Office - 1185	2352	N	BODINE	ST	19133
Fairhill Square Office - 928	2360	N	BODINE	ST	19133
Ludlow Office - 1464	2218	N	CAMAC	ST	19133
Ludlow Office - 1478	2239	N	CAMAC	ST	19133
Ludlow Office - 1461	2248	N	CAMAC	ST	19133
Ludlow Office - 1480	2253	N	CAMAC	ST	19133
Ludlow Office - 1301	2254	N	CAMAC	ST	19133
Ludlow Office - 1479	2256	N	CAMAC	ST	19133
Ludlow Office - 1288	2257	N	CAMAC	ST	19133
Fairhill Square Office - 1006	618	W	CUMBERLAND	ST	19133
Fairhill Square Office - 914	622	W	CUMBERLAND	ST	19133
Fairhill Square Office - 1191	626	W	CUMBERLAND	ST	19133
Fairhill Square Office - 991	642	W	CUMBERLAND	ST	19133
Fairhill Square Office - 1087	647	W	CUMBERLAND	ST	19133
Fairhill Square Office - 1088	647	W	CUMBERLAND	ST	19133
Germantown/Hunting Park - 905	3148	N	DARIEN	ST	19133
Fairhill Square Office - 948	193	W	DAUPHIN	ST	19133

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Fairhill Square Office - 950	412	W	DAUPHIN	ST	19133
Fairhill Square Office - 913	416	W	DAUPHIN	ST	19133
Fairhill Square Office - 1089	517	W	DAUPHIN	ST	19133
Fairhill Square Office - 1090	517	W	DAUPHIN	ST	19133
Fairhill Square Office - 1218	526	W	DAUPHIN	ST	19133
Ludlow Office - 1307	2328	N	FAWN	ST	19133
Ludlow Office - 1323	2330	N	FAWN	ST	19133
Ludlow Office - 1296	2203	N	FRANKLIN	ST	19133
Ludlow Office - 1299	2212	N	FRANKLIN	ST	19133
Ludlow Office - 1297	2229	N	FRANKLIN	ST	19133
Ludlow Office - 1311	2243	N	FRANKLIN	ST	19133
Ludlow Office - 922	2249	N	FRANKLIN	ST	19133
Fairhill Square Office - 907	2559	N	FRANKLIN	ST	19133
Fairhill Square Office - 1002	2256	N	HANCOCK	ST	19133
Fairhill Square Office - 1119	608	W	HAROLD	ST	19133
Fairhill Square Office - 1220	612	W	HAROLD	ST	19133
Fairhill Square Office - 971	2256	N	HOWARD	ST	19133
Fairhill Square Office - 1118	2443	N	HOWARD	ST	19133
Fairhill Square Office - 1126	2526	N	HOWARD	ST	19133
Fairhill Square Office - 1028	404	W	HUNTINGDON	ST	19133
Fairhill Square Office - 1047	544	W	HUNTINGDON	ST	19133
Fairhill Square Office - 995	813	W	HUNTINGDON	ST	19133
Fairhill Square Office - 941	929	W	HUNTINGDON	ST	19133
Ludlow Office - 1241	1234	W	HUNTINGDON	ST	19133
Germantown/Hunting Park - 908	3001	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 926	3020	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 924	3023	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 919	3029	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 925	3030	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 920	3034	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 923	3039	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 927	3042	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 921	3046	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 922	3048	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 910	3050	N	HUTCHINSON	ST	19133
Germantown/Hunting Park - 952	324	W	INDIANA	AVE	19133
Germantown/Hunting Park - 935	909	W	INDIANA	AVE	19133
Fairhill Square Office - 1038	2215	N	LAWRENCE	ST	19133
Fairhill Square Office - 1163	2216	N	LAWRENCE	ST	19133
Fairhill Square Office - 1221	2217	N	LAWRENCE	ST	19133
Fairhill Square Office - 1001	2220	N	LAWRENCE	ST	19133
Fairhill Square Office - 956	2222	N	LAWRENCE	ST	19133
Fairhill Square Office - 980	2228	N	LAWRENCE	ST	19133
Fairhill Square Office - 1008	2232	N	LAWRENCE	ST	19133
Fairhill Square Office - 1046	2310	N	LAWRENCE	ST	19133
Fairhill Square Office - 921	2208	N	LEITHGOW	ST	19133
Fairhill Square Office - 955	2214	N	LEITHGOW	ST	19133
Fairhill Square Office - 922	2222	N	LEITHGOW	ST	19133
Fairhill Square Office - 923	2224	N	LEITHGOW	ST	19133
Fairhill Square Office - 997	2260	N	LEITHGOW	ST	19133
Fairhill Square Office - 947	2438	N	LEITHGOW	ST	19133
Fairhill Square Office - 939	2343	N	MARSHALL	ST	19133

Fairhill Square Office - 1144	2441	N	MARSHALL	ST	19133
Germantown/Hunting Park - 914	3015	N	MARVINE	ST	19133
Fairhill Square Office - 1222	2324		MUTTER	ST	19133
Fairhill Square Office - 965	2231	N	ORKNEY	ST	19133
Fairhill Square Office - 1014	2340	N	ORKNEY	ST	19133
Fairhill Square Office - 934	2344	N	ORKNEY	ST	19133
Fairhill Square Office - 935	2348	N	ORKNEY	ST	19133
Fairhill Square Office - 929	2350	N	ORKNEY	ST	19133
Fairhill Square Office - 931	2351	N	ORKNEY	ST	19133
Fairhill Square Office - 930	2352	N	ORKNEY	ST	19133
Fairhill Square Office - 932	2353	N	ORKNEY	ST	19133
Fairhill Square Office - 933	2355	N	ORKNEY	ST	19133
Fairhill Square Office - 999	2549	N	ORKNEY	ST	19133
Fairhill Square Office - 990	2551	N	ORKNEY	ST	19133
Fairhill Square Office - 1023	2239		PALETHORP	ST	19133
Fairhill Square Office - 1196	2243		PALETHORP	ST	19133
Fairhill Square Office - 1186	2249		PALETHORP	ST	19133
Fairhill Square Office - 949	2254		PALETHORP	ST	19133
Fairhill Square Office - 1078	2322		PALETHORP	ST	19133
Germantown/Hunting Park - 912	3030	N	PERCY	ST	19133
Germantown/Hunting Park - 917	3049	N	PERCY	ST	19133
Fairhill Square Office - 1109	2227	N	REESE	ST	19133
Fairhill Square Office - 1106	2243	N	REESE	ST	19133
Fairhill Square Office - 1102	2256	N	REESE	ST	19133
Germantown/Hunting Park - 915	1050	W	STELLA	ST	19133
Ludlow Office - 1378	2606	N	WARNOCK	ST	19133
Germantown/Hunting Park - 930	2724	N	WARNOCK	ST	19133
Germantown/Hunting Park - 931	3135	N	WENDLE	ST	19133
Fairhill Square Office - 1189	304	W	YORK	ST	19133
Fairhill Square Office - 1176	309	W	YORK	ST	19133
Fairhill Square Office - 1136	311	W	YORK	ST	19133
Fairhill Square Office - 1173	424	W	YORK	ST	19133
Fairhill Square Office - 1121	520	W	YORK	ST	19133
Fairhill Square Office - 1140	523	W	YORK	ST	19133
Fairhill Square Office - 1085	618	W	YORK	ST	19133
Fairhill Square Office - 1211	621	W	YORK	ST	19133
Fairhill Square Office - 1210	623	W	YORK	ST	19133
Ludlow Office - 944	928	W	YORK	ST	19133
Ludlow Office - 1302	1222	W	YORK	ST	19133
Germantown/Hunting Park - 916	2811	N	BOUDINOT	ST	19134
Fairhill Square Office - 1216	35	E	SOMERSET	ST	19134
Germantown/Hunting Park - 958	2054	E	WILLIAM	ST	19134
Germantown/Hunting Park - 951	5811	E	WISTER	ST	19138
Mantua Office - 965	818	N	47TH	ST	19139
Haddington/Overbrook Office - 90	5042		HOOPES	ST	19139
Mantua Office - 968	4508		OGDEN	ST	19139
Mantua Office - 969	4513		OGDEN	ST	19139
Germantown/Hunting Park - 948	4622	N	09TH	ST	19140
Germantown/Hunting Park - 938	4619	N	10TH	ST	19140
Germantown/Hunting Park - 937	3346	N	22ND	ST	19140
Germantown/Hunting Park - 909	1946	W	HILTON	ST	19140
Germantown/Hunting Park - 943	4619	N	HUTCHINSON	ST	19140

Germantown/Hunting Park - 944	4625	N	HUTCHINSON	ST	19140
Germantown/Hunting Park - 959	3250	N	RANDOLPH	ST	19140
Germantown/Hunting Park - 941	4522	N	WARNOCK	ST	19140
Germantown/Hunting Park - 945	4555	N	WARNOCK	ST	19140
Germantown/Hunting Park - 955	4611	N	WARNOCK	ST	19140
Germantown/Hunting Park - 946	4641	N	WARNOCK	ST	19140
Germantown/Hunting Park - 942	911	W	WYOMING	AVE	19140
Germantown/Hunting Park - 939	4752	N	09TH	ST	19141
Germantown/Hunting Park - 936	4717	N	11TH	ST	19141
Germantown/Hunting Park - 957	1750		BELFIELD	AVE	19141
Germantown/Hunting Park - 940	4746	N	WARNOCK	ST	19141
Kingsessing Office - 938	2028	S	61ST	ST	19142
Kingsessing Office - 937	6015		ALLMAN	ST	19142
Kingsessing Office - 936	6055		REINHART	ST	19142
Kingsessing Office - 925	1236	S	HANSON	ST	19143
Kingsessing Office - 922	1237	S	HANSON	ST	19143
Kingsessing Office - 921	1239	S	HANSON	ST	19143
Kingsessing Office - 926	1246	S	HANSON	ST	19143
Kingsessing Office - 924	1248	S	HANSON	ST	19143
Kingsessing Office - 928	1250	S	HANSON	ST	19143
Kingsessing Office - 935	1052	S	PAXON	ST	19143
Germantown/Hunting Park - 949	344	W	PENN	ST	19144
Kingsessing Office - 904	1005	S	20TH	ST	19146
Kingsessing Office - 906	1007	S	20TH	ST	19146
Kingsessing Office - 908	1009	S	20TH	ST	19146
Kingsessing Office - 910	1011	S	20TH	ST	19146
Kingsessing Office - 912	1003	S	20TH	ST	19146
Kingsessing Office - 931	704	S	19TH	ST	19146
Kingsessing Office - 923	1016	S	19TH	ST	19146
Kingsessing Office - 913	1003	S	20TH	ST	19146
Kingsessing Office - 905	1005	S	20TH	ST	19146
Kingsessing Office - 907	1007	S	20TH	ST	19146
Kingsessing Office - 909	1009	S	20TH	ST	19146
Kingsessing Office - 911	1011	S	20TH	ST	19146
Kingsessing Office - 932	1333	S	BOUVIER	ST	19146
Kingsessing Office - 914	2105		CATHERINE	ST	19146
Kingsessing Office - 929	1915		CHRISTIAN	ST	19146
Kingsessing Office - 919	2639		GERRITT	ST	19146
Kingsessing Office - 930	2301		MONTROSE	ST	19146
Kingsessing Office - 920	1232	S	04TH	ST	19147
Kingsessing Office - 934	1728	S	05TH	ST	19148
Kingsessing Office - 933	605		EMILY	ST	19148
Kingsessing Office - 927	636		HOFFMAN	ST	19148

CBMO	ADDRESS		STREET		ZIP
Mantua	727	N	35TH	ST	19104
Mantua	646	N	36TH	ST	19104
Kingsessing	1012		S 20TH ST		19146
Mantua	656	N	36TH	ST	19104

Mantua	644	N	38TH	ST	19104
Mantua	744	N	38TH	ST	19104
Mantua	775	N	38TH	ST	19104
Mantua	806	N	38TH	ST	19104
Mantua	612	N	39TH	ST	19104
Mantua	823	N	40TH	ST	19104
Mantua	3958		ASPEN	ST	19104
Mantua	3830		FOLSOM	ST	19104
Mantua	3818		HAVERFORD	AVE	19104
Mantua	3606		MELON	ST	19104
Mantua	3527		MT VERNON	ST	19104
Germantown	4840	N	07TH	ST	19120
Strawberry Mansion	2032	N	15TH	ST	19121
Strawberry Mansion	2034	N	15TH	ST	19121
Strawberry Mansion	2117	N	15TH	ST	19121
Strawberry Mansion	2121	N	15TH	ST	19121
Strawberry Mansion	2123	N	15TH	ST	19121
Strawberry Mansion	2131	N	15TH	ST	19121
Strawberry Mansion	2153	N	15TH	ST	19121
Strawberry Mansion	2112	N	16TH	ST	19121
Ludlow	1420		07TH		19122
Ludlow	1420		07TH		19122
Strawberry Mansion	2122	N	16TH	ST	19121
Francisville	1432	N	17TH	ST	19121
Strawberry Mansion	1809	N	18TH	ST	19121
Strawberry Mansion	2020	N	18TH	ST	19121
Strawberry Mansion	1819	N	19TH	ST	19121
Strawberry Mansion	1923	N	20TH	ST	19121
Strawberry Mansion	2006	N	20TH	ST	19121
Oxford Jefferson	1705	N	21ST	ST	19121
Oxford Jefferson	1721	N	21ST	ST	19121
Oxford Jefferson	1723	N	21ST	ST	19121
Francisville	1514	N	WILLINGTON ST	ST	19121
Oxford Jefferson	1733	N	21ST	ST	19121
Oxford Jefferson	1306	N	22ND	ST	19121
Strawberry Mansion	1839	N	22ND	ST	19121
Strawberry Mansion	1938	N	22ND	ST	19121
Strawberry Mansion	1824	N	24TH	ST	19121
Strawberry Mansion	1914	N	24TH	ST	19121
Strawberry Mansion	1917	N	24TH	ST	19121
Oxford Jefferson	1225	N	25TH	ST	19121
Ludlow	1540	N	07TH	ST	19122
Oxford Jefferson	1525	N	25TH	ST	19121
Strawberry Mansion	2018	N	32ND	ST	19121
Strawberry Mansion	2038	N	32ND	ST	19121
Strawberry Mansion	2114	N	32ND	ST	19121
Ludlow	1612	N	06TH	ST	19122
Strawberry Mansion	2122	N	32ND	ST	19121
Strawberry Mansion	2017	N	BAMBREY	ST	19121
Strawberry Mansion	2020	N	BAMBREY	ST	19121
Strawberry Mansion	1851	N	BOUVIER	ST	19121
Strawberry Mansion	1800	N	BUCKNELL	ST	19121

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Oxford Jefferson	1705	N	N 21ST ST	ST	19121
Strawberry Mansion	1802	N	BUCKNELL	ST	19121
Strawberry Mansion	1821	N	BUCKNELL	ST	19121
Ludlow	1706	N	MARSHALL	ST	19122
Strawberry Mansion	1825	N	BUCKNELL	ST	19121
Strawberry Mansion	1826	N	BUCKNELL	ST	19121
Strawberry Mansion	1838	N	BUCKNELL	ST	19121
Strawberry Mansion	1843	N	BUCKNELL	ST	19121
Strawberry Mansion	1847	N	BUCKNELL	ST	19121
Oxford Jefferson	1733	N	N 21ST ST	ST	19121
Strawberry Mansion	1824	N	BUCKNELL	ST	19121
Strawberry Mansion	1857	N	BUCKNELL	ST	19121
Francisville	1630		CABOT	ST	19121
Oxford Jefferson	2514		CECIL B MOORE	AVE	19121
Strawberry Mansion	1800	N	N BUCKNELL ST	ST	19121
Oxford Jefferson	2529		CECIL B MOORE	AVE	19121
Oxford Jefferson	2534		CECIL B MOORE	AVE	19121
Oxford Jefferson	3109		CECIL B MOORE	AVE	19121
Oxford Jefferson	3210		CECIL B MOORE	AVE	19121
Strawberry Mansion	1534		DIAMOND	ST	19121
Strawberry Mansion	1536		DIAMOND	ST	19121
Oxford Jefferson	1252	N	DOVER	ST	19121
Oxford Jefferson	1258	N	DOVER	ST	19121
Oxford Jefferson	1435	N	DOVER	ST	19121
Francisville	1705	N	GRATZ	ST	19121
Francisville	1739	N	GRATZ	ST	19121
Francisville	1730	N	GRATZ	ST	19121
Oxford Jefferson	1221	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1234	N	HOLLYWOOD	ST	19121
Strawberry Mansion	1839	N	N 22ND ST	ST	19121
Strawberry Mansion	1839	N	N 22ND ST	ST	19121
Oxford Jefferson	1252	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1415	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1423	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1427	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1440	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1411	N	HOLLYWOOD	ST	19121
Oxford Jefferson	1430	N	HOLLYWOOD	ST	19121
Oxford Jefferson	2440		INGERSOLL	ST	19121
Oxford Jefferson	2614		INGERSOLL	ST	19121
Oxford Jefferson	2703	W	JEFFERSON	ST	19121
Oxford Jefferson	1543	N	MARSTON	ST	19121
Oxford Jefferson	2824	W	MASTER	ST	19121
Oxford Jefferson	2828	W	MASTER	ST	19121
Oxford Jefferson	2933	W	MASTER	ST	19121
Strawberry Mansion	3115		MORSE	ST	19121
Strawberry Mansion	1938	N	N 22ND ST	ST	19121
Oxford Jefferson	1310	N	NEWKIRK	ST	19121
Oxford Jefferson	1346	N	NEWKIRK	ST	19121
Francisville	1703	W	OXFORD	ST	19121
Oxford Jefferson	2434	W	OXFORD	ST	19121
Strawberry Mansion	3114		PAGE	ST	19121

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Strawberry Mansion	3125		PAGE	ST	19121
Strawberry Mansion	1802	N	RINGGOLD	ST	19121
Oxford Jefferson	2242		SEYBERT	ST	19121
Oxford Jefferson	2308		SEYBERT	ST	19121
Francisville	1818		SEYBERT	ST	19121
Oxford Jefferson	2342		STEWART	ST	19121
Oxford Jefferson	2723	W	STILES	ST	19121
Susquehanna	3033	W	SUSQUEHANNA	AVE	19121
Oxford Jefferson	2221	W	THOMPSON	ST	19121
Oxford Jefferson	2403	W	THOMPSON	ST	19121
Oxford Jefferson	2907	W	THOMPSON	ST	19121
Strawberry Mansion	1943	N	VAN PELT	ST	19121
Strawberry Mansion	2910		WESTMONT	ST	19121
Strawberry Mansion	2920		WESTMONT	ST	19121
Strawberry Mansion	2936		WESTMONT	ST	19121
Strawberry Mansion	2914		WESTMONT	ST	19121
Strawberry Mansion	2930		WESTMONT	ST	19121
Strawberry Mansion	2956		WESTMONT	ST	19121
Francisville	1514		WILLINGTON	ST	19121
Strawberry Mansion	3120	W	WILT	ST	19121
Strawberry Mansion	3124	W	WILT	ST	19121
Strawberry Mansion	2011	N	WOODSTOCK	ST	19121
Strawberry Mansion	2034	N	WOODSTOCK	ST	19121
Fairhill Square	2035	N	03RD	ST	19122
Fairhill Square	2041	N	03RD	ST	19122
Fairhill Square	1754	N	03RD	ST	19122
Fairhill Square	1842	N	04TH	ST	19122
Fairhill Square	1929	N	04TH	ST	19122
Strawberry Mansion	2122		16TH	ST	19121
Strawberry Mansion	2122		16TH	ST	19121
Fairhill Square	2123	N	04TH	ST	19122
Fairhill Square	2032	N	05TH	ST	19122
Fairhill Square	2108	N	05TH	ST	19122
Fairhill Square	2150	N	05TH	ST	19122
Fairhill Square	1937	N	05TH	ST	19122
Ludlow	1612	N	06TH	ST	19122
Strawberry Mansion	2131	N	15TH	ST	19121
Ludlow	1516	N	07TH	ST	19122
Ludlow	2112	N	07TH	ST	19122
Ludlow	2148	N	07TH	ST	19122
Ludlow	1420	N	07TH	ST	19122
Ludlow	1540	N	07TH	ST	19122
Ludlow	2160	N	07TH	ST	19122
Strawberry Mansion	2153	N	15TH	ST	19121
Ludlow	1542	N	08TH	ST	19122
Ludlow	1920	N	08TH	ST	19122
Ludlow	2120	N	08TH	ST	19122
Ludlow	1523	N	09TH	ST	19122
Ludlow	1525	N	09TH	ST	19122
Ludlow	1931	N	09TH	ST	19122
Ludlow	2106	N	09TH	ST	19122
Ludlow	1521	N	09TH	ST	19122

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Ludlow	1557	N	09TH	ST	19122
Ludlow	2147	N	09TH	ST	19122
Fairhill Square	416	W	BERKS	ST	19122
Fairhill Square	532	W	BERKS	ST	19122
Ludlow	605		CECIL B MOORE	AVE	19122
Ludlow	603		CECIL B MOORE	AVE	19122
Ludlow	2172	N	DARIEN	ST	19122
Ludlow	815		DIAMOND	ST	19122
Ludlow	2157	N	FRANKLIN	ST	19122
Susquehanna	2239	N	N 33RD ST	ST	19132
Susquehanna	2239	N	N 33RD ST	ST	19132
Ludlow	1418	N	FRANKLIN	ST	19122
Ludlow	1613	N	MARSHALL	ST	19122
Ludlow	1706	N	MARSHALL	ST	19122
Ludlow	1940	N	MARSHALL	ST	19122
Ludlow	2108	N	MARSHALL	ST	19122
Ludlow	2110	N	MARSHALL	ST	19122
Ludlow	1418	N	MARSHALL	ST	19122
Fairhill Square	533		MORSE	ST	19122
Ludlow	2311	N	10TH	ST	19133
Fairhill Square	185	W	NORRIS	ST	19122
Fairhill Square	319	W	NORRIS	ST	19122
Fairhill Square	416	W	NORRIS	ST	19122
Fairhill Square	1439	N	ORKNEY	ST	19122
Ludlow	2115	N	PERCY	ST	19122
Ludlow	2122	N	PERCY	ST	19122
Ludlow	2129	N	PERCY	ST	19122
Oxford Jefferson	2403	W	W THOMPSON ST	ST	19121
Ludlow	2145	N	PERCY	ST	19122
Francisville	624	N	12TH	ST	19123
Germantown	2657		DEACON ST	ST	19129
Francisville	904	N	16TH	ST	19130
Francisville	906	N	16TH	ST	19130
Oxford Jefferson	910	N	19TH	ST	19130
Francisville	1504		BROWN ST	ST	19130
Francisville	1640		FRANCIS ST	ST	19130
Haddington	5519	W	OXFORD	ST	19131
Haddington	4955	W	STILES	ST	19131
Haddington	5176		VIOLA ST	ST	19131
Haddington	5178		VIOLA ST	ST	19131
Haddington	5143		WESTMINSTER AVE	AVE	19131
Haddington	648	N	YEWDALL	ST	19131
Susquehanna	2530	N	15TH	ST	19132
Germantown	2744	N	15TH	ST	19132
Susquehanna	2524	N	16TH	ST	19132
Susquehanna	2261	N	17TH	ST	19132
Susquehanna	2258	N	18TH	ST	19132
Susquehanna	2239	N	33RD	ST	19132
Susquehanna	2825	W	ALBERT	ST	19132
Susquehanna	2844	W	ALBERT	ST	19132
Susquehanna	3135	W	ARIZONA	ST	19132
Susquehanna	3141	W	ARIZONA	ST	19132

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Susquehanna	3119	W	ARIZONA	ST	19132
Susquehanna	2211	N	BOUVIER	ST	19132
Susquehanna	2463	N	BOUVIER	ST	19132
Susquehanna	2404	N	CHADWICK	ST	19132
Susquehanna	2412	N	CHADWICK	ST	19132
Susquehanna	2511	N	CHADWICK	ST	19132
Susquehanna	2531	N	CHADWICK	ST	19132
Susquehanna	2536	N	CHADWICK	ST	19132
Susquehanna	3031	W	COLONA	ST	19132
Susquehanna	2209	N	COLORADO	ST	19132
Susquehanna	2442	N	COLORADO	ST	19132
Susquehanna	2455	N	CORLIES	ST	19132
Susquehanna	2710	W	CUMBERLAND	ST	19132
Susquehanna	3223	W	DAKOTA	ST	19132
Susquehanna	2036	W	GLENWOOD	AVE	19132
Susquehanna	2060	W	GLENWOOD	AVE	19132
Susquehanna	2070	W	GLENWOOD	AVE	19132
Susquehanna	2019	W	HAGERT	ST	19132
Susquehanna	1721	W	HUNTINGDON	ST	19132
Susquehanna	2837	W	HUNTINGDON	ST	19132
Susquehanna	2434	N	MARSTON	ST	19132
Susquehanna	2445	N	MARSTON	ST	19132
Susquehanna	2526	N	MARSTON	ST	19132
Oxford Jefferson	2529	W	CECIL B MOORE AVE	ST	19121
Susquehanna	2208	N	NATRONA	ST	19132
Germantown	2835	N	NEWKIRK	ST	19132
Susquehanna	2321	N	OPAL	ST	19132
Ludlow	2348	N	PARK	ST	19132
Germantown	2518	W	SELTZER	ST	19132
Germantown	2624	W	SELTZER	ST	19132
Susquehanna	2448	N	STANLEY	ST	19132
Susquehanna	2511	N	STANLEY	ST	19132
Susquehanna	2600	N	STANLEY	ST	19132
Fairhill Square	2351	N	03RD	ST	19133
Fairhill Square	2416	N	03RD	ST	19133
Ludlow	2618		11TH	ST	19133
Fairhill Square	2422	N	03RD	ST	19133
Ludlow	2620	N	11TH	ST	19133
Fairhill Square	2424	N	03RD	ST	19133
Ludlow	2622	N	11TH	ST	19133
Fairhill Square	2642	N	03RD	ST	19133
Fairhill Square	2227	N	04TH	ST	19133
Fairhill Square	2625	N	06TH	ST	19133
Fairhill Square	2237	N	04TH	ST	19133
Fairhill Square	2422	N	04TH	ST	19133
Fairhill Square	2434	N	04TH	ST	19133
Fairhill Square	2456	N	04TH	ST	19133
Fairhill Square	2513	N	04TH	ST	19133
Fairhill Square	2515	N	04TH	ST	19133
Fairhill Square	2208	N	05TH	ST	19133
Fairhill Square	2416	N	06TH	ST	19133
Fairhill Square	2625	N	06TH	ST	19133

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Ludlow	2204	N	07TH	ST	19133
Fairhill Square	2517	N	07TH	ST	19133
Fairhill Square	2527	N	07TH	ST	19133
Fairhill Square	2537	N	07TH	ST	19133
Oxford Jefferson	2828	N	W MASTER ST	ST	19121
Fairhill Square	2642	N	08TH	ST	19133
Ludlow	2254	N	09TH	ST	19133
Ludlow	2408	N	09TH	ST	19133
Ludlow	2410	N	09TH	ST	19133
Ludlow	2412	N	09TH	ST	19133
Ludlow	2414	N	09TH	ST	19133
Ludlow	2416	N	09TH	ST	19133
Ludlow	2418	N	09TH	ST	19133
Fairhill Square	2522	N	09TH	ST	19133
Ludlow	2311	N	10TH	ST	19133
Ludlow	2409	N	10TH	ST	19133
Ludlow	2514	N	10TH	ST	19133
Ludlow	2517	N	11TH	ST	19133
Ludlow	2618	N	11TH	ST	19133
Ludlow	2620	N	11TH	ST	19133
Oxford Jefferson	3109	N	CECIL B MOORE AVE	ST	19121
Ludlow	2622	N	11TH	ST	19133
Ludlow	2628	N	11TH	ST	19133
Ludlow	2258	N	12TH	ST	19133
Ludlow	2503	N	12TH	ST	19133
Ludlow	2512	N	ALDER	ST	19133
Ludlow	2514	N	ALDER	ST	19133
Ludlow	2516	N	ALDER	ST	19133
Ludlow	1021	W	ARIZONA	ST	19133
Germantown	718	W	CAMBRIA	ST	19133
Fairhill Square	627	W	CUMBERLAND	ST	19133
Oxford Jefferson	3210	N	CECIL B MOORE AVE	ST	19121
Fairhill Square	637	W	CUMBERLAND	ST	19133
Ludlow	1208	W	DAUPHIN	ST	19133
Fairhill Square	421	W	DAUPHIN	ST	19133
Ludlow	2438	N	DELHI	ST	19133
Ludlow	2445	N	DELHI	ST	19133
Ludlow	2446	N	DELHI	ST	19133
Ludlow	2447	N	DELHI	ST	19133
Fairhill Square	2427	N	FAIRHILL	ST	19133
Mantua	3958	N	ASPEN ST	ST	19104
Ludlow	2204	N	FRANKLIN	ST	19133
Ludlow	2206	N	FRANKLIN	ST	19133
Fairhill Square	416	N	W BERKS ST	ST	19122
Ludlow	2208	N	FRANKLIN	ST	19133
Ludlow	2220	N	FRANKLIN	ST	19133
Ludlow	2247	N	FRANKLIN	ST	19133
Fairhill Square	2545	N	FRANKLIN	ST	19133
Fairhill Square	2546	N	FRANKLIN	ST	19133
Fairhill Square	2346	N	HOWARD	ST	19133
Fairhill Square	620	W	HUNTINGDON	ST	19133
Fairhill Square	715	W	HUNTINGDON	ST	19133

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Fairhill Square	717	W	HUNTINGDON	ST	19133
Fairhill Square	818	W	HUNTINGDON	ST	19133
Fairhill Square	921	W	HUNTINGDON	ST	19133
Fairhill Square	923	W	HUNTINGDON	ST	19133
Fairhill Square	2546	N	HUTCHINSON	ST	19133
Fairhill Square	2422	N	LAWRENCE	ST	19133
Fairhill Square	2328		MASCHER ST	ST	19133
Germantown	2946	N	MUTTER	ST	19133
Ludlow	2642	N	SARTAIN	ST	19133
Ludlow	1247	W	SERGEANT	ST	19133
Germantown	2727	N	WARNOCK	ST	19133
Ludlow	1232	W	YORK	ST	19133
Ludlow	931	W	YORK	ST	19133
Haddington	5155		FUNSTON ST	ST	19139
Haddington	65	N	HIRST	ST	19139
Francisville	624		12TH	ST	19123
Francisville	624		12TH	ST	19123
Mantua	804		JUNE ST	ST	19139
Mantua	806		JUNE ST	ST	19139
Mantua	808		JUNE ST	ST	19139
Mantua	810		JUNE ST	ST	19139
Mantua	812		JUNE ST	ST	19139
Mantua	814		JUNE ST	ST	19139
Mantua	816		JUNE ST	ST	19139
Mantua	818		JUNE ST	ST	19139
Mantua	820		JUNE ST	ST	19139
Mantua	822		JUNE ST	ST	19139
Mantua	824		JUNE ST	ST	19139
Mantua	826		JUNE ST	ST	19139
Mantua	727		N 35TH ST	ST	19104
Mantua	828		JUNE ST	ST	19139
Mantua	830		JUNE ST	ST	19139
Mantua	775		N 38TH ST	ST	19104
Mantua	832		JUNE ST	ST	19139
Mantua	834		JUNE ST	ST	19139
Mantua	836		JUNE ST	ST	19139
Mantua	838		JUNE ST	ST	19139
Mantua	4509		LAIRD ST	ST	19139
Mantua	4511		LAIRD ST	ST	19139
Mantua	801	N	MARKOE	ST	19139
Mantua	804	N	MARKOE	ST	19139
Mantua	808	N	MARKOE	ST	19139
Mantua	814	N	MARKOE	ST	19139
Mantua	816	N	MARKOE	ST	19139
Mantua	818	N	MARKOE	ST	19139
Mantua	819	N	MARKOE	ST	19139
Mantua	824	N	MARKOE	ST	19139
Mantua	828	N	MARKOE	ST	19139
Mantua	838	N	MARKOE	ST	19139
Mantua	842	N	MARKOE	ST	19139
Mantua	858	N	MARKOE	ST	19139
Mantua	812	N	MAY	ST	19139

Supplemental List of Property Addresses Potentially Subject to Demolition, Section 18 Disposition and/or Disposition under Section 24 or Section 32 Homeownership Plans

Haddington	414	N	SICKELS	ST	19139
Haddington	58	N	YEWDALL	ST	19139
Germantown	3338	N	05TH	ST	19140
Germantown	3534	N	11TH	ST	19140
Germantown	1147	W	ERIE		19140
Germantown	1455		KERBAUGH	ST	19140
Germantown	4610	N	MARVINE	ST	19140
Kingsessing	6043		REGENT	ST	19142
Kingsessing	1823	S	CONESTOGA	ST	19143
Kingsessing	1243	S	HANSON	ST	19143
Kingsessing	1247	S	HANSON	ST	19143
Kingsessing	1829	S	VODGES	ST	19143
Kingsessing	1735	S	YEWDALL	ST	19143
Germantown	217	E	BRINGHURST	ST	19144
Francisville	904		16TH	ST	19130
Francisville	904		16TH	ST	19130
Germantown	4815		GREENE ST	ST	19144
Francisville	906		16TH	ST	19130
Francisville	906		16TH	ST	19130
Kingsessing	1010	S	20TH	ST	19146
Kingsessing	1012	S	20TH	ST	19146
Fairhill Square	923		HUNTINGDON	ST	19133
Kingsessing	631		EMILY ST	ST	19148

MOVING TO WORK PLAN
APPENDIX D

Annual Statement/Performance and Evaluation Report
Capital Fund Program (CFP) Part I: Summary

PHA Name: PHILADELPHIA HOUSING AUTHORITY	Grant Type and Number: Capital Fund Program Grant No: PA26P00250107	Federal FY of Grant: 2007

☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (Revision No:)
☐ Performance and Evaluation Report for Program Year Ending: ☐ Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			
		Original	Revised	Revised	Revised
1	Total Non-CFP Funds				
2	1406 Operations	10,000,000	0	0	0
3	1408 Management Improvements	5,569,441	0	0	0
4	1410 Administrative Costs	5,800,000	0	0	0
5	1411 Audit	0	0	0	0
6	1415 Liquidated Damages	0	0	0	0
7	1430 Fees and Costs	4,275,000	0	0	0
8	1440 Site Acquisition	100,000	0	0	0
9	1450 Site Improvements	3,242,705	0	0	0
10	1460 Dwelling Structures	13,875,610	0	0	0
11	1465.1 Dwelling Equipment-Nonexpendable	0	0	0	0
12	1470 Non-Dwelling Space	1,030,000	0	0	0
13	1475 Non-Dwelling Equipment	1,400,000	0	0	0
14	1485 Demolition	300,000	0	0	0
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495 Relocation	200,000	0	0	0
18	1499 Development Activities	500,000	0	0	0
19	1501 Collaterization or Debt Service	12,015,302	0	0	0
20	1502 Contingency	0	0	0	0
21	Amount of Annual Grant (Sum of lines 2-20)	58,308,058	0	0	0
22	Amount of Line 21 Related to LBP Activities				
23	Amount of Line 21 Related to Section 504 Compliance				
24	Amount of Line 21 Related to Security - Soft Costs				
25	Amount of Line 21 Related to Security - Hard Costs				
26	Amount of Line 21 Related to Energy Conservation Measures				

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority			Grant Type and Number: Capital Fund Program Grant No: PA26P00250107								2007
Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Revised	Revised	Revised	Comments	
000	PHA-Wide	701100	Operating Subsidy	1406		10,000,000					
			Total Operating Subsidy Cost			**10,000,000**	0	0			
			Management Improvements								
000	PHA-Wide	700787	Lobby Monitors: Program to enhance site security.	1408		552,060					
000	PHA-Wide	700169	Police Officers Salaries and Benefits	1408		3,286,881					
000	PHA-Wide	700368	Apprenticeship Program Field Training	1408		500,000					
000	PHA-Wide	700176	Computer Software Acquisition, Customization, Installation and Program Implementation Training	1408		1,000,000					
000	PHA-Wide	700168	PHA Development Staff Manager	1408		130,500					
000	PHA-Wide	700796	Staff Development: Provide training opportunities for PHA staff.	1408		100,000					
			Total Management Improvement Cost			**5,569,441**	0	0	0		
			Administrative Costs								
000	PHA-Wide	700183	Administrative Salaries and Benefits	1410		5,800,000					
			Total Administrative Cost	1410		**5,800,000**	0	0	0		
			Fees and Costs								
000	PHA-Wide	700187	Master Planning	1430		600,000					
000	PHA-Wide	700185	A&E, Legal and Consultant Services	1430		2,000,000					
			Physical Needs Assessment - Conventional Sites	1430		475,000					
000	PHA-Wide	700855	Environmental Issues: LBP Testing and Asbestos Monitoring	1430		200,000					
000	PHA-Wide	700184	PHA Technical Salaries	1430		1,000,000					
			Total Professional Services Costs and Fees			**4,275,000**	0	0	0		
			Site Acquisition								
000	PHA-Wide	700165	Acquire properties below TDC	1440		100,000					
			Total Site Acquisition Costs			**100,000**	0	0	0		
			PHA- Wide Site Improvements								
000	PHA-Wide	700876	Install Back Flow Preventors	1450	4 sites	50,000					

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority

Grant Type and Number Capital Fund Program Grant No: PA26P00250107

2007

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Total Estimated Cost Revised	Revised	Revised	Comments
000	PHA-Wide	701423	Repair / Replace Exterior Plumbing Lines	1450	22,125 lf	150,000				
000	PHA-Wide	700877	Fire Code Compliance (Water Mains and Hydrant)	1450	Varies	50,000				
000	PHA-Wide	700992	Landscaping including Tree Trimming/Tree Removal	1450	Varies	130,000				
000	PHA-Wide	701099	Concrete and Pavement	1450	200,000 cy	300,000				
000	PHA-Wide	701423	Replace Existing Plumbing	1450	22,125 lf	85,000				
000	PHA-Wide	701478	Fencing	1450	Varies	125,000				
000	PHA-Wide	700174	504 Exterior Improvements, Ramps, Exterior Glides	1450	20 Units	325,000				
000	PHA-Wide	700856	Underground Storage Tank Removal & Inspections	1450	Varies	60,000				
000	PHA-Wide	700857	PCB Removal & Disposal	1450	Varies	30,000				
000	PHA-Wide	900630	Sparkle-Signage/Awnings	1450	Varies	300,000				
000	PHA-Wide	900635	Sparkle-Lighting/Bollards	1450	Varies	105,000				
000	PHA-Wide	900640	Sparkle-Tree Planting/ Grounds Improvements	1450	Varies	105,000				
000	PHA-Wide	900660	Sparkle-Iron Fencing	1450	Varies	105,000				
000	PHA-Wide	900675	Sparkle-Siding	1450	Varies	105,000				
			Total PHA-Wide Site Improvements			**2,025,000**	**0**	**0**	**0**	
			Scattered Sites Site Improvements							
004	Scattered Sites	700881	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	11	136,282				
005	Scattered Sites	701400	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	2	28,770				
012	Scattered Sites	701401	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	13	154,846				
025	Scattered Sites	701494	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000				
060	Scattered Sites	701409	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	2	26,526				
067	Scattered Sites	701410	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000				
069	Scattered Sites	701411	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	8	90,873				
078	Scattered Sites	701413	**Comprehensive Site Improvements:** Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000				

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority

Grant Type and Number Capital Fund Program Grant No: PA26P00250107 2007

Development Number / Name HA-Wide Activities		Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Total Estimated Cost Revised	Revised	Revised	Comments
080	Scattered Sites	701414	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	5	59,760				
081	Scattered Sites	701415	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	4	52,662				
085	Scattered Sites	701417	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	28	336,145				
087	Scattered Sites	701418	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	1	8,000				
088	Scattered Sites	701419	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	12	141,482				
091	Scattered Sites	701420	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	12	140,152				
092	Scattered Sites	701421	**Comprehensive Site Improvements**: Work corresponds to items listed on the Physical Needs Assessment	1450	2	18,207				
			Total Scattered Site Improvements		**101**	**1,217,705**	**0**	**0**	**0**	
			PHA Wide Dwelling Structures							
000	PHA-Wide	700178	Scattered Sites Lead Abatement	1460	Varies	175,000				
000	PHA-Wide	700179	Environmental Hazard Abatement	1460	Varies	225,000				
000	PHA-Wide	700181	Mold Remediation	1460	Varies	100,000				
000	PHA-Wide	701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	11,000 sf	300,000				
000	PHA-Wide	700978	Window Replacement	1460	Various Sites	330,000				
000	PHA-Wide	701434	Roof Repair/Replacement	1460	250 Units	125,000				
000	PHA-Wide	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	60 Units	400,000				
000	PHA-Wide	701098	504 Unit Modification/Fair Housing	1460	13 Units	200,000				
000	PHA-Wide	701081	Flooring	1460	20,000 sf	100,000				
000	PHA-Wide	700878	Plumbing Upgrades	1460	35 Units	125,000				
000	PHA-Wide	700875	Electrical Upgrades/Distribution	1460	250 Units	100,000				
000	PHA-Wide	700874	Combustion Upgrades	1460	100 Units	450,000				
000	PHA-Wide	701095	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	33 Units	250,000				
000	PHA-Wide	701165	Elevator Upgrades	1460	1-2 Elevators	50,000				
000	PHA-Wide	701089	Replace Metal Handrails and Railings	1460	Varies	50,000				

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority

Grant Type and Number
Capital Fund Program Grant No: PA26P00250107

2007

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Total Estimated Cost Revised	Revised	Revised	Comments
000	PHA-Wide	701090	Fire Safety Code Compliance	1460	Varies	200,000				
000	PHA-Wide	701206	Security to Support Modernization Sites/Unit Turnover	1460	Varies	100,000				
			Total PHA-Wide Dwelling Unit Improvements			**3,105,000**	**0**	**0**		
			Conventional Sites Dwelling Unit Improvements							
			Scattered Sites Dwelling Unit Renovation							
004	Scattered Sites	700453	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	78	5,860,027				
005	Scattered Sites	700454	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	2	135,517				
012	Scattered Sites	700455	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	5	388,075				
025	Scattered Sites	700456	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	0	24,310				
060	Scattered Sites	700457	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	3	208,282				
067	Scattered Sites	700458	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	0	12,180				
069	Scattered Sites	700459	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	13	964,480				
078	Scattered Sites	700462	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	1	68,027				
080	Scattered Sites	700460	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	3	221,158				
081	Scattered Sites	700461	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	3	196,606				
085	Scattered Sites	700463	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	6	472,530				
087	Scattered Sites	700464	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	0	24,123				
088	Scattered Sites	700465	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	2	151,609				
091	Scattered Sites	700466	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	0	33,232				
092	Scattered Sites	700467	**Comprehensive Unit Modernization:** Work corresponds to items listed on the Physical Needs Assessment	1460	1	104,454				
			Scattered Site Unit Renovation Total		**118**	**8,864,610**	**0**	**0**		
			Conventional Site Dwelling Unit Renovation							

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority	Grant Type and Number: Capital Fund Program Grant No: PA26P00250107	2007

Development Number / Name Activities		HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Total Estimated Cost Revised	Revised	Revised	Comments
039	Westpark		700875	Electrical Upgrades/Distribution	1460	300	40,000				DAN QUIMBY'S REQUEST
045	Mantua Hall		700875	Electrical Upgrades/Distribution	1460	150	40,000				DAN QUIMBY'S REQUEST
020	Spring Garden		700875	Electrical Upgrades/Distribution	1460	200	40,000				DAN QUIMBY'S REQUEST
029	Hill Creek		700875	Electrical Upgrades/Distribution	1460	2 Poles	9,000				DAN QUIMBY'S REQUEST
030	Abbottsford		700875	Electrical Upgrades/Distribution	1460	6 Poles	7,000				DAN QUIMBY'S REQUEST
014	Norris Homes		700978	Window Replacement - balances and seals	1460	175 windows	20,000				DAN QUIMBY'S REQUEST
020	Spring Garden		700978	Window Replacement	1460	175 windows	20,000				DAN QUIMBY'S REQUEST
029	Hill Creek		700978	Window Replacement	1460	175 windows	20,000				DAN QUIMBY'S REQUEST
039	Westpark		701165	Elevator Upgrades	1460	6 Cabs	60,000				DAN QUIMBY'S REQUEST
050	Blumberg		701165	Elevator Upgrades	1460	6 Cabs	60,000				DAN QUIMBY'S REQUEST
020	Spring Garden		701089	Replace Metal Handrails and Railings	1460	213 units	65,000				DAN QUIMBY'S REQUEST
031	Bartram		701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	13,000 sf	325,000				DAN QUIMBY'S REQUEST
020	Spring Garden		701166	Heating Plant Upgrade	1460		300,000				DAN QUIMBY/DEVELOPMENT REQUEST
065	Collegeview		701166	Heating Plant Upgrade	1460		300,000				DAN QUIMBY/DEVELOPMENT REQUEST
076	Emlen		701166	Heating Plant Upgrade	1460		300,000				DAN QUIMBY/DEVELOPMENT REQUEST
014	Norris Homes		701166	Heating Plant Upgrade	1460		300,000				DAN QUIMBY/DEVELOPMENT REQUEST
				Total Site Specific Dwelling Unit Work Items			**1,906,000**	**0**	**0**		
				Non-Dwelling Structures							
000	PHA-Wide		701486	Modernization of Non-Dwelling Space	1470		200,000				
000	PHA-Wide			ADA Requirements	1470		830,000				
				Total Non-Dwelling Structures			**1,030,000**	**0**	**0**		
				Non-Dwelling Equipment							
000	PHA-Wide		700035	Equipment for Security Upgrades	1475	5 Bldgs	200,000				

Annual Statement/Performance and Evaluation Report

Capital Fund Program (CFP)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority

Grant Type and Number Capital Fund Program Grant No: PA26P00250107

2007

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost Original	Total Estimated Cost Revised	Revised	Revised	Comments
000	PHA-Wide	700614	Telephone Infrastructure Upgrades	1475	10 Sites	500,000				
000	PHA-Wide	700180	Computer Infrastrucure Upgrades, Computer Lab Support, PHA Office and ISM Support Services	1475	Varies	500,000				
000	PHA-Wide	700798	Community Space Furniture and Equipment	1475	Varies	25,000				
000	PHA-Wide	701204	Maintenance Equipment	1475	Varies	100,000				
000	PHA-Wide	701204	Administrative and Field Office Furniture and Equipment	1475	Varies	75,000				
			Total Non-Dwelling Equipment			**1,400,000**	**0**	**0**		
000	PHA-Wide	700882	Demolition Costs to Remove Hazardous and/or Collapsed Buildings in Response to City Inspectors	1485	8-11 Units	300,000				
			Total Demolition			**300,000**	**0**	**0**		
000	PHA-Wide	700854	Relocation	1495	Varies	200,000				
			Total Relocation			**200,000**	**0**	**0**		
000	PHA-Wide	701490	New Development	1499	Scattered Sites	500,000				
			New Development			**500,000**				
000	PHA-Wide	701498	Bond Debt Service	1501		12,015,302				
			Total Debt Service			**12,015,302**	**0**	**0**		
000	PHA-Wide	700797	Contingency	1502		0				
			GRAND TOTAL			**$58,308,058**	**$0**	**$0**		

DEVELOPMENT DESCRIPTIONS

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

DEVELOPMENT DESCRIPTIONS

MLK PHASE IV - 42 RENTAL	42	New construction - Mixed Finance	Row and Walk-up
TASKER II - 309 UNITS	309	New construction - Mixed Finance	Semi-Detach, Row , Elevator and Walk-up
SCAT. SITES MILLCREEK EXTENSION - 50 UNITS	50	Acquisition and/or New construction	Semi-detach, Row and Walk-up
MARSHALL SHEPARD - 80 UNITS	80	New construction / Acquisition/Rehab - Mixed Finance	Semi-detach, Row and Walk-up
SCAT. SITES LUDLOW - 75 UNITS	75	New construction / Acquisition/Rehab - Possible Mixed Finance	Semi-detach, Row and Walk-up
SCAT. SITES WARNOCK STREET - 50 UNITS	50	New construction / Acquisition/Rehab - Mixed Finance	Semi-detach, Row and Walk-up
SCATTERED SITES MODULAR UNITS	14	New construction	Walk-up - Semi Detached
ABBOTTSFORD - 120 UNITS	120	Acquisition and/or New construction	Semi-detach, Row and Walk-up
LIDDONFIELD - 321 UNITS	321	New construction / - Possible Mixed Finance	Semi-detach, Row, elevator and Walk-up
MANTUA - 80 UNITS	80	New construction / Acquisition/Rehab - Possible Mixed Finance	Semi-detach, Row and Walk-up
REYNOLD SR HOUSING - 64 UNITS	64	New construction - Mixed Finance	Elevator

MOVING TO WORK PLAN
APPENDIX E

APPENDIX E

HOPE VI, MIXED-FINANCE AND REPLACEMENT HOUSING

PHA has been aggressive and successful in using the HUD HOPE VI (five Revitalization Grants to date) and Mixed-Finance Program as a development and financing methodology, to redevelop (through primarily new construction and modernization) PHA's aging and severely distressed housing units.

Using these programs, PHA has either completed or has under development twelve conventional sites: (1) Greater Grays Ferry Estates (formerly known as Tasker Homes); (2) Blumberg final phase; (3) Wilson Park final phase; (4) Courtyard Apartments at Riverview (formerly known as Southwark); (5) Lucien E. Blackwell Homes (formerly known as Mill Creek); (6) Cambridge Plaza; (7) Eight Diamonds (formerly Raymond Rosen Off-Site); (8) Richard Allen Homes; (9) Falls Ridge (formerly known as Schuylkill Falls); (10) Martin Luther King Plaza: (11) Ludlow Scattered Sites; and (12) Nellie Reynolds Garden. Using the mixed-finance strategy, PHA rehabilitated an thirteenth site, which is comprised of more than 97 scattered site units in the Spring Garden Neighborhood of Philadelphia. PHA plans to continue to use these financing methodologies in its next fiscal year for at least one additional conventional development and one Scattered Sites Area.

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

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

Replacement Housing

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

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

1. Acquisition of existing units, including single-family (i.e., one to four family) scattered sites and multi-family buildings from both the general market and from FHA, FNMA, FHLMC, and other private and governmental institutional lenders. Examples of housing using this method are Suffolk Manor and Mt. Olivet.

2. Provision of public housing units in affordable housing projects developed and owned by third parties and managed by private AMEs by adding units through an amendment to PHA's Annual Contributions Contract. An example of housing using this method is the recently completed and occupied St. Anthony's Senior Residence.

3. Provision by PHA of capital funds and ACC subsidy to affordable housing projects developed and owned by third parties and managed by private AMEs. Examples of this

method are St. Ignatius with 67 units within Mill Creek community, and Neumann North Senior Housing under construction.

4. Neighborhood redevelopment projects undertaken by PHA, utilizing scattered sites already owned by PHA and other acquired properties. An example of this method includes the 117 Scattered Site Unit Development, which has been completed. Development activities for Ludlow HOPE VI scattered site properties located in the Warnock and Brewerytown neighborhoods is underway.

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

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

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

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

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

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

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
Eight Diamonds	$27,034,000	Jun-2003
Spring Garden Scattered Sites	$14,665,000	Jun-2003
Cambridge Plaza Phase I	$10,090,000	Dec-2003
Richard Allen (Phase III)	$47,000,000	Dec-2003
Suffolk Manor	$24,345,000	Dec-2003
Blumberg[1]	$9,000,000	Dec-2003
Wilson Park[1] (final phase)	$26,000,000	Oct-2006
Cambridge Plaza Phase II	$12,000,000	Oct-2004
Mt. Olivet	$17,821,000	Dec-2004
Neumann North	9,505,000	Dec-2005
Cambridge Plaza Phase III	$11,500,000	Dec-2005
Martin Luther King Plaza	$74,000,000	Dec-2010
Falls Ridge (Schuylkill Falls)	$50,000,000	Dec-2006
Lucien E. Blackwell Homes	$146,000,000	March 2007
Greater Grays Ferry Estates[1]	$169,000,000	Dec-2006
Germantown House	$22,700,000	Dec-2006
Warnock	$18,000,000	Dec-2008
Mill Creek Extension	$45,000,000	Dec-2009
Nellie Reynolds Garden	$24,000,000	Dec-2009
Ludlow HOPE VI Scattered Site	$44,000,000	Dec-2010
Abbotsford Phase I	$21,000,000	Dec-2009
Spring Garden Phase II	$20,000,000	Dec-2009
Subtotal	**$842,660,000**	

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
HOPE VI DEMOLITION ONLY		
Cambridge I, II, and III	$2,598,000	Jul-02
Ludlow Scattered Sites	$511,000	Dec-03
Passyunk	$3,702,000	Dec-03
Abbottsford	$5,000,000	Jul-06
Subtotal	**$11,811,000**	
Grand Total	**$854,471,000**	

[1] Greater Grays Ferry Estates (Tasker Homes), Wilson Park, and Blumberg will be completed with Capital Program Revenue Bonds, whose debt service will be paid from future capital funds. Greater Grays Ferry Estates, which is also included in Table 7-1, is included in this table because PHA received Tax Exempt Volume Cap Bonds with 4% tax credits for the first phase of construction and expects to receive the same for the remaining construction phases. Securing an allocation for Volume Cap Bonds and credits reduces the amount of Capital Program Revenue Bond proceeds needed for Tasker Homes Development and PHA has reallocated those bond proceeds to the redevelopment of other PHA projects.

U.S. Department of Housing and Urban Development

Philadelphia Office
The Wanamaker Building
100 Penn Square East
Philadelphia, Pennsylvania 19107-3380

May 7, 2004

Mr. Carl R. Greene
Executive Director
Philadelphia Housing Authority
12 S. 23rd Street
Philadelphia, PA 19103-4497

Dear Mr. Greene:

We acknowledge receipt of your letter dated March 26, 2004, which transmitted revisions to the Authority's Replacement Housing Plans for the first and second increments of funding. The revisions consisted of moving some of the Authority's mixed-financed development activities between increments and the addition of new development activities.

We have reviewed the revised plans and development schedules, and have no objection to the revisions as submitted. We have updated the obligation start date in LOCCS for Year 6 of Replacement Housing Factor funding to reflect the inclusion of this grant in the Replacement Housing Plan for the first increment of funding, based on the development schedule provided in your submission. Please ensure that all obligation and expenditure deadlines as established in LOCCS are met to avoid any recapture of funding.

If you have any questions concerning this matter, please do not hesitate to contact Dennis G. Bellingtier, Division Director, by calling (215) 656-0581 extension 3339 or at Dennis_Bellingtier@HUD.GOV on the Internet. Our text telephone (TTY) number for the hearing impaired is (215) 656-3450.

Sincerely,

Dennis G. Bellingtier

Malinda Roberts
Director
Office of Public Housing

cc:
Michael Leithhead, Senior Deputy Executive Director
Jemine A. Bryon, Assistant Executive Director for Real Estate and Development

RHF PLAN

Approved 12-20-06

Sources	117 Scattered Site Infill units	R. ALLEN - 178 RENTAL UNITS	Mt OLIVET - 161 UNITS	MILLCREEK - ONSITE 80 UNITS	MILLCREEK - ST IGNATIUS 67 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TASKER I - 245 UNITS	TASKER II - 309 UNITS (1)	NEUMANN NORTH 67 UNITS	MILLCREEK - OFFSITE 80 UNITS	MILLCREEK - OFFSITE 50 UNITS	MLK PHASE IV- 42 Rental	TASKER I - 245 UNITS
FIRST INCREMENT													
Replacement Housing Fund - FY1998	$440,993												
Replacement Housing Fund - FY1999	$536,989												
Replacement Housing Fund - FY2000	$2,816,153												
Replacement Housing Fund - FY2001	$6,371,123												
Replacement Housing Fund - FY2002		$8,858,169	$825,607	$4,832,500									
Replacement Housing Fund - FY2003				$1,271,153	$362,000	$3,185,000	$1,472,652						
Replacement Housing Fund - FY 2004											$2,649,040		
Replacement Housing Fund - FY 2005													
Replacement Housing Fund - FY 2006													
Replacement Housing Fund - FY 2007													
Replacement Housing Fund - FY 2008													
Replacement Housing Fund - FY 2009													
Replacement Housing Fund - FY 2010													
Replacement Housing Fund - FY 2011													
Total RHF Funds FIRST INC.	$10,165,258	$8,858,169	$825,607	$6,103,653	$362,000	$3,185,000	$1,472,652	$0	$0	$0	$2,649,040	$0	$0
SECOND INCREMENT													
Replacement Housing Fund - FY1998													
Replacement Housing Fund - FY1999													
Replacement Housing Fund - FY2000													
Replacement Housing Fund - FY2001													
Replacement Housing Fund - FY2002									$2,000,000		$550,960	$1,565,085	$4,283,303
Replacement Housing Fund - FY2003										$4,201,075			$4,391,258
Replacement Housing Fund - FY 2004													
Replacement Housing Fund - FY 2005								$5,486,621					
Replacement Housing Fund - FY 2006								$5,486,621					
Replacement Housing Fund - FY 2007													
Replacement Housing Fund - FY 2008													
Replacement Housing Fund - FY 2009													
Replacement Housing Fund - FY 2010													
Replacement Housing Fund - FY 2011													
Total RHF Funds SECOND INC.	$0	$0	$0	$0	$0	$0	$0	$11,973,242	$2,000,000	$4,201,075	$550,960	$1,565,085	$8,674,561
Total Replacement Housing Fund	$10,165,258	$8,858,169	$825,607	$6,103,653	$362,000	$3,185,000	$1,472,652	$11,973,242	$2,000,000	$4,201,075	$3,200,000	$1,565,085	$8,674,561

NOTES:

1. RHF fund of $825,000 was used for Mt Olivet in year 1-5 plan to replace Modular housing project. The excess fund from Mt Olivet will be used for Suffolk which had a negative balance of $730,000 since the Financial Closing. Both Mt Olivet and Suffolk is

RHF PLAN

Approved 12-20-06

SCAT. SITES - MILLCREEK EXT 100 UNITS	MARSHALL SHEPPARD	SCAT. SITES - BREWERY TOWN 60 UNITS	SCAT. SITES - LUDLOW 75 UNITS	SCAT. SITES - WARNOCK 60 UNITS	SCATTERED SITES 14 MODULAR UNITS	ABBOTTSFORD - 120 UNITS	LIDDONFIELD - 321 UNITS	MANTUA - 150 UNITS	CROYDON - 174 UNITS	REYNOLD SR HOUSING - 75 UNITS	Total
											$440,993
											$536,989
											$2,816,153
											$6,371,123
											$14,516,276
											$6,290,805
											$7,980,343
$2,831,303					$2,500,000						$9,601,713
$1,601,713			$8,000,000								$7,911,812
$1,901,713		$6,010,099									$7,911,812
						$7,911,812					$3,379,803
							$3,379,803				$3,351,603
							$3,351,603				$0
											$0
$6,334,729	$0	$6,010,099	$8,000,000	$0	$2,500,000	$7,911,812	$6,731,306	$0	$0	$0	$71,109,325
											$0
											$0
											$0
											$0
											$0
											$8,399,348
											$10,933,733
$2,341,400											$7,805,459
$1,496,574				$6,308,885							$8,574,809
		$1,689,901		$1,398,287							$9,574,809
						$4,088,188					$11,293,365
							$3,293,365			$8,000,000	$7,149,360
							$7,149,360				$10,053,126
								$10,053,126			$8,283,776
									$8,283,776		$0
$3,837,974	$0	$1,689,901	$0	$7,707,172	$0	$4,088,188	$10,442,725	$10,053,126	$8,283,776	$8,000,000	$83,067,785
$10,172,703	$0	$7,700,000	$8,000,000	$7,707,172	$2,500,000	$12,000,000	$17,174,031	$10,053,126	$8,283,776	$8,000,000	$154,177,110

Revised Date:12/07/06

PHILADELPHIA HOUSING AUTHORITY

RHF PLAN

DEVELOPMENT SCHEDULES

DEVELOPMENT	Procure Architect	Construction Document	Submit MFP	Submit Evidentiaries or Dev. Proposal	Mixed Finance Closing	Construction Start	Lease up start	DOFA
SCATTERED SITE INFILL- 117 UNITS	Sep-01	May-02	n/a	n/a	n/a	Aug-02	Aug-03	Dec-03
RICHARD ALLEN- 178 UNITS	Jan-00	Dec-01	Jun-01	Sep-01	Dec-01	Jan-02	Apr-03	Dec-03
Mt OLIVET - 161 UNITS	Jun-02	Jan-03	Jan-03	Jun-03	Nov-03	Apr-04	Jan-04	Dec-04
MILLCREEK - ONSITE 80 UNITS	Aug-02	Aug-03	Jun-03	Jul-03	Feb-04	Jan-04	Jan-05	Mar-05
MILLCREEK - ST IGNATIUS- 67 UNITS	Aug-02	Aug-03	Dec-03	Jul-03	Apr-04	Jan-03	Jan-04	Mar-05
CAMBRIDGE III - 40 RENTAL UNITS	Jan-03	Feb-04	Mar-04	Feb-04	Jun-04	Jun-04	Jun-05	Jun-05
TASKER I - 245 UNITS	Jul-02	Oct-02	Jul-02	Sep-02	Dec-02	Jan-03	Jul-04	Oct-04
NEUMANN NORTH- 67 UNITS	Jan-03	Feb-04	Mar-04	Feb-04	Jun-04	Dec-04	Dec-05	Dec-05
MILLCREEK - OFFSITE 80 UNITS	Mar-03	Aug-04	Sep-04	Oct-04	Apr-05	Apr-05	Mar-06	Apr-06
MILLCREEK - OFFSITE 50 UNITS	Mar-04	Aug-04	Dec-05	Feb-06	Apr-06	Apr-06	Sep-06	Nov-06
MLK PHASE IV- 42 Rental	Apr-99	Nov-02	Apr-03	Jun-03	Jul-03	Jul-03	Nov-04	Jan-05
TASKER II - 309 UNITS	Jul-02	Oct-03	Aug-03	Sep-03	Dec-03	Jan-04	Jul-05	Jan-06
SCATT. SITE MILL CREEK EXTENSION	Aug-12	Sep-12	Oct-12	Dec-12	Dec-12	Jan-13	Jan-14	Mar-14
MARSHALL SHEPARD 80 UNITS	Sep-06	Dec-06	Oct-06	Nov-06	Jun-07	Jul-07	Sep-08	Dec-08
SCAT. SITES - BREWERY TOWN 60 UNITS	Aug-03	Sep-07	Oct-07	Dec-07	Feb-08	Apr-08	Apr-09	Jun-09
SCAT. SITES - LUDLOW 75 UNITS	Oct-06	Dec-06	Nov-06	Dec-06	Dec-06	Feb-07	Oct-08	Mar-09
SCAT. SITES - WARNOCK STREET 50 UNITS	Apr-06	Sep-07	Nov-07	Jan-08	Mar-08	May-08	May-09	Sep-09
SCAT. SITES - 14 MODULAR UNITS	Jun-03	May-06	N/A	Dec-05	N/A	Jun-06	Mar-07	Jun-07
ABBOTTSFORD - 120 UNITS	Apr-08	Sep-09	Nov-09	Jan-10	Mar-10	May-10	May-11	Sep-11
LIDDONFIELD - 321 UNITS	May-08	Sep-09	Nov-09	Jan-10	Mar-10	May-10	Nov-12	Dec-12
MANTUA - 80 UNITS	Jun-08	Sep-09	Nov-09	Jan-10	Mar-10	May-10	May-12	Sep-12
REYNOLD SR HOUSING - 64 UNITS	Sep-06	Sep-07	Nov-07	Jan-08	Mar-08	May-08	May-09	Sep-09

RHF PLAN

Proposed 12-20-06

Sources	SCAT. SITES - MILLCREEK EXT 50 UNITS	MARSHALL SHEPPARD 80 UNITS	SCAT. SITES - BREWERY TOWN 60 UNITS	SCAT. SITES - LUDLOW 75 UNITS	SCAT. SITES - WARNOCK 50 UNITS	SCATTERED SITES 14 MODULAR UNITS	ABBOTTSFORD - 120 UNITS	LIDDONFIELD - 321 UNITS	MANTUA - 80 UNITS	CROYDON - 174 UNITS	REYNOLD GARDENS - 64 UNITS	Total
FIRST INCREMENT												
Replacement Housing Fund - FY1998												$440,993
Replacement Housing Fund - FY1999												$536,989
Replacement Housing Fund - FY2000												$2,816,153
Replacement Housing Fund - FY2001												$6,371,123
Replacement Housing Fund - FY2002												$14,516,276
Replacement Housing Fund - FY2003												$6,290,805
Replacement Housing Fund - FY 2004		$2,831,303				$2,500,000						$7,980,343
Replacement Housing Fund - FY 2005		$3,101,713		$8,500,000								$9,601,713
Replacement Housing Fund - FY 2006		$1,901,713									$5,738,817	$7,640,530
Replacement Housing Fund - FY 2007					$400,000		$7,211,812					$7,611,812
Replacement Housing Fund - FY 2008								$3,379,803				$3,379,803
Replacement Housing Fund - FY 2009								$3,351,503				$3,351,503
Replacement Housing Fund - FY 2010												$0
Replacement Housing Fund - FY 2011												$0
Total RHF Funds FIRST INC.	$0	$7,834,729	$0	$8,500,000	$400,000	$2,500,000	$7,211,812	$6,731,306	$0	$0	$5,738,817	$70,538,043
SECOND INCREMENT												
Replacement Housing Fund - FY1998												$0
Replacement Housing Fund - FY1999												$0
Replacement Housing Fund - FY2000												$0
Replacement Housing Fund - FY2001												$0
Replacement Housing Fund - FY2002												$8,399,348
Replacement Housing Fund - FY2003												$10,933,733
Replacement Housing Fund - FY 2004		$2,341,400									$5,008,885	$7,805,459
Replacement Housing Fund - FY 2005		$1,996,574		$800,000								$5,166,981
Replacement Housing Fund - FY 2006				$2,749,997	$2,418,984							$5,168,186
Replacement Housing Fund - FY 2007					$4,888,188		$300,000					$9,443,365
Replacement Housing Fund - FY 2008								$9,443,365				$9,449,360
Replacement Housing Fund - FY 2009								$7,149,360	$2,300,000			$10,053,126
Replacement Housing Fund - FY 2010									$10,053,126			$8,283,776
Replacement Housing Fund - FY 2011	$8,283,776											$0
Total RHF Funds SECOND INC.	$8,283,776	$4,337,974	$0	$3,549,997	$7,307,172	$0	$300,000	$16,592,725	$12,353,126	$0	$5,008,885	$74,725,336
Total Replacement Housing Fund	$8,283,776	$12,172,703	$0	$10,049,997	$7,707,172	$2,500,000	$7,511,812	$23,324,031	$12,353,126	$0	$10,747,702	$145,263,379

NOTES:

1. RHF fund of $625,000 was used for Mt Olivet in year 1-5 plan to replace Modular housing project. The excess fund from Mt Olivet will be used for Suffolk which had a negative balance of $730,000 since the Financial Closing. Both Mt Olivet and Suffolk is using MTW year 1 fund for capital improvement.

RHF PLAN

Variance 12-20-06

Sources	SCAT. SITES - MILLCREEK EXT 100 UNITS	MARSHALL SHEPPARD	SCAT. SITES - BREWERY TOWN 60 UNITS	SCAT. SITES - LUDLOW 75 UNITS	SCAT. SITES - WARNOCK 60 UNITS	SCATTERED SITES 14 MODULAR UNITS	ABBOTTSFORD - 120 UNITS	LIDDONFIELD - 321 UNITS	MANTUA - 150 UNITS	CROYDON - 174 UNITS	REYNOLD SR HOUSING - 75 UNITS	Total
FIRST INCREMENT												
Replacement Housing Fund - FY1998	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY1999	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2001	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2002	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2003	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2004	$ (2,831,303)	$ 2,831,303	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2005	$ (1,601,713)	$ 3,101,713	$ -	$ (1,500,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2006	$ (1,901,713)	$ 1,901,713	$ (6,010,099)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,738,817	$ (271,282)
Replacement Housing Fund - FY 2007	$ -	$ -	$ -	$ -	$ 400,000	$ -	$ (700,000)	$ -	$ -	$ -	$ -	$ (300,000)
Replacement Housing Fund - FY 2008	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2009	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2010	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2011	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total RHF Funds FIRST INC.	$ (6,334,729)	$ 7,834,729	$ (6,010,099)	$ (1,500,000)	$ 400,000	$ -	$ (700,000)	$ -	$ -	$ -	$ 5,738,817	$ (571,282)
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SECOND INCREMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY1998	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY1999	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2001	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2002	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY2003	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2004	$ (2,341,400)	$ 2,341,400	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2005	$ (1,496,574)	$ 1,996,574	$ -	$ 500,000	$ (6,308,885)	$ -	$ -	$ -	$ -	$ -	$ 5,008,885	$ -
Replacement Housing Fund - FY 2006	$ -	$ -	$ (1,689,901)	$ 2,749,997	$ 1,020,897	$ -	$ -	$ -	$ -	$ -	$ -	$ (4,405,828)
Replacement Housing Fund - FY 2007	$ -	$ -	$ -	$ -	$ 4,888,188	$ -	$ (3,788,188)	$ -	$ -	$ -	$ -	$ (4,388,621)
Replacement Housing Fund - FY 2008	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,150,000	$ -	$ -	$ (8,000,000)	$ (1,850,000)
Replacement Housing Fund - FY 2009	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,300,000	$ -	$ -	$ 2,300,000
Replacement Housing Fund - FY 2010	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Replacement Housing Fund - FY 2011	$ 8,283,776	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (8,283,776)	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total RHF Funds SECOND INC.	$ 4,445,802	$ 4,337,974	$ (1,689,901)	$ 3,549,997	$ (400,000)	$ -	$ (3,788,188)	$ 6,150,000	$ 2,300,000	$ (8,283,776)	$ (2,991,115)	$ (8,342,449)
Total Replacement Housing Fund	$ (1,888,927)	$ 12,172,703	$ (7,700,000)	$ 2,049,997	$ -	$ -	$ (4,488,188)	$ 6,150,000	$ 2,300,000	$ (8,283,776)	$ 2,747,702	$ (8,913,731)

NOTES:

1. RHF fund of $825,000 was used for Mt Olivet in year 1-5 plan to replace Modular housing project. The excess fund from Mt Olivet will be used for Suffolk which had a negative balance of $730,000 since the Financial Closing. Both Mt Olivet and Suffolk is

U.S. Department of Housing and Urban Development

Philadelphia Office
The Wanamaker Building
100 Penn Square East
Philadelphia, Pennsylvania 19107-3380

December 27, 2004

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

Dear Mr. Greene:

SUBJECT: Revised Second Increment Replacement Housing Plan

We acknowledge receipt of your letter dated November 1, 2004, which transmitted a revised Replacement Housing Plan for the second increment of Replacement Housing Factor (RHF) funding.

Specifically, the revision reflects the increased amount of RHF funding received in FY 2004 over the amount anticipated and included in the original plan. The revised Replacement Housing Plan allocates the RHF funding that was received in FY 2004 ($18,914,076) to five development projects as follows:

- Mill Creek Off-Site (80 Units) - $4,201,075
- Mill Creek Off-Site (50 Units) - $3,200,000
- Tasker I (245 Units) - $4,566,045
- Scattered Sites (West Philadelphia – 60 Units) - $2,000,000
- Scattered Sites (ADAPT Units) - $4,946,956

We note that the development schedule as it relates to the anticipated dates for the submission of conventional development proposals or mixed-finance development proposals remains unchanged. As a result, the obligation start date for the FY 2004 RHF funding is not being amended as a result of this revision and increased amount of funding.

Based on our review of the revised Replacement Housing Plan, we have no objection to the changes and authorize the Authority to obligate and expend RHF funding on the approved development proposals.

MOVING TO WORK PLAN
APPENDIX F

Appendix F: Vacancy Rates

	VACANCIES as of 09/30/06					3/31/2008
SITE NAME / NUMBER	Available Units	Vacant Units	Actual Rate %	Cond. mod.	Adjusted Rate %	*Projected Adjusted %
North Central						
001 Johnson Homes - vac. red.	532	15	2.82%		2.82%	2.82%
010 Raymond Rosen Manor - mod	308	8	2.60%		2.60%	2.60%
117 Raymond Rosen Manor - mod	46	1	2.17%		2.17%	2.17%
119 Raymond Rosen Manor - New	198	2	1.01%		1.01%	1.01%
042 Champlost	102	0	0.00%		0.00%	0.00%
049 Morton Homes - vac. red	248	5	2.02%		2.02%	2.02%
050 Norman Blumberg Apts - comp mod	501	9	1.80%	1	1.60%	1.60%
077 Bentley - vac. Red	99	9	9.09%		9.09%	9.09%
Total	**2,034**	**49**	**2.41%**	**1**	2.36%	2.36%
North Area						
003 Richard Allen Homes - reconfig.	150	1	0.67%		0.67%	0.67%
014 Norris Homes - vac. Red	324	13	4.01%	2	3.40%	3.40%
015 Harrison Plaza - comp mod/vac. red.	299	10	3.34%		3.34%	3.34%
020 Spring Garden - vac. red.	202	3	1.49%	1	0.99%	0.99%
055B Fairhill Apts	264	2	0.76%		0.76%	0.76%
114 Gladys B. Jacobs	80	5	6.25%		6.25%	6.25%
Total	**1,319**	**34**	**2.58%**	**3**	2.35%	2.35%
Northeast Area						
023 Liddonfield	461	164	35.57%		35.57%	35.57%
029 Hill Creek	334	10	2.99%	1	2.69%	2.69%
032 Oxford Village - vac. red.	200	1	0.50%		0.50%	0.50%
034 Whitehall Apts - comp mod	248	3	1.21%		1.21%	1.21%
066 Holmecrest - vac. red.	84	3	3.57%		3.57%	3.57%
079 Plymouth Hall	71	71	100.00%	71	0.00%	0.00%
Total	**1,398**	**252**	**18.03%**	**72**	12.88%	12.88%
South Area						
013 Wilson Park - Elderly	279	4	1.43%		1.43%	1.43%
113 Wilson Park - Multi-family (Mod.)	448	6	1.34%	1	1.12%	1.12%
031 Bartram Village - vac. red.	493	11	2.23%		2.23%	2.23%
061 Paschall Apts - vac. red.	221	11	4.98%		4.98%	4.98%
062 Point Breeze Court	71	1	1.41%		1.41%	1.41%
Total	**1,512**	**33**	**2.18%**	**1**	2.12%	2.12%
West Area						
018 Arch Homes	73	2	2.74%		2.74%	2.74%
024 Queen Lane - vac. red.	138	3	2.17%		2.17%	2.17%
035 Haddington Homes -vac. red.	148	3	2.03%		2.03%	2.03%
039 Westpark Apts - vac. red.	327	13	3.98%		3.98%	3.98%
045 Mantua Hall - vac. red.	152	5	3.29%	1	2.63%	2.63%
046 Haverford	24	1	4.17%		4.17%	4.17%
063 Katie B. Jackson(9 Units to S.S.)	59	4	6.78%		6.78%	6.78%
076 Emlen Arms	156	3	1.92%		1.92%	1.92%
093 Westpark Plaza	65	0	0.00%		0.00%	0.00%
Total	**1,142**	**34**	**2.98%**	**1**	2.89%	2.89%
TOTAL CONVENTIONAL	**7,405**	**402**	**5.16%**	**78**	4.38%	4.38%
Scattered Sites						
901 Haddington/Overbrook	468	41	8.76%	19	4.70%	4.70%
063 Katie B. Jackson(9 Units from Conv.)	9	3	33.33%		33.33%	33.33%
902 Mantua	489	135	27.61%	71	13.09%	13.09%
903 Kingsessing	568	42	7.39%	15	4.75%	4.75%
904 Germantown/Hunting Park	464	89	19.18%	36	11.42%	11.42%
905 Fairhill Square	539	104	19.29%	61	7.98%	7.98%
030 Abbottsford Homes - mod	254	27	10.63%	18	3.54%	3.54%
Total	**2,791**	**441**	**15.80%**	**220**	7.92%	7.92%
Scattered Sites						
906 Francisville	589	174	29.54%	80	15.96%	15.96%
907 Ludlow	541	138	25.51%	87	9.43%	9.43%
908 Susquehanna	614	195	31.76%	84	18.08%	18.08%
909 Strawberry Mansion	694	289	41.64%	152	19.74%	19.74%
910 Oxford/Jefferson	540	206	38.15%	131	13.89%	13.89%
055A Parkview Apartments	20	2	10.00%		10.00%	10.00%
065 Collegeview	54	2	3.70%		3.70%	3.70%
100 C.B. Moore Homes	30	1	3.33%		3.33%	3.33%
104 Arlene Homes	32	1	3.13%		3.13%	3.13%
Total	**3,114**	**1,008**	**32.37%**	**534**	15.22%	15.22%
TOTAL SCATTERED SITES	**5,905**	**1,449**	**23.48%**	**754**	11.77%	11.77%
TOTAL PHA	**13,310**	**1,851**	**13.34%**	**832**	7.66%	7.66%

Appendix F: Vacancy Rates

SITE NAME / NUMBER	VACANCIES as of 09/30/06					3/31/2008
	Available Units	Vacant Units	Actual Rate %	Cond. mod.	Adjusted Rate %	*Projected Adjusted %
PHA Managed - PAPMC Sites						
129 Cambridge Plaza II	40	0	0.00%	0	0.00%	0.00%
132 Suffolk Manor	137	4	2.92%	0	2.92%	0.00%
133 Richard Allen Homes - Phase III	71	1	1.41%	0	1.41%	0.00%
134 Richard Allen Homes - Phase III	107	3	2.80%	0	2.80%	0.00%
137 Cambridge Plaza	44	1	2.27%	0	2.27%	0.00%
138 Mt. Olivet	161	7	4.35%	0	4.35%	0.00%
139 Greater Grays Ferry Estates I-A	245	9	3.67%	0	3.67%	0.00%
143 Greater Grays Ferry Estates II-A	81	0	0.00%	0	0.00%	0.00%
144 Greater Grays Ferry Estates II-B	103	1	0.97%	0	0.97%	0.00%
145 Lucien E. Blackwell	80	0	0.00%	0	0.00%	0.00%
147 Cambridge III	40	0	0.00%	0	0.00%	0.00%
149 Martin Luther King - Phase IV	42	1	2.38%	0	2.38%	0.00%
150 Lucien E. Blackwell II	80	0	0.00%	0	0.00%	0.00%
152 Germantown House *	7	0	0.00%	0	0.00%	0.00%
Total	**1,238**	**27**	**2.18%**	**0**	2.18%	0.00%
Alternative Management Entities						
121 Courtyard Apts. @ Riverview	470	3	0.64%	0	0.64%	0.00%
126 8 Diamonds	123	1	0.81%	0	0.81%	0.00%
141 8 Diamonds	29	0	0.00%	0	0.00%	0.00%
127 Spring Garden Scattered Sites	86	0	0.00%	0	0.00%	0.00%
128 Martin Luther King-Phase I	49	0	0.00%	0	0.00%	0.00%
130 Falls Ridge	135	2	1.48%	0	1.48%	0.00%
131 St. Anthony's Senior Residence	38	0	0.00%	0	0.00%	0.00%
136 Martin Luther King - Phase III	45	0	0.00%	0	0.00%	0.00%
146 Angela Court	67	0	0.00%	0	0.00%	0.00%
148 Neuman North	67	0	0.00%	0	0.00%	0.00%
Total	**1,109**	**6**	**0.54%**	**0**	0.54%	**0.00%**
Combined AME Total	**2,347**	**33**	**1.41%**	**0**	1.41%	**0.00%**
GRAND TOTAL PHA & AME	**15,657**	**1,884**	**12.03%**	**832**	**6.72%**	**6.51%**
152 Geramntown House *	126	0				0.00%
153 Lucien E. Blackwell III	50	0				0.00%
154 Ludlow III	75	0				0.00%
TBD Marshall Sheppard	80	0				0.00%
GRAND TOTAL PAPMC UNITS COMING ONLINE BETWEEN 10/1/2006 AND 3/31/2008	**331**	**0**				**0.00%**
MARCH 2008 GRAND TOTALS	**15,988**	**1,851**		**832**		**6.37%**

** Projections for changes in the vacancy rates are based on adjusted rates using HUD exclusions to adjust the vacancy rate.*

MOVING TO WORK PLAN
APPENDIX G

Appendix G: Uncollected Rent

SITE NAME / NUMBER	Rents as of 09/30/06		
	Rents Billed	Rents Uncollected	% Uncollected
North Central -			
001 Johnson Homes - vac. red.	120,895.17	11,184.80	9.25%
010 Raymond Rosen Manor - mod	141,869.07	32,198.09	22.70%
117 Raymond Rosen Manor - mod	13,531.00	1,988.00	14.69%
119 Raymond Rosen Manor - New	*included in Project 010*		
042 Champlost - mod	31,863.67	6,812.00	21.38%
049 Morton Homes	61,827.00	9,141.16	14.79%
050 Norman Blumberg Apts - comp mod	109,895.82	22,882.90	20.82%
077 Bentley	17,061.00	390.14	2.29%
Total	**496,942.73**	**84,597.09**	**17.02%**
North Area			
003 Richard Allen Homes - reconfig.	52,475.00	5,812.83	11.08%
014 Norris Homes	71,087.03	11,813.14	16.62%
015 Harrison Plaza - comp mod	73,201.90	10,876.48	14.86%
020 Spring Garden - vac. red.	44,613.20	4,785.60	10.73%
055B Fairhill Apts	52,573.10	7,296.16	13.88%
114 Gladys B. Jacobs	16,435.00	191.00	1.16%
Total	**310,385.23**	**40,775.21**	13.14%
Northeast Area			
023 Liddonfield - vac. red.	69,804.00	12,452.10	17.84%
029 Hill Creek - comp mod	74,461.40	13,505.36	18.14%
032 Oxford Village - vac. red.	49,742.92	5,501.86	11.06%
034 Whitehall Apts - comp mod	58,001.73	9,942.86	17.14%
066 Holmecrest	18,779.00	447.18	2.38%
079 Plymouth Hall	0.00	0.00	0.00%
Total	**270,789.05**	**41,849.36**	**15.45%**
South Area			
002 Tasker Homes	0.00	0.00	0.00%
013 Wilson Park - Elderly	56,516.70	5,041.16	8.92%
113 Wilson Park - Multi-family (Mod.)	102,436.44	14,428.20	14.09%
031 Bartram Village	94,447.00	16,194.43	17.15%
061 Paschall Apts - vac. red.	43,004.07	4,345.03	10.10%
062 Point Breeze Court	13,948.00	864.26	6.20%
Total	**310,352.21**	**40,873.08**	**13.17%**
West Area			
018 Arch Homes	16,816.27	2,814.27	16.74%
024 Queen Lane	29,296.46	2,153.00	7.35%
035 Haddington Homes	35,705.00	6,206.20	17.38%
039 Westpark Apts	61,274.50	13,355.60	21.80%
045 Mantua Hall - vac. red.	26,063.70	3,598.54	13.81%
046 Haverford	5,331.00	115.00	2.16%
063 Katie B. Jackson	11,275.00	457.00	4.05%
076 Emlen Arms	34,157.63	2,140.20	6.27%
093 Westpark Plaza	14,583.00	915.70	6.28%
Total	**234,502.56**	**31,755.51**	**13.54%**
TOTAL CONVENTIONAL	**1,622,971.78**	**239,850.25**	**14.78%**

Appendix G: Uncollected Rent

SITE NAME / NUMBER	Rents as of 09/30/06		
	Rents Billed	Rents Uncollected	% Uncollected
Scattered Sites			
030 Abbottsford Homes - mod	61,547.57	10,915.67	17.74%
901 Haddington/Overbrook	58,747.09	2,922.33	4.97%
902 Mantua	34,992.50	3,005.50	8.59%
903 Kingsessing	58,611.00	4,885.10	8.33%
904 Germantown/Hunting Park	51,046.14	4,336.06	8.49%
905 Fairhill Square	40,345.00	1,907.00	4.73%
063 Katie B. Jackson(9 Units from Conv.)	-	-	-
Total	**305,289.30**	**27,971.66**	**9.16%**
Scattered Sites			
054 Parkview Apartments	3,951.06	90.06	2.28%
065 Collegeview	10,332.83	772.72	7.48%
100 C.B. Moore Homes	7,054.00	50.00	0.71%
104 Arlene Homes	7,680.50	378.00	4.92%
906 Francisville	40,102.00	2,011.00	5.01%
907 Ludlow	41,133.63	4,349.63	10.57%
908 Susquehanna	44,909.00	4,408.00	9.82%
909 Strawberry Mansion	39,087.02	2,928.06	7.49%
910 Oxford/Jefferson	35,466.10	2,345.26	6.61%
Total	**229,716.14**	**17,332.73**	**7.55%**
TOTAL SCATTERED SITES	**535,005.44**	**45,304.39**	**8.47%**
TOTAL PHA	**2,157,977.22**	**285,154.64**	**13.21%**
Alternative Management Entities - PHA			
129 Cambridge Plaza II	11,896.67	904.73	7.60%
132 Suffolk Manor	33,726.00	2,092.72	6.21%
133 Richard Allen Homes - Phase III	15,937.85	3,989.00	25.03%
134 Richard Allen Homes - Phase III	28,444.00	3,797.67	13.35%
137 Cambridge Plaza 1	10,696.00	1,071.00	10.01%
138 Mt. Olivet	40,401.00	2,351.01	5.82%
139 Greater Grays Ferry Estates	52,128.00	6,598.46	12.66%
143 Greater Grays Ferry Estates	19,370.00	1,314.00	6.78%
144 Greater Grays Ferry Estates	20,357.00	1,845.00	9.06%
145 LEB (MCLPI)	20,817.33	5,128.87	24.64%
147 Cambridge Plaza Phase III	9,259.00	70.90	0.77%
149 Martin Luther King Plaza IV	10,798.47	9,946.22	92.11%
150 Lucien E Blackwell II	19,394.03	960.59	4.95%
152 Germantown house	1,979.34	1,979.34	100.00%
Total	**295,204.69**	**42,049.51**	**14.24%**
Alternative Management Entities			
121 Courtyard Apts. @ Riverview	57,371.00	0.00	0.00%
126 8 Diamonds	29,399.00	801.00	2.72%
141 8 Diamonds	*included in PA 126 - 8 Diamonds*		
127 Spring Garden Scattered Sites	15,150.00	783.00	5.17%
128 Martin Luther King-Phase I	10,894.00	700.00	6.43%
130 Falls Ridge	32,111.00	4,079.00	12.70%
131 St. Anthony's Senior Residence	4,997.00	394.00	7.88%
136 Martin Luther King-Phase II	12,248.00	318.00	2.60%
146 Angela Court	22,751.00	218.00	0.96%
148 Neuman North	19,294.00	0.00	0.00%
Total	**204,215.00**	**7,293.00**	**3.57%**
Combined AME Total	**499,419.69**	**49,342.51**	**9.88%**
GRAND TOTAL PHA & AME	**2,657,396.91**	**334,497.15**	**12.59%**

MOVING TO WORK PLAN
APPENDIX H

Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/06	
	Emergency	Routine
	% Completed Under 24 Hours	Average Days to Complete
North Central -		
001 Johnson Homes - vac. red.	100%	9
010 Raymond Rosen Manor - mod	100%	27
117 Raymond Rosen Manor - mod	100%	56
119 Raymond Rosen Manor - New	100%	27
042 Champlost - mod	100%	5
049 Morton Homes	100%	9
050 Norman Blumberg Apts - comp mod	100%	22
077 Bentley	100%	10
Total	**100%**	**17**
North Area		
003 Richard Allen Homes - reconfig.	100%	14
014 Norris Homes	100%	29
015 Harrison Plaza - comp mod	100%	30
020 Spring Garden - vac. red.	100%	37
055B Fairhill Apts	100%	36
114 Gladys B. Jacobs	100%	1
Total	**100%**	**28**
Northeast Area		
023 Liddonfield - vac. red.	100%	27
029 Hill Creek - comp mod	100%	9
032 Oxford Village - vac. red.	100%	7
034 Whitehall Apts - comp mod	100%	22
066 Holmecrest	100%	38
079 Plymouth Hall	*SITE IS VACANT*	*DUE TO FIRE*
Total	**100%**	**16**
South Area		
013 Wilson Park - Elderly	100%	62
113 Wilson Park - Multi-family (Mod.)	100%	71
031 Bartram Village	100%	77
061 Paschall Apts - vac. red.	100%	1
062 Point Breeze Court	100%	32
Total	**100%**	**63**
West Area		
018 Arch Homes	100%	13
024 Queen Lane	100%	25
035 Haddington Homes	100%	12
039 Westpark Apts	100%	19
045 Mantua Hall - vac. red.	100%	37
046 Haverford	100%	19
063 Katie B. Jackson(9 Units to S.S.)	100%	13
076 Emlen Arms	100%	9
093 Westpark Plaza	100%	27
Total	**100%**	**20**
TOTAL CONVENTIONAL	**100%**	**29**

Appendix H: Work Order Response Rate

SITE NAME / NUMBER	Work Orders as of 09/30/06	
	Emergency	Routine
	% Completed Under 24 Hours	Average Days to Complete
Scattered Sites		
901 Haddington/Overbrook	100%	13
063 Katie B. Jackson(9 Units from Conv.)	100%	13
902 Mantua	100%	31
903 Kingsessing	100%	31
904 Germantown/Hunting Park	100%	10
905 Fairhill Square	100%	17
030 Abbottsford Homes - mod	100%	16
Total	**100%**	**19**
Scattered Sites		
906 Francisville	100%	20
907 Ludlow	100%	23
908 Susquehanna	100%	26
909 Strawberry Mansion	100%	45
910 Oxford/Jefferson	100%	55
055A Parkview Apartments	100%	89
065 Collegeview	100%	76
100 C.B. Moore Homes	100%	127
104 Arlene Homes	100%	2
Total	**100%**	**35**
TOTAL SCATTERED SITES	**100%**	**27**
TOTAL PHA	**100%**	**28**
PHA Managed - PAPMC Sites		
129 Cambridge Plaza II	100%	29
132 Suffolk Manor	100%	26
133 Richard Allen Homes - Phase III	100%	11
134 Richard Allen Homes - Phase III	100%	24
137 Cambridge Plaza	100%	25
138 Mt. Olivet	100%	33
139 Greater Grays Ferry Estates I-A	100%	20
143 Greater Grays Ferry Estates II-A	100%	2
144 Greater Grays Ferry Estates II-B	100%	31
145 Lucien E. Blackwell	100%	37
147 Cambridge III	100%	24
149 Martin Luther King Plaza IV	100%	0
150 Lucien E. Blackwell II	100%	0
152 Germantown House	100%	0
Total	**100%**	**18**
Alternative Management Entities		
121 Courtyard Apts. @ Riverview	100%	2
126 8 Diamonds	100%	1
141 8 Diamonds	100%	1
127 Spring Garden Scattered Sites	100%	5
128 Martin Luther King-Phase I	100%	5
130 Falls Ridge	100%	2
131 St. Anthony's Senior Residence	100%	1
136 Martin Luther King - Phase III	100%	14
146 Angela Court	100%	1
148 Neuman North	100%	2
Total	100%	**4**
Combined AME Total	**100%**	**10**
GRAND TOTAL PHA & AME	**100%**	**19**

MOVING TO WORK PLAN
APPENDIX I

Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/06	
	UPCS Goal = 100%	UPCS Completed
North Central -		
001 Johnson Homes - vac. red.	100%	100%
010 Raymond Rosen Manor - mod	100%	100%
117 Raymond Rosen Manor - mod	100%	100%
119 Raymond Rosen Manor - New	100%	100%
042 Champlost - mod	100%	100%
049 Morton Homes	100%	100%
050 Norman Blumberg Apts - comp mod	100%	100%
077 Bentley	100%	100%
Total	**100%**	**100%**
North Area		
003 Richard Allen Homes - reconfig.	100%	100%
014 Norris Homes	100%	100%
015 Harrison Plaza - comp mod	100%	100%
020 Spring Garden - vac. red.	100%	100%
055B Fairhill Apts	100%	100%
114 Gladys B. Jacobs	100%	100%
Total	**100%**	**100%**
Northeast Area		
023 Liddonfield - vac. red.	100%	100%
029 Hill Creek - comp mod	100%	100%
032 Oxford Village - vac. red.	100%	100%
034 Whitehall Apts - comp mod	100%	100%
066 Holmecrest	100%	100%
079 Plymouth Hall	100%	100%
Total	**100%**	**100%**
South Area		
002 Tasker Homes	-	-
013 Wilson Park - Elderly	100%	100%
113 Wilson Park - Multi-family (Mod.)	100%	100%
031 Bartram Village	100%	100%
061 Paschall Apts - vac. red.	100%	100%
062 Point Breeze Court	100%	100%
Total	**100%**	**100%**
West Area		
018 Arch Homes	100%	100%
024 Queen Lane	100%	100%
035 Haddington Homes	100%	100%
039 Westpark Apts	100%	100%
045 Mantua Hall - vac. red.	100%	100%
046 Haverford	100%	100%
063 Katie B. Jackson(9 Units to S.S.)	100%	100%
076 Emlen Arms	100%	100%
093 Westpark Plaza	100%	100%
Total	**100%**	**100%**
TOTAL CONVENTIONAL	**100%**	**100%**

Appendix I: Annual Inspections

SITE NAME / NUMBER	Inspections as of 09/30/06	
	UPCS Goal = 100%	UPCS Completed
Scattered Sites		
901 Haddington/Overbrook	100%	100%
063 Katie B. Jackson(9 Units from Conv.)	100%	100%
902 Mantua	100%	100%
903 Kingsessing	100%	100%
904 Germantown/Hunting Park	100%	100%
905 Fairhill Square	100%	100%
030 Abbottsford Homes - mod	100%	100%
Total	**100%**	**100%**
Scattered Sites		
906 Francisville	100%	100%
907 Ludlow	100%	100%
908 Susquehanna	100%	100%
909 Strawberry Mansion	100%	100%
910 Oxford/Jefferson	100%	100%
055A Parkview Apartments	100%	100%
065 Collegeview	100%	100%
100 C.B. Moore Homes	100%	100%
104 Arlene Homes	100%	100%
Total	100%	100%
TOTAL SCATTERED SITES	**100%**	**100%**
TOTAL PHA	**100%**	**100%**
PHA Managed - PAPMC Sites		
129 Cambridge Plaza II	100%	100%
132 Suffolk Manor	100%	100%
133 Richard Allen Homes - Phase III	100%	100%
134 Richard Allen Homes - Phase III	100%	100%
137 Cambridge Plaza	100%	51%
138 Mt. Olivet	100%	100%
139 Greater Grays Ferry Estates I-A	100%	100%
143 Greater Grays Ferry Estates II-A	100%	100%
144 Greater Grays Ferry Estates II-B	100%	21%
145 Lucien E. Blackwell	100%	100%
147 Cambridge III	100%	100%
149 Martin Luther King Plaza IV	100%	100%
150 Lucien E. Blackwell II	100%	100%
152 Germantown House	100%	100%
Total	**100%**	**92%**
Alternative Management Entities		
121 Courtyard Apts. @ Riverview	100%	100%
126 8 Diamonds	100%	100%
141 8 Diamonds	100%	100%
127 Spring Garden Scattered Sites	100%	100%
128 Martin Luther King-Phase I	100%	100%
130 Falls Ridge	100%	60%
131 St. Anthony's Senior Residence	100%	100%
136 Martin Luther King - Phase III	100%	100%
146 Angela Court	100%	100%
148 Neuman North	100%	100%
Total	100%	100%
	100%	**94%**
COMBINED AME TOTAL	**100%**	**93%**
GRAND TOTAL PHA & AME	**100.0%**	**99%**

MOVING TO WORK PLAN
APPENDIX J

THE RESIDENT SURVEY HAS BEEN PREVIOUSLY SUBMITTED AND APPROVED BY HUD.

Appendix J
Resident Satisfaction Survey

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

Resident ID:_____

Resident Address:_____

_____

Interviewer Name:_____

Date:_____

Philadelphia Housing Authority
Customer Service and Satisfaction Survey

Hello, my name is _____. I work with Tenant Support Services, Inc., a non-profit partner of the Philadelphia Housing Authority. The Housing Authority is conducting a survey to find out how satisfied you are with your living conditions and to help improve the quality of life in your development. Your participation in this survey is very important. Your answers to these questions will give PHA a good idea of how well the management of your development is meeting its commitments to you. The survey will only take about 15 minutes to complete. The answers you give will remain private. Your name will not be on the survey and will not be identified in any of the answers you give. A head of household should complete the survey. Please think of the past year when you answer each question. I want to thank you in advance for participating in the survey.

(Interviewer: Fill in the box in the upper right corner. Do not write the resident's name on the survey. Verify that the respondent is the head of household. Indicate one response for each question by checking the resident's answer using a red pen or marker.)

Overall Satisfaction

1. How satisfied are you with the following:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
Your unit/home?	☐1	☐2	☐3	☐4	☐5
Your development/building?	☐6	☐7	☐8	☐9	☐10
Your neighborhood?	☐11	☐12	☐13	☐14	☐15

Maintenance and Repair

2. Over the last year, how many times have you called for maintenance or repairs?

Have Never Called	1 to 3 Times	4 to 6 Times	More Than 6 Times	Does Not Apply
☐16	☐17	☐18	☐19	☐20

3. If you called for NON-EMERGENCY maintenance or repairs (for example, leaky faucet, broken light, etc.), the work was usually completed in:

Have Never Called	Less Than 1 Week	1 to 4 Weeks	More Than 4 Weeks	Problem Never Corrected
☐21	☐22	☐23	☐24	☐25

4. If you called for EMERGENCY maintenance or repairs (for example, toilet plugged up, gas leak, etc.), the work was usually completed in:

Have Never Called	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
☐26	☐27	☐28	☐29	☐30

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

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
How easy it was to request repairs?	☐31	☐32	☐33	☐34	☐35
How well the repairs were done?	☐36	☐37	☐38	☐39	☐40
How well you were treated by the person you contacted for repairs?	☐41	☐42	☐43	☐44	☐45
How well you were treated by the person doing the repairs?	☐46	☐47	☐48	☐49	☐50

Communication

6. Do you think management provides you information about:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Maintenance and repair (for example, water shut-off, boiler shut-down, modernization activities?	☐51	☐52	☐53	☐54	☐55
The rules of your lease?	☐56	☐57	☐58	☐59	☐60
Meetings and events?	☐61	☐62	☐63	☐64	☐65

7. Do you think management is:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Responsive to your questions and concerns?	☐66	☐67	☐68	☐69	☐70
Courteous and professional with you?	☐71	☐72	☐73	☐74	☐75
Supportive of your resident/tenant organization?	☐76	☐77	☐78	☐79	☐80

	Yes	No
8. Are you involved in a resident/tenant organization in your housing development?	☐81	☐82

Safety

9. How safe do you feel:

	Very Safe	Safe	Unsafe	Very Unsafe	Does Not Apply
In your unit/home?	☐83	☐84	☐85	☐86	☐87
In your building?	☐88	☐89	☐90	☐91	☐92
In your parking area?	☐93	☐94	☐95	☐96	☐97

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

Bad lighting	☐98	Residents don't care	☐102
Broken locks	☐99	Resident screening	☐103
Location of housing development	☐100	Vacant units	☐104
Police do not respond	☐101	Open-air drug activities	☐105

	Yes	No	Don't Know
11. If residents in your development break the rules in the lease, does management take action?	☐106	☐107	☐108

	Yes	No	Does Not Apply
12. Are you aware of any crime prevention programs available to residents (for example, Neighborhood Watch, Block Watch, Community Policing, Tenant Patrol, or Street Patrol)?	☐109	☐110	☐111

Services

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

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
☐112	☐113	☐114	☐115	☐116

13a. If you had a problem with <u>electricity</u> or <u>heat</u>, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
☐117	☐118	☐119	☐120	☐121

14. Over the last year, how many problems, if any, have you had with <u>kitchen appliances</u> (for example, stove, refrigerator, etc.)?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
☐122	☐123	☐124	☐125	☐126

14a. If you had a problem with kitchen appliances, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
☐127	☐128	☐129	☐130	☐131

15. Over the last year, how many problems, if any, have you had with water or plumbing (for example, toilets, hot water, etc.)?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
☐132	☐133	☐134	☐135	☐136

15a. If you had a problem with water or plumbing, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
☐137	☐138	☐139	☐140	☐141

16. Over the last year, how many problems, if any, have you had with smoke detectors?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
☐142	☐143	☐144	☐145	☐146

16a. If you had a problem with smoke detectors, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
☐147	☐148	☐149	☐150	☐151

Housing Development Appearance

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

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
Common areas (for example, stairways, walkways, hallways, etc.)?	☐152	☐153	☐154	☐155	☐156
Exterior of buildings?	☐157	☐158	☐159	☐160	☐161
Parking areas?	☐162	☐163	☐164	☐165	☐166
Recreation areas (for example, playgrounds and other outside facilities)?	☐167	☐168	☐169	☐170	☐171

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

	Never	Sometimes	Often	Always	Does Not Apply
Abandoned cars?	☐172	☐173	☐174	☐175	☐176
Broken glass?	☐177	☐178	☐179	☐180	☐181
Graffiti?	☐182	☐183	☐184	☐185	☐186
Noise?	☐187	☐188	☐189	☐190	☐191
Rodents and insects (indoors)?	☐192	☐193	☐194	☐195	☐196
Trash/litter?	☐197	☐198	☐199	☐200	☐201
Vacant units?	☐202	☐203	☐204	☐205	☐206

Conclusion

19. If there is a person with a permanent disability in your household who has difficulty moving around, did your management make necessary changes to your unit if you requested them (for example, grab bars, lowered light switches, wheelchair access)?

Made No Such Request	Yes	No	Does Not Apply
☐207	☐208	☐209	☐210

20. Since moving into your current residence, have you been told by a doctor, nurse, or the local health department that any of your children (who live with you) have lead poisoning or a high level of lead in their blood?

Yes	No
☐211	☐212

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

Yes	No	Don't Know
☐213	☐214	☐215

General Information

22. What is your gender?

Male	Female
☐216	☐217

23. How old are you?

18-24	25-34	35-44	45-54	55-61	62+
☐218	☐219	☐220	☐221	☐222	☐223

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

Caucasian/ White	African-American/ Black	Asian/ Pacific Islander	Native American/ Indian	Hispanic	Other
☐224	☐225	☐226	☐227	☐228	☐229

25. How long have you lived in your housing development?

Less Than 6 Months	6 Months to 2 Years	2 to 5 Years	Over 5 Years
☐230	☐231	☐232	☐233

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

Less Than $100 Per Month	$100 to $199 Per Month	$200 to $299 Per Month	$300 to $399 Per Month	$400 to $499 Per Month	$500 or More Per Month
☐234	☐235	☐236	☐237	☐238	☐239

Thank you for completing the Customer Service and Satisfaction Survey!

MOVING TO WORK PLAN
APPENDIX K

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

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

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July 21, 2004

VIA FACSIMILE : (202) 708-2476

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

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

Dear Secretary Jackson:

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

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

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

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

Sincerely,
Patton Boggs LLP

Florence W. Prioleau

Enclosure

cc: The Honorable John F. Street, Esq.
Carl R. Greene

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Memorandum

Date: July 14, 2004
Subject: Request to HUD to Extend the Philadelphia Housing Authority Moving to Work Program

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

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

HUD's Authority to Implement and Extend MTW Programs

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

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

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

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

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

> The conferees agree that it is critical to *deregulate* the public and assisted housing portfolios by providing them with *the greatest degree of flexibility possible*, and therefore agree to expand the eligible uses of modernization funds to capital purposes."[2] *[Emphasis added.]*

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

> The MTW demonstration presents an opportunity to design and implement innovative housing and self-sufficiency strategies by giving [housing authorities] and HUD expansive new authority to use HUD assistance flexibly and to design demonstration programs outside the restrictions of the United States Housing Act of 1937.
>
> * * *
>
> HUD expects [housing authorities] to take the lead in meeting the opportunities and responsibilities presented by MTW to plan and implement innovative programs that effectively address locally identified needs.[3]

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

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[1] *See* Section 204 (a) of the 1996 Appropriations Act.

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

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

Program activities even after the scheduled termination.[4] HUD must have believed it had the authority to grant such an extension when it executed the Agreement with that provision in it.

Precedent for Extending the MTW Program

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

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

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

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

The Authority is in its fourth successful year of the MTW Program. Recognized as a nationwide leader in providing public housing, the Authority is the nation's fourth largest public housing authority. The Authority houses well over 79,000 residents[5] in 12,696 occupied units in 43 conventional public housing developments, 15 scattered site developments and 5 alternatively managed developments.[6]

Today, due in large part to the Authority's participation in the MTW Program, the Authority is a leader in the design and construction of affordable housing, as it continues to build and modernize homes throughout Philadelphia. In doing so, the Authority continues to accomplish the three main statutory goals[7] of the MTW Program:

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

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[4] *See* Article II of the MTW Agreement.

[5] Philadelphia Housing Authority 2003-2004 Accomplishments Report at 2.

[6] Philadelphia Housing Authority 2003-2004 Accomplishments Report at 7.

[7] *See supra*, footnote 1 and accompanying text of Section 204 (a) of the 1996 Appropriations Act.

secured over $55 million in funding to enhance resident-oriented programs.[8] The MTW Program enables the Authority to enter into partnerships with state and local government. For example, the Authority continues to receive support from the Pennsylvania Housing Finance Agency through its Low-Income Housing Tax Credit program, which generated $106 million in equity funds to support Authority projects, of which $22 million was raised during 2003.[9] The Authority is recognized as a leader in management and public housing program effectiveness. The Authority continues to receive Standard and Poors' highest credit rating.[10] Separately, S&P gave the Authority a "strong" rating for overall performance, the highest rating awarded to any public housing authority in the United States.[11] S&P also noted that the Authority's "highly sophisticated technological capabilities" exceed those of any other housing authority that S&P evaluated.[12] Strong management by the Authority enables it to improve public housing and initiate innovative and effective public housing programs. For example, the Authority began a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). The Authority is also commencing implementation of a recently-approved rent simplification system.[13] With respect to other initiatives, the approval of the Tasker Homes bond financing indicates a high level of confidence in the Authority's implementation of the MTW Program and other housing initiatives.[14]

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

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

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

10 Philadelphia Housing Authority internal records.

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

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

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

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

intended to encourage self-sufficiency. As noted in a very favorable editorial in the Philadelphia Daily News, "[n]o other housing authority in the country is trying this approach, which was based in part on discussions with neighborhood advisory groups."[15] The goal to encourage self-sufficiency comes with a commitment to help families make the transition. For example, the Authority established the MTW Family Services Department.[16] This past year, the Authority continued to operate and enhance its Family Self-Sufficiency Center ("FSS"), which included ten partners that work with the Authority to operate a computer center and testing and training facilities where career counseling, GED preparation, childcare referrals and other services are provided.[17] In the past two years of the Authority's MTW Program, 156 households have increased their income so that they no longer need HCV subsidies. Between August 2003 and March 31, 2004, 2,657 residents signed Authority Action Plans.[18] These Action Plans help establish self-sufficiency goals for families. In addition to the Action Plan, families are required to sign an MTW agreement, which describes participant responsibilities. The Authority reports that, to date, 8,549 households have signed MTW agreements since April 2003.[19] Moreover, in the Authority's continuing efforts to bring about economic mobility, the Authority has partnered with a range of organizations to commit over 700 vouchers under its new Unit-Based Subsidy RFP Program.[20] The Authority's Pre-Apprenticeship Training Program is another example of graduating individuals into the workforce.[21] The Authority made substantial progress toward fully implementing MTW family support services, including the development of new training partnerships, and hiring of Economic Self-Sufficiency Coordinators.[22]

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

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15 ne 2, 2003, p. 17.

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

17 iladelphia Housing Authority 2003-2004 Accomplishments Report at 6.

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

19 iladelphia Housing Authority 2003-2004 Accomplishments Report at 16.

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

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

Philadelphia Housing Authority 2003-2004 Accomplishments Report at 16.

of which have been accomplished under the MTW Program, the Authority rehabilitated 296 previously-vacant scattered site public housing units and 833 conventional units. Through the Authority's model Home Selection Day initiative, approximately 1,100 families and individuals were able to select and move in to new affordable apartments. To help ensure successful tenancies, many of these families receive case management, employment training and other support services from partner agencies of the Authority.[23] In addition, the Authority accelerated the pace of its Housing Choice Voucher Homeownership program with 39 sales in 2003 and plans to sell another 100 homes in 2004.[24]

The foregoing achievements can be multiplied with extension of the MTW Program. Over the coming years, the Authority will continue its MTW Program initiatives, including rent simplification system changes, and the Unit Based and Community Partners programs, and will pursue the Dislocated Worker Voucher Program.[25] There is more to learn from the MTW program. In fact, the Authority is just beginning to see positive results from the seven-year time limit placed on Housing Choice Vouchers which support the Authority's overall self-sufficiency objectives, such as the 2657 residents who signed Authority Action Plans as noted above, and the 500 persons who have participated in the homeownership counseling workshop over the past year. Extending these programs will allow the Authority and HUD to determine if these and other efforts will result in cost savings. Most importantly, with reduced federal resources, the MTW Program extension is critical to enabling the Authority to raise funds from other sources to meet the need for quality affordable housing in Philadelphia.

Finally, the accomplishments of the MTW program have been touted in the local press. In a city where there is an insufficient supply of decent rental properties to support the Section 8 voucher program, the flexibility and leveraging aspects of MTW have created housing for under privileged families and "turned [the Philadelphia Housing Authority] into an economic engine of sorts in the region", because of the many positive effects for the local economy, according to the Philadelphia Business Journal.[26] The article goes on to discuss the impact of Tasker Homes, Mill Creek and Cambridge Plaza—three redevelopment projects that have transformed blighted neighborhoods into highly desirable housing choices, including new townhouses and duplexes. The Cambridge Plaza project was undertaken after the Authority failed to obtain a Hope VI grant. The project was accomplished with about $10.6 million in MTW flexible funds (about 40% of the total project cost) which were leveraged to produce private funding for the project. Cambridge Plaza became the focus of an article in the Philadelphia Inquirer titled "PHA Introduces New-Style Complex".[27]

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

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

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

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

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

Conclusion

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

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

September 7, 2004

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

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

Dear Secretary Jackson:

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

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

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

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

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

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

Respectfully,

Carl R. Greene
Executive Director

Enclosure

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

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

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

ASSISTANT SECRETARY FOR
PUBLIC AND INDIAN HOUSING

AUG 16 2004

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

Dear Ms. Prioleau:

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

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

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

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

Sincerely,

Milan Ozdinec
Deputy Assistant Secretary
Office of Public Housing Investments

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CC Sig
June 2005

Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

June 7, 2005

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

RE: **PROPOSED STATE AND LOCAL HOUSING FLEXIBILITY ACT OF 2005**

ear Assistant Secretary Nesmith:

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

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

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

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

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

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

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

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

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

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

Respectfully,

Carl R. Greene
Executive Director

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

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

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

August 3, 2004

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

Re: Request for Waivers Pursuant to Moving to Work Authority

Dear Mr. Ozdinec:

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

As you are aware, the PHA has always been cognizant of the need to function in an entrepreneurial manner, and, as a result, began self-developing its tax credit developments several years ago. PHA has been a pioneer in this regard, particularly in the manner in which we have been able to leverage millions of dollars in private funds and self-develop large-scale tax credit and homeownership projects. However, being a pioneer has some disadvantages. In many instances, the PHA structures development projects in a manner that are cost effective and expedient, such as the Tasker Homeownership project, which utilized low interest bond proceeds in order to reduce borrowing costs, but are not necessarily contemplated by the Federal regulations or

require some level of interpretation to bring about the desired result - namely the cost effective development of replacement housing units for low-income individuals. As a result, in order to achieve our common objectives in certain situations, we find that we need to use our authority under our Moving To Work designation that allows us some statutory and regulatory flexibility.

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

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

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

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

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

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

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

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

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

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

Sincerely,

Carl R. Greene
Executive Director

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

October 20, 2004

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

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

Dear Mr. Liu:

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

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

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

A. 24 CFR 85.22, the HUD Safe Harbor Guideline, and any other relevant guidance that prevents PHAs from earning reasonable management fees;

B. 24 CFR 85.25(g)(2) to allow PHA's program income to be used for projects other than those from which the income is derived, and other provisions in 24 CFR 85.25 and various Program Income Certifications to enable PHA to use it for any eligible purposes under its charter.

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

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

Respectfully,

Carl R. Greene
Executive Director

Enclosure (1)

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

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

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

JAN -7 2005

ASSISTANT SECRETARY FOR
PUBLIC AND INDIAN HOUSING

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

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

Dear Mr. Greene:

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

Fee for Management of Low Income Tax Credit Sites and Other Mixed Finance Properties

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

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

Development Fees

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

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

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

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

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

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

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

Recommendation

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

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

Sincerely,

Michael Liu
Assistant Secretary

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

September 14, 2005

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

RE: PHA MLK REVITALIZATION PLAN

Dear Ms. Blom:

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

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

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

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

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

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

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

Respectfully,

Carl R. Greene
Executive Director

CHANGES TO PROCUREMENT REQUIREMENTS.

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

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

January 16, 2004

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

RE: **Changes to Procurement Requirements**

Dear Mr. Ozdinec:

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

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

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

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

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

Respectfully,

Carl R. Greene
Executive Director

Attachment

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

Attachment A: Justification for Alternate System of Procurement

1. Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal Procurement Methods

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

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

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

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

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

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

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

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

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

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

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

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

Justification for Relief Regarding Contracting with Subsidiaries

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

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

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

OFFICE OF THE ASSISTANT SECRETARY
FOR PUBLIC AND INDIAN HOUSING

FEB 28 2005

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

Subject: Moving to Work – Alternate System of Procurement

Dear Mr. Greene:

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

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

Sincerely

Milan Ozdinec
Deputy Assistant Secretary

cc: Althea Forrester, HUD OGC
Melinda Roberts, Director, PIH Philadelphia
Rosemary Hocking, HOPE VI Grant Manager

Enclosure

Attachment A: Justification for Alternate System of Procurement

1. Justification for Use of Qualifications-Based Procurement and Other Competitive Proposal Procurement Methods.

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

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

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

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

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

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

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

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

a. On-line registration for vendors;

b. Website-based summarizing of PHA solicitations;

c. Electronic notifications to vendors of PHA solicitations;

d. On-line receipt of bids, quotes, and proposals;

e. Procurement of products by browsing multiple on-line vendor catalogs made available to the general public and making product purchased based on the lowest listed price, or soliciting vendors using such catalogs for percentage discounts on representative supplies; and

f. Procurement of products or services by open "reverse auctions", whereby bidders may submit multiple bids on PHA's website by viewing bids from other bidders and the lowest responsible bid is selected at the published deadlines.

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

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

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

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

3. Justification for Relief Regarding Contracting with Subsidiaries

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

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

1. The building of capacity of PHA/Affiliate staff to develop and or manage both public housing and non-public housing units.
2. Cost savings that would accrue directly to the PHA. Said savings could be associated with efficiencies afforded by the affiliate because of the lack of overhead and profit motivation.
3. The PHAs ability to access Low income housing tax credits whose benefits would accrue directly to the benefit of public housing.
4. Efficiencies associated with contracting with a related entity whose interests are aligned with the PHA.he PHA will further document that in each instance, the selection of its affiliate will provide that PHA with resources and benefits including the following:

a. Economic benefits of contracting with an existing subsidiary that has no profit motive, thereby eliminating costs associated with profit markups and additional overhead expenses, and which has unique knowledge of PHA systems, personnel, and operating structure and procedures.

b. Subsidiaries which have a direct relationship with the customers being serviced reduce the time and cost associated with contract start-up. An example would be PHA's subsidiary TSSI (Tenant Support Services Inc.), which is operated under the direction of a resident leader, who is fully cognizant of all relevant resident issues and policies, thereby making it easier for TSSI to effectively engage residents from the outset on all related contract work. TSSI has the knowledge and interactions with residents to make it

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

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

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

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

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

PHA STREAMLINED MIXED-FINANCE APPROVAL PROCESS.

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

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

October 15, 2004

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

RE: Streamlined Mixed Finance Development Review Process

Dear Mr. Ozdinec:

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

1. Weekly Calls

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

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

2. Team Review

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

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

3. Simultaneous Submission of Rental Term Sheet and Evidentiaries

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

4. Completeness of Submissions

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

a. All evidentiaries (i.e., no incomplete submissions),
b. Business terms that are fully negotiated with all parties,
c. Any exhibits to documents that are critical to HUD review, such as legal descriptions, budgets, etc. (although certain non-substantive exhibits or blanks to be filled in at closing may remain).

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

5. Use of Models

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

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

6. Comments and Responses

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

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

b. HUD comments will be sent to the designated PHA attorney, as identified by PHA to HUD with respect to the specific transaction, who will coordinate with all involved parties to turn around a response as soon as possible.
c. To the greatest extent possible, the HUD review team will return comments on Rental Term Sheets and evidentiaries in no more than 30 days from receipt.
d. While there may be interim and informal communications on some issues, PHA will return one set of formal and final responses from PHA and its development partners (and their respective counsel) to HUD, at one time and in writing.
e. Follow-up submissions of documents in response to comments may be transmitted initially by email for efficiency, but will also promptly be followed by hard copies to the people designated above to receive submission materials.
f. Communications of all kinds should flow only between HUD and the designated PHA counsel and PHA staff and consultants, rather than between HUD and the private developers or developer's counsel. Any inquiries made to/from development partners or their counsel will be re-directed by HUD to PHA, as PHA serves as the primary link between those partners and HUD.

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

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

Respectfully,

Carl R. Greene
Executive Director

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

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

November 18, 2004

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

Re: PHA Streamlined Mixed Finance Approval Process

Dear Milan:

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

(1) Weekly Calls: Weekly calls have been helpful and will continue.

(2) Team Review: Your staff noted that, given the departure of Celia Smoot, a Field Office attorney assigned to PHA matters, Jonathan Anderson at Headquarters will be the point person for legal review of PHA deals.

(3) Simultaneous Submission of the Rental Term Sheet and Evidentiaries: HUD stated that it has no objection to receiving the Rental Term Sheet and evidentiaries together no less than 45 days prior to anticipated closing, but noted that receiving the term sheet first allows for issues to be raised and addressed before the evidentiaries are complete. While we appreciate HUD's concern, as we explained, the 90-day lead time forced PHA on occasion to submit documents before they were ready, which created confusion. Rosemary Hocking noted that she would try to provide an immediate turnaround, but that this would be difficult if there were multiple submissions at one time. As you know, PHA receives excellent support from Rosemary Hocking, and understands that she has in the past, and will continue in the future, to process our documents as quickly as possible.

(4) Completeness of Submissions: HUD made no objection to the PHA proposal as written.

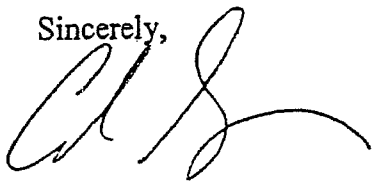
(5) Use of Models: PHA noted that, as we are now using model form documents that can be blacklined to show changes, review of PHA submissions should not be onerous.

(6) Comments and Responses:

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

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

Sincerely,



Carl R. Greene
Executive Director

STREAMLINED DEMOLITION/DISPOSITION PROCESS

JUNE 21, 2005 (LETTER TO HUD).

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

January 16, 2004

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

RE: Streamlined Review Process for Demolition and Disposition Applications

Dear Mr. Ozdinec:

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

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

The streamlined process would be as follows:

1. With respect to demolitions or dispositions of the scattered site properties, a general description of planned activity in the PHA Plan would continue to be allowed. (No further HUD approval is necessary.)

2. The appraisal requirements for dispositions could be satisfied, where the transfer would be for nominal consideration, by the estimate of property value for local tax purposes by the Philadelphia Board of Revision. (HUD accepts such estimates now in this situation; no further HUD approval is necessary.)

3. With respect to dispositions, the Section 412 requirement for offer of sale to resident organization(s) at the development would be inapplicable. Section 18(c)(1) of the United States Housing Act of 1937 gives HUD the authority to determine the "appropriate circumstances" to which this requirement will apply. As an MTW agency undertaking substantial revitalization and redevelopment efforts, PHA should have the flexibility to interact with resident groups as it deems appropriate regarding proposed dispositions. This is particularly the situation with

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

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

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

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

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

Respectfully,

Carl Greene
Executive Director

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Certification of the Philadelphia Housing Authority regarding Demolition or Disposition

With respect to the (demolition) (disposition) of _____ (property address), the Philadelphia Housing Authority certifies that:

(If demolition of only a portion of a public housing development) The demolition will ensure the viability of the remaining portion of the development;

(If disposition is by negotiated sale or sale at less than fair-market value) The disposition is in the best interest of the Philadelphia Housing Authority;

(If demolition) The proposed demolition meets the standards required by Section 18(a)(1) of the United States Housing Act of 1937;

(If disposition) The proposed disposition meets the standards required by Section 18(a)(2) of the United States Housing Act of 1937; and

The Philadelphia Housing Authority has met the requirements of Section 18(b)(2) of the United States Housing Act of 1937 with respect to resident consultation.

_____
(authorized PHA official)

Fall HUD Income Sct 04

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

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

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

B. Authorized Local Rent Subsidy Program Activities

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

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

XI. Streamlined Demolition and Disposition Processing

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

Signed: _____ Date: 8/16/04
Executive Director
Philadelphia Housing Authority

Signed: _____ Date: 10/22/04
Assistant Secretary
Public and Indian Housing

M
Circ Sign
June 05

Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

June 21, 2005

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

RE: Request for HUD Approval of Streamlined Disposition Approval Process

Dear Ms. Blom:

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

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

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

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

Respectfully,

Carl R. Greene
Executive Director

Enclosure

cc: Ms. Rosemary Hocking, U.S. Department of Housing & Urban Development, Philadelphia Office

PHA MTW STREAMLINED DEMOLITION AND DISPOSITION PROCESS

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

1. Single Point of Contact. Pursuant to Amendment #1 of PHA's MTW Agreement with HUD, PHA proposes a single point of contact, either at the HUD Field Office or at the Special Applications Center ("SAC"). All correspondence will be copied to Rosemary Hocking.

2. MTW Plan. PHA's annual MTW Plan will include a description of proposed disposition/demolition activities. This description will include the following information:

   - Identification of specific conventional developments or, for scattered site developments, geographic areas in Philadelphia to be targeted for disposition/demolition. Specific addresses or project numbers will not be necessary.

   - Estimates of the number of units or lots to be disposed of in the identified development or geographic area (e.g., "approximately 20 units or vacant lots will be disposed of for the Passyunk disposition").

   - Description of PHA's intergovernmental land swap activities with the City of Philadelphia, including the Office of Housing and Neighborhood Preservation ("OHNP") and the Redevelopment Authority of the City of Philadelphia ("RDA"). When possible, this description will identify geographic areas slated for disposition.

3. Disposition/Demolition Application. The form of PHA's streamlined application will be a letter to its single point of contact at HUD. This letter will contain the following statements and certifications:

   - PHA intends to implement activities described in its MTW Plan. Per Section 18, PHA will self-certify that the proposed disposition/demolition activity is specifically authorized in PHA's MTW Plan.

- PHA will self-certify that, prior to completion of any disposition/demolition activities, PHA will comply with the other Section 18 requirements, including: (a) specifying the Section 18 need criteria for the disposition/demolition; (b) completing Section 18 resident relocation requirements as applicable; (c) using net proceeds for eligible purposes under Section 18; and (d) for disposition only, providing residents with an opportunity to purchase the properties.

- PHA will document its compliance with applicable provisions Section 18 and retain such information in its files, which will be reasonably available to HUD upon request.

- PHA will update the PIC system no later than 30 days after the completion of demolition or disposition activities authorized under this streamlined process.

4. HUD Approval: HUD will commit to notify PHA of any deficiencies in its submission within five (5) days of the receipt. HUD will review and approve or disapprove all streamlined applications within 3 weeks of receipt of complete information.

5. Limitations on Streamlined Process: The streamlined disposition/demolition application process will be limited as described below. These limitations ensure that PHA properties will not be disposed of to non-affiliated entities other than those specifically named in its MTW Annual Plan without sufficient HUD review and, with respect to the second limitation below, may provide PHA with a competitive advantage in applications for low-income housing tax credits.

    - PHA may only dispose of or demolish an agreed-upon percentage of ten percent (10%) of its inventory each year using this streamlined process (the "Allowed Percentage"). Any demolitions/dispositions in excess of the Allowed Percentage will require HUD approval via the present non-streamlined process; and

    - The streamlined process applies only to PHA's development activities, which include disposition of properties to PHA affiliates, disposition of homeownership units developed by PHA or its affiliates to eligible purchasers, purchasers specifically named in PHA's MTW Annual Plan and land swaps with the City, including OHNP and RDA. Other developers requesting PHA land for affordable housing development will be subject to the general HUD disposition/demolition application process.

6. Waivers and Internal Governance: HUD has the authority under MTW to waive any disposition/demolition application requirements other than those required by Section 18. The self-certifications described in #3 above address all Section 18 requirements, so no further submissions of information should be required. PHA recognizes that other activities, such as Board and resident consultations, are important for internal

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

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

7. Timetable. Based upon the proposal above, the timetable for streamlined PHA disposition demolition applications is described below.

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