

# **PHILADELPHIA HOUSING AUTHORITY**



## **MOVING TO WORK ANNUAL REPORT YEAR TEN**

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## **I. INTRODUCTION**

This Annual Report provides information on activities completed by the Philadelphia Housing Authority (PHA) under the Moving To Work Demonstration Program (MTW) during MTW Year Ten. It covers PHA's Fiscal Year 2011, i.e. the period from April 1, 2010 to March 31, 2011.

PHA has been an MTW agency since April 2001. Pursuant to the Amended and Restated MTW Agreement (MTW Agreement) executed in October 2008, and subsequently amended to allow for "broader uses of authority", PHA will continue to be in the MTW Demonstration through 2018. The MTW Agreement describes both the authorities granted to PHA under MTW and the requirements for participation.

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

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

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

### **A. Overview of MTW Activities**

This Annual Report provides details on PHA's major MTW and related activities during the Plan year. A significant change occurred at PHA in December 2010 with the appointment of Interim Executive Director Michael P. Kelly. Subsequently, in March 2011, the PHA Board of Commissioners agreed to transfer operation and management of the PHA to HUD. HUD's Chief Operating Officer, Estelle Richman, was named to serve as the PHA Board and Michael Kelly was appointed Administrative Receiver. HUD, PHA, the Mayor and the City Controller executed a Cooperative Endeavor Agreement specifying the terms of HUD's control and a framework for appointing a new Board and returning PHA to local control within a one year period which may be extended by mutual agreement of the parties.

The Cooperative Endeavor Agreement requires the Administrative Receiver to develop and implement a Recovery Plan to address PHA's operations and governance. The Recovery Plan includes those tasks which must be completed in order to return PHA to local governance. It focuses on resolving those areas which led to HUD's takeover of PHA, including addressing and resolving OIG and other external audit findings. All Recovery Plan activities are initially scheduled for completion by approximately March 2012.

As part of the Recovery Plan, the Administrative Receiver is overseeing the creation of a comprehensive Management Action Plan (MAP) that will provide a strategic framework and operations plan for all PHA functional areas. The Management Action Plan will address both MTW and non-MTW issues and tasks and, as appropriate, refocus activities on PHA's core mission.

PHA has already made corporate and cultural changes that reflect new priorities and are translating into meaningful results. For example, the fiscal year 2012 budget includes expansion of housing opportunities through making 500 additional Housing Choice vouchers available to qualified tenants. The new budget also increases funding to public housing front-line maintenance services, reduces funding for outside legal expenses and focuses capital resources on older PHA properties. Significant organizational changes are in process including restructuring and fully staffing the Office of General Counsel and the Human Resources Department, and establishing a new Office of Audit and Compliance.

PHA has established new policies on ethics, equal employment opportunity, sexual harassment and gift giving. PHA achieved a breakthrough in long-stalled labor negotiations, completing and signing four labor contracts.

The Administrative Receiver has engaged industry experts to conduct risk assessments of key operational areas including Human Resources, Construction and Development, Finance, and Subsidiary Operations. Detailed work plans have either been completed or are under development to address risk and compliance issues in each of these areas.

PHA has begun a comprehensive review of capital needs and priorities as part of an effort to shift a larger percentage of capital dollars to the needs of older public housing developments while continuing PHA's ongoing successful neighborhood revitalization efforts. This effort will build on PHA's successful track record of effectively and efficiently using capital dollars to address public housing and neighborhood revitalization initiatives.

During MTW Year Ten, PHA expended over \$152 million in capital funds to expand housing options by improving its public housing portfolio. PHA moved forward with an aggressive construction program, beginning demolition of the Norris Homes high-rise to make way for a 50-unit low-rise community. Substantial construction progress was also made at the Mantua, Markoe Street, Plymouth Hall, Paschall and Scattered Site Quad developments. In December 2010, PHA marked the completion of one of its largest development initiatives, the rehabilitation of 340 scattered site units, spanning several neighborhoods and involving the partnership of many city agencies.

PHA has made significant progress in improving relations with and service to HCV landlords with an eye toward improving the quality and range of units available to clients. These changes include the HCV Landlord Facebook page, providing communications to and among landlords. During MTW Year Ten, PHA implemented a Partner Portal to allow landlords to view upcoming inspection dates, inspection results, including failed items, and payments.

In addition to improving relationships with landlords through technology and using dedicated staff to answer landlord calls, PHA has prepared and will soon implement an Owner Outreach and Marketing Plan. The goal of the plan is to attract landlords who have well managed, clean, and affordable properties. PHA has also sharpened its focus on moving clients through the leasing process faster through development of a streamlined file organization process that tracks the file from intake through lease-up.

The remaining sections of the MTW Annual Report provide further details on PHA's activities over the past year. As described in Chapter VI, PHA continued to effectively implement approved MTW initiatives organized into the following programs: Neighborhood Development and Revitalization; Services Enriched Housing for Seniors and People with Disabilities; Simplification and Streamlining of Rent, Recertification and Inspection Processes for HCV and Public Housing; HCV Program Participation; Unit Based Leasing and Development; Self Sufficiency, Homeownership and Family Supportive Services; Housing Opportunities for the Homeless; and, Streamline the Admissions and Transfer Process. In addition to continuing implementation of approved MTW initiatives, the Administrative Receiver has elected to discontinue or defer implementation of a number of approved initiatives (described in Chapter V) in the interest of refocusing staff and financial resources on mission-critical activities including those defined in the Recovery Plan.

## II. GENERAL OPERATING INFORMATION

### A. Housing Stock Information

#### Public Housing/HCV Inventory

PHA's public housing inventory includes units for families, seniors and people with disabilities located at conventional and scattered site properties including properties managed by Alternate Management Entities (AME) and the Philadelphia Asset and Property Management Corporation (PAPMC). PHA's Public Housing units and authorized vouchers (projected and actual) are presented below in Tables 1 and 2:

**Table 1 – MTW Public Housing Units**

	Projected as of March 2011	Actual as of March 31, 2011
MTW Public Housing Units*	14,593	14,169
Public Housing Units Available for Occupancy**	14,593	13,848

*\*PHA does not have any Non-MTW Public Housing units.*

*\*\*Available for Occupancy units exclude units that are vacant and not available for occupancy including units: undergoing modernization as defined in 24 CFR 990.145; approved for disposition or demolition; approved for non-dwelling uses; vacant due to litigation as defined in 24 CFR 990.145; damaged and vacant due to casualty losses; and, vacant due to circumstances beyond the PHA's control as defined in 24 CFR 901.5.*

As of March 31, 2011, PHA's inventory of public housing units was 14,169, which is 424 less than projected in the Annual Plan. Units available for occupancy totaled 13,848 as of March 31, 2011, which is 745 less than projected in the Annual Plan. Upon further review, it appears that the projections established in the Annual Plan were inaccurate given PHA's planned demolition and disposition activity. While PHA added 110 new units to inventory (Mantua, Markoe Street, scattered sites) as described below, other planned demolition and disposition resulted in a net loss of inventory units.

**Table 2 - Housing Choice Voucher (HCV) Authorized**

	Projected Authorized as of March 2011	Actual Authorized as of March 31, 2011
MTW Tenant Based HCV Vouchers	14,850	14,850
MTW Activity Vouchers	2,844	3,000
<b>MTW Authorized Subtotal</b>	<b>17,694</b>	<b>17,850</b>
Non-MTW HCV Vouchers*	987	1,153
Section 8 Mod Rehab/SRO	711	700
<b>Non-MTW Authorized Subtotal</b>	<b>1,698</b>	<b>1,853</b>
<b>Total</b>	<b>19,392</b>	<b>19,703</b>

*\*Non-MTW Vouchers as of March 31<sup>st</sup> include: Family Unification Program, VASH, Designated Housing, Tenant Protection and, Mainstream.*

There are no changes over 10% in the Public Housing and Housing Choice Voucher Program inventory.

### **Public Housing Units Added to Inventory and Under Construction**

During the MTW Year Ten, PHA planned to add 313 units to the public housing inventory. At the end of MTW Year 10, PHA had completed construction of 98 units including 43 units with accessible features. An additional 11 units were substantially modernized as part of the Markoe Street development. The change in the number of units completed was a result of normal deviations in the construction schedule. The remaining units will be completed in the coming year. Following are brief descriptions of completed and in-process developments:

- **Mantua Redevelopment:** Out of 101 units planned, 50 new walkup townhome-type affordable rental units and community room were substantially completed. Unit amenities include solar photovoltaic panels, energy star construction and appliances, off street parking, washers/ dryers, and modern kitchens with electric range and garbage disposal. Six units are handicap-accessible.
- **CBMO 902 – CBMO 910:** Out of 100 units planned, 36 new affordable rental efficiency units constructed with Structural Insulated Panels (SIP's) were substantially completed. The remaining units are scheduled to be completed by the end of 2011. Each unit includes a private bathroom and basic kitchen. All units are handicap-accessible. Table 3 shows completed units by CBMO area.
- **Markoe Street Development:** PHA planned to complete new construction and rehabilitation of 23 townhome affordable rental units, of which 12 units are new construction and 11 were substantially modernized. The 12 new units were substantially completed during the Plan year. Unit amenities include modern kitchens with range and refrigerators, central air conditioning, ceiling fans, and washer/dryer hook-ups. Two units are handicap-accessible. As shown below, an additional 11 units were substantially modernized.
- **Paschall Redevelopment:** Construction is well underway of 100 walk up and townhome affordable rental units and community center. Unit amenities will include off-street parking, geothermal central heating and air conditioning, solar photovoltaic panels, solar hot water, storm water harvesting system, and energy star certified units, washers and dryers, and modern kitchens with electric range and garbage disposal. 12 units are handicap-accessible.
- **Plymouth Hall:** Construction is well underway of rehabilitation/conversion of existing 72 efficiencies and one-bedroom units vacant due to fire damage into 53 new efficiency, and one-bedroom rental apartment units, community room, common laundry, vegetative green roof with accessible deck. 15 units are handicap accessible.

Table 3 provides a summary of planned versus actual unit additions during the Plan year by development including bedroom size, type and accessible features if applicable. PHA utilized MTW flexibility in the development process.

**Table 3 – Planned vs. Actual Additions to Public Housing Inventory**

AMP #	Development	Total # Units Planned	Actual # Units completed As of 3/31/11	Completed Bedroom Sizes				Units with Accessible features
				OBR	1BR	2BR	3BR	
45	Mantua Redevelopment	101	50	0	12	23	15	6
902	CBMO 902	8	0	0	0	0	0	0
903	CBMO 903	8	8	8	0	0	0	8
904	CBMO 904	4	0	0	0	0	0	0
905	CBMO 905	16	12	12	0	0	0	12
906	CBMO 906	16	8	8	0	0	0	8
907	CBMO 907	20	8	8	0	0	0	8
908	CBMO 908	4	0	0	0	0	0	0
909	CBMO 909	12	0	0	0	0	0	0
910	CBMO 910	12	0	0	0	0	0	0
902	Markoe Street Development	12	12	0	8	3	1	1
173/174	Paschall Redevelopment	100	0	0	0	0	0	0
<b>Total New Construction</b>		<b>313</b>	<b>98</b>	<b>36</b>	<b>20</b>	<b>26</b>	<b>16</b>	<b>43</b>
<b>Substantial Rehab/Conversion</b>								
79	Plymouth Hall	53	0	0	0	0	0	0
<b>Total Substantial Rehab</b>		<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Modernization</b>								
902	Markoe Street Development	11	11	0	8	3	0	1
<b>Total Modernization</b>		<b>11</b>	<b>11</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>1</b>

**Public Housing Unit Demolition/Disposition Activity**

As noted in Table 1, PHA's inventory changed at the end of MTW Year 10 as a result of demolitions and/or disposition that occurred. Table 4 below provides a summary of demolitions/disposition activity by development:

**Table 4 –Public Housing Unit Demolition/Disposition Activity**

AMP #	Development	Units Approved for Disposition or Demolition	Justification	Status
175	Norris Apartments	179	Demolition of ten story high-rise apartment building with 157 rental units and two story low-rise buildings with 22 rental units, and new construction of 51 townhomes and walkup rental units, with disposition to limited partnerships under long term ground leases pursuant to mixed finance transactions	Tax Credit Application approved July 2010. Demolition started January 2011.
79	Plymouth Hall	19	Conversion of existing 72 efficiencies and one-bedroom units vacant due to fire damage into 53 new efficiency, one and two bedroom rental apartment units.	Units were converted to modernize the development and allow for larger unit sizes.
61	Paschall Apartments	223	Demolition of 223 rental units, and new construction of 100 units in two phases, with disposition to limited partnerships under long term ground leases pursuant to mixed finance transactions	HUD/SAC approved for demolition and disposition. Tax Credits awarded. Demolition completed and construction well underway.
023	Liddonfield Homes	463	Demolition of 463 rental units, pursuant to a HUD approved demolition of 51 units and mandatory conversion 412 units	Demolition and mandatory conversion approval received, demolition completed.
24	Queen Lane Apartment	119	Demolition of high-rise apartment building to develop new 55 townhomes and walkups rental units, with community space and management office. Disposition to limited partnerships under long term ground leases pursuant to mixed finance transactions	As of 3/31/11 no demolition or disposition has occurred. However, Part One Tax Credit Application was submitted to PHFA in October 2010 and Part II submitted March 2011.
901	Scattered Sites	34	Potential 34 vacant units to be sold pursuant to PHA's vacant scattered sites disposition initiative to create a more sustainable occupied scattered site portfolio, and to stabilize communities by reducing the number of PHA - owned vacant structures that are considered beyond PHA potential for repair	Disposition approval received and scattered site disposition strategy is underway.
902	Scattered Sites	81	Potential up to 81 vacant units to be sold pursuant to PHA's vacant scattered	Disposition approval received and scattered site

AMP #	Development	Units Approved for Disposition or Demolition	Justification	Status
			sites disposition initiative. See above description	disposition strategy is underway.
903	Scattered Sites	35	Potential up to 35 vacant units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
904	Scattered Sites	86	Potential up to 86 vacant units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
905	Scattered Sites	89	Potential up to 89 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
906	Scattered Sites	94	Potential up to 94 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
907	Scattered Sites	95	Potential up to 95 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
908	Scattered Sites	181	Potential up to 181 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
909	Scattered Sites	211	Potential up to 211 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
910	Scattered Sites	181	Potential up to 181 units to be sold pursuant to PHA's vacant scattered sites disposition initiative. See above description.	Disposition approval received and scattered site disposition strategy is underway.
<b>Total Units</b>		<b>2090</b>		

### Significant Capital Expenditures

During Year Ten, PHA expended over \$152 million in capital funds (including ARRA funds) on a wide array of projects summarized below. PHA's capital planning and development strategies are designed to support, rehabilitate and modernize existing PHA sites and to revitalize neighborhoods throughout the City. PHA works to leverage its limited PHA resources with other resources such as Low Income Housing Tax Credits, private equity, and state and local funding sources. Utilization of MTW flexibility has been a critical element in PHA's modernization and development efforts. As documented in prior MTW Annual Plans and Reports, PHA has been enormously successful in these efforts. An additional 121 units were developed or rehabilitated during the period April 1, 2010 through March 31, 2011.

PHA's capital activities for Year Ten include HOPE VI, Mixed Finance, ARRA and prior year CFP projects that are implemented over multiple fiscal years. The Capital Fund, Replacement Housing Fund, ARRA and/or other sources such as HOPE VI, program income, bonds and other mixed-financing programs fund these development activities. Table 5 below summarizes PHA's capital activities during the Plan year.

**Table 5 - MTW Year Ten Capital Expenditures**

Development Name	Scope of Work	Budgeted Capital Expenditures	Actual Capital Expenditures 4/1/10 to 3/31/11	ARRA Funds Expended 4/1/10 to 3/31/11	Total Expended from 4/1/10 to 3/31/11	% of all Expenditures from 4/1/10 to 3/31/11
PHA-Wide	Security Upgrades	5,000,000	0	0	0	0.00%
PHA-Wide-Scattered Site Replacement units	New Development	28,480,000	1,406,070	16,003,273	17,409,343	11.42%
PHA-Wide-Scattered Sites Vacancy Reduction	Vacancy reduction	30,000,000	3,196,629	31,450,000	34,646,629	22.74%
PHA-Wide-MEP Upgrade/Enhancement	Building Infrastructure systems Upgrade/ Enhancement	21,000,000	0	11,335,392	11,335,392	7.44%
PHA-Wide-Sprinkler Upgrade	High-rise Sprinkler standpipes Improvements	7,000,000	0	6,169,654	6,169,654	4.05%
Plymouth Hall Major Rehab	Renovation and reconfiguration of existing bldg.	14,625,000	0	9,830,917	9,830,917	6.45%
Third Party Capital Requests	New Development	500,000	0	0	0	0.00%
Millcreek Extension <sup>1</sup>	New Development	8,000,000	0	0	0	0.00%
Warnock <sup>1</sup>	New Development	29,100,000	29,345,425	0	29,345,425	19.26%
Mantua <sup>1</sup>	New Development	26,700,000	13,045,931	9,094,012	22,139,943	14.53%
Paschall <sup>1</sup>	New Development	27,000,000	1,580,854	0	1,580,854	1.04%
PHA-Wide	Accessibility Improvements	500,000	500,000	0	500,000	0.33%
PHA-Wide	Energy Conservation	500,000	0	0	0	0.00%
PHA-Wide	Sparkle Plus	2,300,000	0	0	0	0.00%
PHA-Wide	Energy Conservation	3,000,000	0	0	0	0.00%
PHA-Wide-Scattered Sites	Accessibility Improvements	5,000,000	4,305,209	0	4,305,209	2.83%
Belmont-Mantua Scattered Site <sup>1</sup>	New Development	1,700,000	0	0	0	0.00%
Blumberg	Upgrades to Non-dwelling Spaces	6,000,000	484,730	0	484,730	0.32%
Administrative	Demolition and	20,000,000	1,176,476	0	1,176,476	0.77%

Development Name	Scope of Work	Budgeted Capital Expenditures	Actual Capital Expenditures 4/1/10 to 3/31/11	ARRA Funds Expended 4/1/10 to 3/31/11	Total Expended from 4/1/10 to 3/31/11	% of all Expenditures from 4/1/10 to 3/31/11
Building <sup>1</sup>	New development					
Wilson Park	Accessibility Improvements	5,000,000	280,984	1,281,341	1,562,325	1.03%
Harrison Plaza	Accessibility Improvements	1,306,250	161,109	689,550	850,659	0.56%
Fairhill	Accessibility Improvements	2,873,750	194,360	1,964.81	196,325	0.13%
Johnson Homes	Accessibility Improvements	3,111,250	189,442	1,428,495	1,617,937	1.06%
Wilson Park	Upgrades to Non-dwelling Spaces	3,000,000	2,695,048	0	2,695,048	1.77%
Norris Apartment	New Development	13,000,000	2,404,249	0	2,404,249	1.58%
Community Center <sup>3</sup>		6,000,000	0	0	0	0.00%
Queen Lane		15,000,000	0	0	0	0.00%
Liddonfield		5,000,000	4,135,537	0	4,135,537	2.71%
<b>TOTAL</b>		<b>\$290,696,250</b>	<b>\$65,102,053</b>	<b>\$87,284,599</b>	<b>\$152,386,652</b>	<b>100.00%</b>

<sup>1</sup> Capital Funding needs for HOPE VI and Mixed-Finance Developments

<sup>2</sup> Funding provided from non-federal sources. The Administrative Building project has been placed on hold.

<sup>3</sup> Community Center has been placed on hold.

PHA has been aggressive and successful in using the HUD HOPE VI and Mixed-Finance Programs to redevelop PHA's aging and severely distressed housing units. To date, PHA has received five (5) HOPE VI grants. PHA will continue to need capital funds to aggressively leverage other sources of funding. During the Plan year, an award of Low Income Housing Tax Credits (LIHTC) was made to the Norris development, which is now under construction. A LIHTC application was submitted for Queen Lane, which is pending award. PHA is currently preparing tax credit applications for Scattered Sites.

PHA has completed the following replacement housing sites: St. Anthony's Senior Residence, Eight Diamonds, 117 Scattered Site units, Suffolk Manor, Mt. Olivet, Ludlow, Marshall Shepherd Village, Falls Ridge, Martin Luther King Plaza Phase I, III and IV, Neumann North, Germantown House, Lucien E. Blackwell (LEB) I, II and III, St. Ignatius I and II, Spring Garden I and II, Nelly Reynolds Garden and Warnock Phases I and II. These sites 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. Mantua and Paschall Developments are still under construction. Construction on Norris began during the Plan year. Projects in the planning stage include Queen Lane and Scattered Sites replacement units. Mantua is 95% complete, and Paschall is on schedule.

The following is a summary of additional capital activities that occurred during the Plan year:

- Initiated a \$25 million energy enhancement and upgrade initiative which is now 80% complete

- Implemented \$900,000 upgrade and modernization to the Bartram Management Office and Community Center
- Undertook \$7.5 million development of 19 homeownership units for the final phase of the MLK project.
- Completed \$780,000 upgrade to the security fence at Mt. Olivet
- Completed \$2.5 million development of an adult daycare center at Warnock
- Completed \$300,000 upgrade to the Passyunk warehouse

**Project-Based Units**

A total of 1,689 vouchers were projected to be project based by the end of MTW Year Ten. As of March 31, 2011, PHA has 1,831 HCV vouchers under project-based contracts or commitments including projects under the MTW Unit Based Voucher program as shown in Table 6.

**Table 6 - Unit-Based Voucher Units**

Project Name/Sponsor	Target Population	Current (4/1/2010- 3/31/2011)
1260 Housing	Family/very low income	53
1260 Housing	Family/very low income	24
Art Apartments	Family/very low income	30
Boriquen Asso II/Jardines	Family/very low income	22
Brentwood Parkside Assoc.	Family/very low income	22
Chatham Apts. Assoc, LP	Family/very low income	18
Diamond I	Family/very low income	14
Diamond II	Family/very low income	16
Diamond III	Family/very low income	20
Dignity Housing	Family/very low income	65
Dunlap Apartment	Family/very low income	35
Edgewood Manor	Family/very low income	33
Hammil Mills	Senior/very low income	40
Help Philadelphia II Assoc.	Homeless	50
Imani Homes	Accessible/very low income	24
Justin Associates/Locust Towers	Family/very low income	40
Lehigh Park Apts. II	Family/very low income	25
LIH	Family/very low income	30
Mansion Court	Family/very low income	8
National Temple/1260 Housing - 1500 Gratz St	Family/very low income	40
National Temple/1260 Housing - 1700N. 16 St	Family/very low income	58
NPCH - N. 11th St	Family/very low income	16
PEC/RBM	Family/very low income	30
Sartain Apartment	Family/very low income	35
South 55th Street	Family/very low income	18
Susquehanna II	Family/very low income	47
Tiago Gardens	Family/very low income	18
1260 (Spruce/Ritner/7th/Chestnut)	Family/very low income	33
1260 (Mercy/3rd St/McKean/9th/4th/Reed)	Family/very low income	28
1260 (Rhawn/Academy)	Family/very low income	21
1260 (Snyder/Frankford/Benner/Spruce)	Family/very low income	10
1260 (Wingate/Blakiston/Reed)	Family/very low income	15

Project Name/Sponsor	Target Population	Current (4/1/2010- 3/31/2011)
1260 Northeast (Inglis Accessible)	Accessible/very low income	11
Asociacion Puertorriquenos En Marrcha	Family/very low income	20
4th and Diamond St (WCRP)	Family/very low income	32
Belmont Affordable Housing IV	Family/very low income	4
Bethesda Project (Bainbridge/Spruce)	Men/very low	33
Bethesda Project( South)	Men/very low	5
Dignity III : (BOSS)	Family/very low income	8
Dignity: Enhanced Services Project (Nedro)	Family/very low income	4
Fourth Street ACCESS	Family/very low income	24
Imani II	Family/very low income	6
Imani III	Family/very low income	6
Imani IV	Family/very low income	8
Inglis House -Part 1	Family/very low income	6
Inglis House -Part 2	Family/very low income	18
Inglis House-(New)	Accessible/very low income	40
Johnnie Tillmon, Somerset, Villanueva, Lillia Crippen	Family/very low income	17
Kate's Place(Project Home)	Homeless/very low income	30
Mascher Street Townhouses (WCRP)	Family/very low income	12
Monument Mews	Family/very low income	60
Nedro (Enhanced Services Project)	Family/very low income	4
Parkside Preservation Project (Belmont)	Family/very low income	12
Parkside Preservation Project (Parkside-Ph I )	Family/very low income	8
Parkside Preservation Project (Parkside-Ph II)	Family/very low income	44
PEC (Pennrose, LLC)-Cloister III	Homeless/families	18
PEC – Imani Homes VI	Homeless/very low income	11
PEC – Bernice Elza Homes	Emancipated formerly homeless teens	6
PEC – Fattah Homes I	Homeless/very low income	6
PEC – Fattah Homes II*	Homeless/very low income	6
PEC – Jannies Place	Homeless/very low income	6
Powelton Height	Family/very low income	30
Regent St Assoc	Family/very low income	80
Sheila Brown	Family/very low income	9
Somerset Apartments (WCRP)	Family/very low income	44
Travelers Aid Kirkbride Center	Homeless/very low income	22
Trevor's Place/Freedom Village	Homeless/very low income	16
Walnut Park Plaza	Senior/very low income	224
Walnut Thompson	Family/very low income	35
	<b>SUB-TOTAL</b>	<b>1,879</b>
	<b>Not Leased</b>	<b>48</b>
	<b>TOTAL</b>	<b>1,831</b>

*\*New project-based commitment awarded during the Plan year.*

## B. Leasing Information – Actual

Table 7 below provides a summary of leasing activity for Public Housing and HCV Program (projected and actual). As previously noted, the projection for public housing occupancy presented in the MTW Annual Plan was inaccurate in that it exceeded the number of units in inventory. As of March 31, 2011, public housing occupancy of 13,204 households represents a

95% adjusted occupancy rate. However, for the HCV program, 100% of MTW Tenant Based vouchers were utilized. PHA had 1,831 project-based units under lease, which are part of the MTW Tenant Based Voucher total shown in Table 7. A new commitment of project based units was made during the Plan year for the PEC-Fattah I development, which will provide housing for 6 formerly homeless families.

**Table 7 - Leased/In Use for MTW Year Ten**

	<b>Projected Leased/In use as of March 2011</b>	<b>Actual/In use as of March 31, 2011</b>
Public Housing Units	14,593	13,204
MTW Tenant Based HCV Vouchers	14,850	14,851
MTW Activity Vouchers	2,844	2,999
Non-MTW HCV Vouchers	987	640
Section 8 Mod Rehab/SRO	711	630
<b>TOTAL</b>	<b>33,985</b>	<b>32,324</b>

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

PHA will continue to implement its Waiting Lists in accordance with the HCV Administrative Plan and Admissions and Continued Occupancy Policy as applicable. PAPMC and AME sites are subject to site-specific Waiting Lists policies. PHA conducted an update of the public housing Waiting Lists to allow applicants to make site-based selections. The HCV Waiting List has been closed since March 2010. Approximately 54,000 HCV applications were received over the two-week period the Waiting List was last open in March 2010.

The number and characteristics of households on the combined Waiting List indicates that smaller units are most in demand, i.e. efficiency and 1BR units comprise 50% of waiting list demand. A majority of applicants on the waiting lists are families (80%), followed by elderly (12%) and disabled (8%). As of March 31, 2011, the percentage of households with incomes below 30% AMI was greater than 99%. The racial composition of household applicants indicates that African American represent the majority of all applicants at 84%. In terms of ethnicity, 8% of applicants are Hispanic. See the table below for more statistics on PHA's Waiting List. PHA will continue its outreach to Hispanic and other non-African American minorities to increase ethnic diversity.

**Table 8 - Public Housing and Housing Choice Voucher Program Waiting List Number and Characteristics**

<b>Unit Size Need of Applicants on the Waiting List as of March 31st 2011</b>						
<b>Household Type</b>	<b>Public Housing</b>		<b>HCV Housing</b>		<b>Total</b>	<b>% Combined</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
Efficiency	16,165	35%	29,071	51%	45,236	44%
One Bedroom	3,381	7%	2,958	5%	6,339	6%
Two Bedroom	15,910	35%	14,755	26%	30,665	30%
Three Bedroom	8,553	19%	8,137	14%	16,690	16%
Four Bedroom	1,704	4%	1,485	3%	3,189	3%
Five Bedroom	212	0%	188	0%	400	0%
Six Bedroom	31	0%	22	0%	53	0%
<b>Program Totals</b>	<b>45,956</b>	<b>100%</b>	<b>56,616</b>	<b>100%</b>	<b>102,572</b>	<b>100%</b>
<b>Type of Households on the Waiting List as of March 31st 2011</b>						
<b>Household Type</b>	<b>Public Housing</b>		<b>HCV Housing</b>		<b>Total</b>	<b>% Combined</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
Family	36,585	80%	45,908	81%	82,494	80%
Elderly	6,738	15%	5,437	10%	12,175	12%
Disabled	2,633	6%	5,271	9%	7,904	8%
<b>Program Totals</b>	<b>45,956</b>	<b>100%</b>	<b>56,616</b>	<b>100%</b>	<b>102,573</b>	<b>100%</b>
<b>Income of Households on the Waiting List as of March 31st 2011</b>						
	<b>Public Housing</b>		<b>HCV Housing</b>		<b>Total</b>	<b>% Combined</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
Below 30% Median Income	45,822	99.71%	56,262	99.37%	102,084	99.52%
Between 30% and 50% Median Income	92	0.20%	153	0.27%	245	0.24%
Between 50% and 80% Median Income	25	0.05%	94	0.17%	119	0.12%
Over 80% Median Income	17	0.04%	107	0.19%	124	0.12%
<b>Program Totals</b>	<b>45,956</b>	<b>100%</b>	<b>56,616</b>	<b>100%</b>	<b>102,572</b>	<b>100%</b>
<b>Race of Households on the Waiting List as of March 31st 2011</b>						
<b>Race</b>	<b>Public Housing</b>		<b>HCV Housing</b>		<b>Total</b>	<b>% Combined</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
African-American	37,792	82%	48,298	85%	86,090	84%
White	2,865	6%	5,019	9%	7,884	8%
Asian/Pacific Island & Native American	2,229	5%	2,795	5%	5,024	5%
Other	3,070	7%	504	1%	3,574	3%
<b>Program Totals</b>	<b>45,956</b>	<b>100%</b>	<b>56,616</b>	<b>100%</b>	<b>102,572</b>	<b>100%</b>
<b>Ethnicity of Households on the Waiting List as of March 31st 2011</b>						
<b>Race</b>	<b>Public Housing</b>		<b>HCV Housing</b>		<b>Total</b>	<b>% Combined</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>		
Hispanic	3,299	7%	4,539	8%	7,838	8%
Non-Hispanic	42,657	93%	52,077	92%	94,734	92%
<b>Program Totals</b>	<b>45,956</b>	<b>100%</b>	<b>56,616</b>	<b>100%</b>	<b>102,572</b>	<b>100%</b>

### III. NON-MTW RELATED INFORMATION

#### A. Budget vs. Actual Sources and Uses of Other HUD or Federal Funds

Table 9 provides information on budget versus actual sources and uses of Other Non-MTW funds. A narrative description of planned versus actual differences follows the table.

**Table 9 – Budget vs. Actual Sources and Uses of Other Non-MTW Funds**

SOURCES	Budget	Actual	% Variance
Grants	169,160	145,257	-14%
Program Income*	5,690,615	4,248,885	-25%
Non-MTW Vouchers	3,661,334	5,498,926	50%
Family Self-Sufficiency	291,216	0	-100%
Mainstream	316,899	294,351	-7%
VASH	568,819	1,252,161	120%
MOD/SROs	3,155,046	3,052,022	-3%
Administrative Fees	1,356,364	1,498,216	10%
<b>TOTAL REVENUE</b>	<b>\$15,209,453</b>	<b>\$15,989,818</b>	<b>5%</b>
USES	Budget	Actual	% Variance
Administration and General Expense	1,800,114	2,007,653	12%
Operations and Maintenance	16,626	0	-100%
Housing Assistance Payments	7,702,098	8,121,837	5%
Capital Projects	5,690,615	4,248,885	-25%
<b>TOTAL EXPENSE</b>	<b>\$15,209,453</b>	<b>\$14,378,376</b>	<b>-5%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$0</b>	<b>\$1,611,442</b>	

\*Program income reflects anticipated income in the form of Developer Fees to a PHA instrumentality from Warnock I, II, Marshall Shepard Village, and Nellie Reynolds Gardens, Bridge Loan Repayments from Nellie Reynolds Gardens; and Homeownership Proceeds from Greater Grays Ferry, Lucien E. Blackwell III and Ludlow

Variations between budgeted and actual sources of non-MTW funds can be attributed to various factors, including the following:

- PHA received less grant funding than anticipated.
- Developer fees for Warnock I and II have not been received
- PHA received more non-MTW voucher funding than anticipated.
- Operation of the program for which Family Self-Sufficiency funding was received did not commence during Year 10.
- More funding for VASH vouchers was received than anticipated.

Variations between budgeted and actual uses of non-MTW funds can be attributed to the following:

- Increase in uses for administration and general expenses was due to additional costs required to reconcile HCV port-in receivables.
- There were no operations and maintenance expenses in non-MTW programs.
- More VASH vouchers were issued than anticipated in the Year 10 Annual Plan.
- Developer fees for Warnock I and II have not been received

#### **B. Description of Non-MTW Activities**

Over ten years as a participant in the MTW Demonstration, PHA has incorporated MTW flexibility into virtually all areas of its operations. However, as part of HUD's revised reporting requirements established in the MTW Agreement and the related HUD Form 50900, PHA is required to separately organize and describe its "MTW activities" and "non-MTW activities". "MTW activities" include those initiatives that promote one or more statutory objectives and that require use of authority granted to PHA under its MTW Agreement. MTW activities are discussed in Chapters V and VI.

PHA's numerous non-MTW activities are briefly highlighted below. While these initiatives do not directly require MTW authority to implement, most have a direct, supportive relationship to other MTW activities and in some cases utilize MTW block grant funding flexibility. Use of single fund flexibility is described in Chapter VII.

#### **Strategic Operating Plan Goal 1: Achieve Excellence in Property Management**

- PHA made improvements to core management and maintenance systems with the full adoption of advanced facilities management tools and techniques including BAS and SCADA systems. These system enhancements helped to support local asset management, increased rent collections, improved property maintenance, and reduced vacancy turnaround time.
- PHA continued the Clean Sweep Program, which fulfills the resident Community Service requirement through resident participation in site and neighborhood cleanup activities.
- PHA performed UPCS inspections on 100% of public housing units.
- PHA implemented its Integrated Pest Management program at conventional sites.
- PHA communicated regularly with residents including publishing the PHA Experience newsletter.
- PHA continued its enhanced unit rehabilitation efforts that allow PHA with the Home Selection Day process to reoccupy vacant housing units in a more efficient manner, utilizing the Vacancy Reduction Control Book.

- PHA continued its lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods. Activities to date have included implementation of the PeopleSoft CRM module and the creation of "quality of life" software applications such as complaint, investigation, incident and risk tracking.
- PHA extended its training and asset management initiatives including activities to ensure full LIHTC program compliance at Alternately Managed Entity (AME) sites.
- PHA utilized an internal File Audit Procedure that automatically assigns Asset Managers 10% of their files each month for review using audit guidelines and the Quality Control Module. Errors are documented and remedies recorded to reduce the occurrence of "findings."
- PHA audited 100% of service order requests within 30 days from the date the service order is closed.

**Strategic Operating Plan Goal 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Compliance**

- PHA continued its quality control initiatives.
- PHA conducted Housing Fairs and other efforts to improve the quality and expand the geographic distribution of housing units available to HCV participants.
- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking software.
- PHA required Tenant Integrity Program training for all program participants.
- PHA updated its HCV site manuals and provided staff with training on new and revised procedures.
- PHA implemented a new HCV landlord portal to provide owners with ready access to critical program information. During the Plan year, PHA discontinued the requirement for HCV landlords to participate in IREM training; however, PHA is developing a new, no-cost landlord education component that will be implemented in MTW Year Eleven.
- PHA required direct deposit for Housing Choice Voucher payments.
- PHA operated a network of Community-Based Housing Choice Voucher offices at five locations throughout the city. PHA is re-evaluating the approach and intends to make changes to centralize operations in the coming months to reduce cost and promote operational efficiency.

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

- PHA continued to develop, implement and refine an asset repositioning strategy for the scattered site units in order to generate revenue and reduce operating expenses. This strategy involves 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. PHA has approval from HUD to dispose of 1,275 scattered site units. PHA is in the process of completing a physical needs assessment for all 4,000 occupied units. When the physical needs assessment is completed, a report will be prepared every year to recommend necessary repairs, rehabs, and disposition/demo.

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

- PHA Investigations Unit provided assistance to all internal and external agencies, federal, state and local as requested. The unit conducted Workers' Compensation investigations to ensure the integrity of claims made. The unit processed Police Record Checks for conventional and scattered sites and continued to assist HCVP in processing Investigations to deter illegal occupancy.
- The Lease Enforcement Compliance Unit supported the Asset Managers in obtaining compliance with rent payment and all other lease provisions.
- As funding for police officers remained unavailable, the focus shifted from police officers to video surveillance and monitoring. PHA will join other agencies to install and monitor approximately 1,000 video cameras throughout the City of Philadelphia. The proposed security system will interact with BAS/SCADA in an effort to provide safer buildings and communities for our clients. PHA is partnering with the Philadelphia Police and other local agencies to coordinate efforts in Public Safety areas located around the city. Additionally, Fire Safety Seminars will be conducted at our high-rises throughout the fiscal year.
- PHA expedited the process of criminal record checks on all applicants and household members. PHA also conducted criminal records checks at recertification.
- PHA implemented 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. Additionally, PHA partnered with other law enforcement agencies to ensure accurate reporting of crimes occurring in and around our communities.
- PHA implemented Quality of Life programs with clearly defined guidelines and sanctions that incorporated PHA's lease violations and local ordinances.
- PHA implemented the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety concerns into youth programs.

- PHA provided support for resident-police partnerships through the Police Advisory Board, Town Watch programs, and participation with the Citizens Crime Commission of Delaware Valley. Public Safety unit worked with residents, management and outside agencies to enhance the flow of communication and information between all stakeholders.

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

- PHA identified and secured 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. Efforts have focused on workforce development, nutrition and health programming. Over the past year, PHA has concluded a grant with the City of Philadelphia to provide access to residents for the Pre-Apprenticeship Program. Also, PHA has received a \$1 million grant from the state of Pennsylvania for CNA training and career development.
- PHA expanded its youth programs through a series of new/enhanced initiatives. These initiatives include: 1) The development of an extensive after-school academic support system, focused on academic rigor, homework support, fundamental study skills, and academic mentoring; 2) The development of a mentoring program to help youth stay focused on academics, reduce entry into gangs and criminal activities and provide a sound source of support; 3) The development of an entrepreneurship program to provide youth that may not be headed for college an alternative career track; and, 4) The development of a higher education preparation and awareness program to expose youth and their parents to the knowledge and strategies needed to prepare, apply, finance and succeed in college. This area of focus is still being pursued and an RFP for such services was rolled out at the end of the Fiscal Year. New programs are slated to start in the coming year. Additionally, continued efforts to partner with providers, such as the Boys and Girls Clubs of Philadelphia, and the school district are being pursued.
- PHA continued to implement its highly successful Section 3 job placement program with ongoing emphasis on Construction opportunities and alternative options for vendors to meet obligations.

**Strategic Operating Plan Goals 6, 7 and 8: Improve Productivity and Cost Effectiveness of PHA Operations; Improve Program Compliance, Reporting, Performance and Accountability; and, Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations**

- PHA continued its Performance Management Initiative, which leverages cross-functional teams of staff in support of site-level improvement programs with focus on improving performance.

- PHA utilized technology and process improvement initiatives to streamline work and improve accountability. PHA redesigned and implemented a new informative and robust website. This completely integrated information and operations portal is designed specifically to help applicants, the general public managers, property owners and developers increase access to critical information., The new website includes information and maps with photo links of all of the PHA property sites, on line applications for all housing programs, links to all tenant support services and support agencies, as well as basic and contact information for all Departments. The website highlights all of PHA's sites with 504 accessible units and services. It is designed to interface with the latest on line social technologies such as Skype, Facebook, Twitter, Google, and many others.
- PHA implemented the Partner Campaign CRM software to support the tracking of PHA Social Service Partners. It is integrated with the agency-wide external Correspondence Management tool that tracks PHA outbound correspondence.
- PHA implemented the vacancy-tracking module to verify and expedite unit turnover. This module reports the status of all units and their various stages of readiness. Asset Managers can at a glance determine unit availability by adding more online views and ability to track vacancy trending
- PHA implemented the Enterprise Performance Management (EPM) software, which provides key business performance indicators via an Executive Dashboard for all PHA's data. This implementation simplifies the viewing and tracking of performance metrics. PHA has implemented Online Views to provide visual representation of the data and reports used to make business decisions. This new standard of reporting will be used for all departmental applications. On-line views provide management with an intuitive web browser interface to view large amounts of data in a simplified manner. The drill down feature allows users to look at transactional data at will.
- PHA expanded IVR services to include the Public Housing component of the organization. This expansion now allows all of the site offices to use IVR technology including the voice-recording component, Call Parrot. Asset Managers are able to monitor incoming calls to ensure agents adhere to compliance and quality standards. The implementation is enriched with comprehensive and user-friendly data mining capabilities including agent ID, caller ID, time, date, and more. This integrated system is also used as a training device to enhance customer service.
- PHA has implemented the PeopleSoft CRM Housing Choice Voucher (HCV) Case Management system to receive complaints, conduct investigations and determine the outcome of complaints on a timely basis. The HCV System Case Management System establishes a tracking system for all Investigated cases streamlining the investigation process by automating workflow and generating/tracking correspondences.
- PHA has developed the Service Order Scheduling (SOS) Dashboard. This is a module in the Field Service section of PeopleSoft's Customer Relationship Manager (CRM). It has been created to assist Facility Quality Engineers (FQEs) and other Operations personnel in

scheduling service orders, ordering materials, and entering time. The Dashboard will assign resources to activities within service orders based on specific configurations designed to efficiently utilize available personnel and materials. It allows the user to dispatch resources days in advance, as well as enter time for completed activities more effectively than previous methods.

- PHA has enhanced its Partner Planning and Marketing Modules to provide a state of the user interface as to gain greater “operational” efficiency. This application empowers PHA to effectively manage relationship initiatives with Partner Groups, Elected Officials as well as with other Governmental Agencies. By providing a more robust tool, PHA can deliver sound and effective services by tracking strategic plans; monitor performance based Partner Plans / Metrics as well as commitments among Partner Agencies to PHA residents.
- PHA’s continuous improvement initiative continued by removing approximately 50 obsolete servers, 20 storage systems, and a multitude network devices from the production environment. The replacement of these components provided additional computing power, consistency across the computing environment, supportability, and stability.
- PHA implemented the PeopleSoft Self-Service Module. This new module will allow non-represented employees to view their personal and employment information, as well as request corrections to any inaccuracies. In addition, the employees will use this module as the source for their pay advices and annual W-2 forms, eliminating paper waste and distribution cost of printed advices and forms.
- PHA implemented the PeopleSoft Human Resources File Checklists functionality. This functionality enables online tracking of the progress and auditing of the personnel and benefits files for newly hired and rehired employees.
- PHA continued the implementation of the PeopleSoft Talent and Employee Development (TED) module. This module has two components: SPO and Sr. Mgt. The SPO component will allow the training staff to efficiently administer training, and track its progress, as well as monitor employee’s training performance. The Sr. Mgt. component is an information delivery tool to be used by management to view employees’ training progress and performance.
- PHA utilized NIKU’s Clarity software to manage PHA’s strategic operating plan and quality assurance project plans.
- PHA provided an array of employee training programs designed to upgrade skills and to maximize staff understanding of policies, procedures and systems.
- PHA implemented alternative procurement systems including electronic procurement methods pursuant to HUD’s letter to PHA dated October 16, 2008.
- PHA conformed to required investor and funding source requirements including timely submission of cost certifications for all Low Income Housing Tax Credit sites.

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

PHA expanded on its extensive network of government partners in support of its neighborhood revitalization and other MTW initiatives including:

- Financial and programmatic support from the Commonwealth of Pennsylvania to support PHA's efforts to provide service enriched housing for seniors and people with disabilities.
- 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 local universities to implement higher education in creating Residential Property Management as degree and certification programs.

## IV. LONG-TERM MTW PLAN

During the first year of the MTW program, PHA established five (5) broad objectives for the MTW Demonstration Program, which provides a framework for long-term MTW implementation efforts. These objectives are described below.

During the Plan year, significant management changes occurred at PHA including the designation of a HUD Administrative Receiver and a new HUD Board. The Administrative Receiver is in the process of finalizing an overall Recovery Plan to assist the agency to return to local governance while addressing the problems and issues that led to the Administrative Receivership. As part of the Recovery Plan initiative, a new Management Action Plan (MAP) will be developed during MTW Year Eleven. The MAP effort is expected to result in refinements to the long-term MTW vision:

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

PHA maintains and monitors an updated Strategic Operating Plan (SOP) that addresses all facets of the agency's operations and provides a road map for PHA's long-term MTW strategy. The SOP is updated on a regular basis through the Clarity software system. (The forthcoming Management Action Plan referenced above is intended to replace the SOP.) A high level summary of the SOP follows:

### **Mission:**

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

### **Goal 1: Achieve Excellence in Property Management.**

#### Objectives:

- Improve physical characteristics and conditions of PHA properties.
- Implement scattered site and conventional housing site-based management plans to improve rent collection, occupancy level, recertification, and maintenance.

- Improve administration of the revised Admissions and Continued Occupancy Policy (ACOP).
- Develop and implement program of Tenant Responsibility and Lease Enforcement for Public Housing and the Housing Choice Voucher Programs.
- Ensure that all occupied rental properties (existing and post-construction) are regularly maintained, well managed, and generate positive net cash flow over time.

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

Objectives:

- Develop and implement effective policies and improvements for the administration of the Housing Choice Voucher Program.
- Conduct workload analysis.
- Promote programs to improve landlord investment, participation and compliance in leased housing.
- Ensure property compliance with PHA's Housing Quality Standards (HQS), accessibility standards, local ordinances and regulations.
- Promote the Housing Choice Voucher Homeownership Program.
- Implement 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 Police Advisory Board that will include residents and police personnel.
- Establish strategic plan for risk management.
- Develop 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 to 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 programs 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 exciting Accountability**

Objectives:

- Develop asset management protocol for all PHA and alternatively managed sites. 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 corporations.
- Develop, improve, and enhance a business process flow for compliance, monitoring and reporting for 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:

- Provide services to residents and the community through the establishment of agreements with Local, State, Federal and Private agencies

- Expand and participate in City intergovernmental initiatives with Department of Public Health, Department of Human services, Philadelphia Police Department, School District of Philadelphia and Department of Labor to promote provision of services such as Community Life Improvement Plan and Quality of Life Programs.
- Expand and participate in State intergovernmental initiatives with U.S. Department of Labor, U.S. Department of Education, Commonwealth of Pennsylvania Office of Long Term Living and Pennsylvania Housing Finance to promote provision of services.
- Expand and participate in Federal intergovernmental initiatives with HUD and other Federal Agencies to promote provision of services such as green technologies.
- Expand and participate in Private Agencies initiatives with Universities and Foundations to promote provision of services

## V. APPROVED MTW ACTIVITIES NOT IMPLEMENTED

As part of the Annual Report process, HUD requires PHA to report on MTW activities that were approved by HUD but not implemented by PHA. The following table summarizes previously approved MTW activities that have not yet been implemented or that PHA has elected to discontinue.

**Table 10 – Approved MTW Activities Not Implemented**

<b>MTW Activity</b>	<b>Description</b>	<b>Status</b>
<b>Partnership Program Initiative</b>	PHA will use its MTW authority to expand housing options and service models for special needs and other targeted groups in partnership with universities, state and local government and other stakeholders.	This activity was first authorized in Year Ten; however, PHA has not yet implemented any partnerships that require use of this authority. PHA intends to continue to maintain this as an approved MTW activity
<b>Scattered Site Income Tiering</b>	PHA intends to implement income-based preferences at scattered site properties. The policy includes selection and admission of established percentages of applicants from the Waiting Lists by income tier in order to achieve PHA's deconcentration goals.	This activity was first authorized in Year Ten but not implemented. PHA has elected to discontinue this initiative.
<b>Expanding Use of Low-Income Housing Tax Credit (LIHTC)</b>	In appropriate circumstances, PHA will use its broader use of funds authority to purchase, finance and/or develop properties using its MTW block grant funds and LIHTCs.	This activity was first authorized in Year Ten but not implemented. PHA continues to explore opportunities to implement this initiative.
<b>Establish an ESCo</b>	PHA may use an ESCo structure as authorized under its MTW Agreement to finance some of the energy efficiency improvements it intends to make to various public housing properties.	Introduced in Year Nine but not yet implemented. PHA continues to evaluate the feasibility of using an ESCo to finance some of its energy efficiency improvements.
<b>Assisted Living</b>	PHA has been working in partnership with DPW and many other advocates within the Commonwealth to draft regulations for the Commonwealth of Pennsylvania's new law regulating assisted living residences.	Introduced in Year Eight but not implemented. Sufficient services funding is not currently available to implement this initiative.
<b>Home Care Services</b>	Home Care Services for seniors will be available to eligible residents living at the Nellie Reynolds Garden development and other PHA sites.	Introduced in Year Eight but not implemented. PHA has determined that services can be more efficiently delivered to residents by other providers.

<b>MTW Activity</b>	<b>Description</b>	<b>Status</b>
<b>Transitional Housing Facilities</b>	PHA intends to form partnerships to provide shelter space and transitional housing. The transitional housing facilities, which would be constructed using a variety of Federal, state and local funds including low-income housing tax credits, will provide a residence and services to homeless families for a period that is anticipated to be 12 to 18 months.	This activity was first authorized in Year Six; however, PHA has not yet implemented any partnerships that require use of this authority. PHA intends to continue to maintain this as an approved MTW activity
<b>Utility Allowances</b>	PHA intends to further modify the utility allowance policy to require tenants receiving either heat or electric utility allowances to enroll and participate in the PECO Customer Assistance Plan, LIHEAP and any other applicable programs that offer reduced rates, energy usage grants or other financial incentives to low income households.	This activity was first authorized in Year Eight but not implemented. PHA will continue to evaluate the feasibility of implementing this activity.
<b>Term Limits</b>	PHA has implemented a seven-year limit on participation in the Housing Choice Voucher program for household members who are able to work.	Approved and implemented in Year Three. However, as noted in the Year 10 Annual Plan, PHA has determined that terminations will be held in abeyance in light of current economic conditions.
<b>HCV HQS Enforcement</b>	PHA implemented alternative HQS enforcement timetables.	PHA has discontinued this activity, and now enforces all HQS compliance in conformance with 24 CFR Part 982, i.e. emergency conditions must be corrected within 24 hours of the inspection, and routine conditions must be corrected within 30 days of inspection.
<b>Streamlined Acquisition Process</b>	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.	Introduced in MTW Year Four, but not implemented. PHA continues to explore alternate opportunities to use this activity.

## **VI. ONGOING MTW ACTIVITIES**

This section of the Annual Report summarizes PHA's ongoing MTW activities, i.e. MTW initiatives that have been previously submitted and approved by HUD. Under the original MTW Agreement, PHA was not required to report on baseline and benchmarks for MTW initiatives. Under the revised Standard MTW Agreement and the revised Attachment B, PHA is required to establish baseline and benchmarks for all MTW initiatives effective with submission of the Year Ten Annual Report. For initiatives approved and implemented prior to MTW Year 10, the baseline was generally determined based on PHA's data as of April 1, 2010. Benchmarks generally reflect production goals for the period beginning April 1, 2010 and beyond. Note that the baseline and benchmarks presented herein do not reflect the substantial activity that occurred in prior years; however, this information has previously been reported to HUD in PHA's prior MTW Annual Plans and Reports.

**MTW Activity: Neighborhood Development and Revitalization Initiatives**

PHA utilizes MTW authority to substantially increase housing choices for residents and applicants. PHA is continuing to implement an ambitious program of new construction, substantial rehabilitation and modernization designed to revitalize PHA public housing developments, replace distressed housing lost to demolition and lack of capital funds, and improve Philadelphia’s neighborhoods. The components of this activity are:

- Design Standards - Approved and implemented in Year Three and is ongoing
- Total Development Cost Limits and Housing Cost Caps - Approved and implemented in Year Three and is ongoing
- Streamlined Mixed-Finance Development Process - Approved and implemented in Year Three and is ongoing
- Streamlined Acquisition Process - Introduced in Year Four, but not yet implemented (See Chapter V)
- Strategy for Development - Approved and implemented in Year Four and is ongoing
- Site and Neighborhood Standards – Approved and implemented in Year Three and is ongoing

**A. Activities continued from the prior Plan year(s)**

The following activities are ongoing:

- Design Standards
- Total Development Cost Limits and Housing Cost Caps
- Streamlined Mixed-Finance Development Process
- Strategy for Development
- Site and Neighborhood Standards

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Design Standards	Creation of energy efficient and environmentally safe affordable housing incorporating market-driven amenities	# of new units developed	All new units developed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Develop or rehabilitate up to 400 units over 5 years.	# of units developed from 4/1/10 to 3/31/11 include: 50 units at Mantua, 8 units at CBMO 903, 12 units at CBMO 905, 8 units at CBMO 906, 8 units at CBMO 907, and 12 units at Markoe
Total Development Cost Limits and Housing Cost Caps	reation of MTW TDC/HCC schedules which reflect construction and development	# of new units developed	All new units developed after April 1, 2010 will be counted. The baseline as	Develop or rehabilitate up to 400 units over 5 years.	# of units developed from 4/1/10 to 3/31/11 include: 50 units at Mantua, 8

Components	Impact	Metric	Baseline	Benchmark	Outcomes
	costs in the City of Philadelphia. PHA has conducted studies to document the need for revised TDC/HCC schedules in order to reflect local costs. PHA will periodically update this information and submit to HUD when modifying the schedules.		of April 1 is assumed to be zero.		units at CBMO 903, 12 units at CBMO 905, 8 units at CBMO 906, 8 units at CBMO 907, and 12 units at Markoe
Streamlined Mixed-Finance Development Process	Streamlined administrative functions, maximized management efficiencies and less onerous reporting functions, such as, tax-credit compliance etc.	Length of time from funding award to project closing	PHA will identify a baseline for this in the coming months based on industry average closing times.	Reduce closing times by 15% over industry average.	TBD
Strategy for Development	Ability to quickly address the need for emergency demolition through streamlined demolition approval process	Time to process emergency demolition applications	The average time for processing is approximately 120 days.	Reduce average processing time by 30 days, i.e. complete processing in 90 days	No emergency demolition approvals were required in the Plan year.
Alternate Site and Neighborhood Standards	Creation of new affordable housing units which reflect neighborhood conditions in Philadelphia and are consistent with PHA's development strategy	# of new units developed that meet PHA's defined MTW Site and Neighborhood Standards	All new units developed after April 1, 2010 that meet PHA's defined MTW Site and Neighborhood Standards will be counted. The baseline as of April 1 is assumed to be zero.	Develop or rehabilitate up to 400 units over 5 years that meet PHA's MTW Site and Neighborhood Standards	# of units developed from 4/1/10 to 3/31/11 that meet PHA's MTW Site and Neighborhood Standards include: 50 units at Mantua, 8 units at CBMO 903, 12 units at CBMO 905, 8 units at CBMO 906, 8 units at CBMO 907, and 12 units at Markoe

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**  
N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**

N/A

**E. Describe revisions if data collection methodology has changed**

N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

<b>Activity</b>	<b>Authorization</b>	<b>MTW Waiver</b>
Design Standards	Attachment C, Section C (12)	Sec. 4, 5 and 9 of 1937 Act 24 CFR §§ 941.202, 941.203, 941.401, & 941.403
Total Development Cost Limits and Housing Cost Caps	Attachment C, Section C (16)	Sec. 6(b) of 1937 Act 24 CFR § 941.306
Streamlined Mixed-Finance Development Process	Attachment C, Section C(7)(a) Attachment D, Section III (A)(I)	Sec. 4, 5, 9, 24, 32, and 35 of 1937 Act 24 CFR § 941
Strategy for Development	Attachment C, Section B(1); Attachment D, Section II (A) and	Sec. 8 and 9 of 1937 Act 24 CFR §§ 905, 941, 982, & 990
Alternate Site and Neighborhood Standards	Attachment C, Section D(7)(c) Attachment D, Section III(B)(2)	24 CFR §§ 941.202(b)-(d) & 983.57

The above MTW waivers have been essential to PHA's ability to develop high-quality, new and rehabilitated public housing units in a cost-effective and efficient manner, using standards and data that reflects the local Philadelphia housing market. Housing choices within PHA's portfolio have been substantially increased and improved.

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

PHA is collaborating with the Commonwealth of Pennsylvania and other local providers to develop and implement a range of service-enriched housing options for seniors and people with disabilities. The components of this activity are:

- Assisted Living – Introduced in Year Eight, but not implemented (See Chapter V)
- Adult Day Care – Approved and implemented in Year Ten and is ongoing
- Home Care Services - Introduced in Year Eight, but not implemented (See Chapter V)
- Life Programs - Approved and implemented in Year Six and is ongoing
- Nursing Home Transition - Approved and implemented in Year Nine and is ongoing
- Accessible Unit Retrofitting and Development - Approved and implemented in Year Nine and is ongoing
- Definition of Elderly - Approved and implemented in Year Three and is ongoing

**A. Activities continued from the prior Plan year(s)**

The following activities are ongoing:

- Adult Day Care
- Life Programs
- Nursing Home Transition
- Accessible Unit Retrofitting and Development
- Definition of Elderly

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Adult Day Care	Provision of care and companionship to seniors who require assistance with Activities of Daily Living and or supervision during the day. The program provides alternative care that enhances self-esteem and encourages socialization.	Eligible Elderly participants served	All participants served after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Overall capacity is 52 clients. A benchmark of serving 50% of capacity (26 clients) is established for first year operations; 75% of capacity (39 clients) for second year; and, 95% or greater of capacity (49 clients) for the third and subsequent years.	From 4/1/10 to 3/31/11 (first year of operations): 33 participants served which represents 63% of capacity.
Life Programs	Individualized approach to provision of healthcare and social services to qualified seniors. The program delivers all needed medical, supportive services, and entire continuum of care and services to	Eligible PHA elderly residents served at LIFE sites	All PHA resident participants served after April 1, 2010 will be counted. The baseline as of April 1 is assumed	For first year of tracking, 10% (n=135) of potential enrollees (n=1,356) will be PHA residents. Starting in third year of tracking, 15% (n=203) of enrollees will be PHA residents.	As of March 31 2011, 129 PHA residents were enrolled in LIFE programs, which represents 9.5% of

Components	Impact	Metric	Baseline	Benchmark	Outcomes
	seniors with chronic care needs.		to be zero.		enrollees.
Nursing Home Transition	Development of new housing opportunities to persons transitioning out of nursing homes to access affordable housing and enhance independent living for both seniors and for non-elderly disabled households.	Eligible Elderly/disabled participants leased up	All new participants served after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Lease up 75 participants over a 2-year period	From 4/1/10 to 3/31/11: 61 participants leased up. Additional participants will be recruited over the next year to achieve the 2 year benchmark.
Accessible Unit Retrofitting and Development	Development of new accessible units and retrofitting of existing units to make additional housing opportunities available to people with disabilities and otherwise comply with Attachment E to MTW Agreement.	Accessible units	All new units developed or retrofitted after December 31, 2008. The baseline as of that date is assumed to be zero.	152 units annually	From 4/1/0 to 3/31/11: 152 units completed.
Definition of Elderly	Modify the definition of elderly to include individuals/families age 55 to 61 years, as well as 62 and older	Eligible Elderly participants served; track number aged 55-61 years	All new participants served after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Occupy 100% of designated elderly units with eligible elderly families. PHA has 2,156 units approved by HUD for elderly designation.	As of 3/31/11: 2,156 or 100% of designated units are occupied by families that meet PHA's MTW definition of elderly

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**  
 PHA came close, but did not achieve its benchmark of serving 135 PHA residents in the LIFE programs. A total of 129 PHA residents were served. PHA will continue its outreach efforts, working closely with the LIFE providers, in an attempt to increase participation levels.

**D. Identify any new indicators if benchmarks or metrics have been revised**  
 N/A

**E. Describe revisions if data collection methodology has changed**  
 N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Listed below are authorizations that are utilized in implementation of this initiative.

Activity	Authorization	MTW Waiver
Adult Day Care	Attachment C, Section B(1); Attachment C, Section C (2) & (10); Attachment D, Section II (A)	Sec. 3, 6, 7, 8, 9, 16 & 31 of 1937 Act 24 CFR §§ 945 subpart C, 960 subparts B, D, E & G, 982 & 990
Life Programs	Attachment C, Section B(1); Attachment C, Section C (2) & (10); Attachment D, Section II (A)	Sec. 3, 6, 7, 8, 9, 16 & 31 of 1937 Act 24 CFR §§ 945 subpart C, 960 subparts B, D, E & G, 982 & 990
Nursing Home Transition	Attachment C, Section B(1); Attachment C, Section C (2) & (10); Attachment D, Section II (A)	Sec. 3, 6, 7, 8, 9, 16 & 31 of 1937 Act 24 CFR §§ 945 subpart C, 960 subparts B, D, E & G, 982 & 990
Accessible Unit Retrofitting and Development	Attachment D, Section II (A) (2), Attachment E	Sec. 8 and 9 of 1937 Act
Definition of Elderly	Attachment C, Section B (3)	Sec. 3(b)(3) & (G) of 1937 Act 24 CFR § 5.403

The above MTW authorizations and waivers have enabled PHA to develop programs that increase the housing options, services, and resources to seniors, who are able to age in place, and persons with disabilities.

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

PHA is implementing a series of initiatives in the public housing and HCV programs designed to streamline administrative processes, reduce paperwork burdens on residents, and encourage families to work and increase their incomes. The components of this activity are:

- Two and Three-Year Recertification – Approved and implemented in Year Three and is ongoing
- Ceiling Rents – Approved and implemented in Year Three and is ongoing
- Rent Calculation Method - Approved and implemented in Year Three and is ongoing
- Payment Standards - Approved and implemented in Year Seven and is ongoing
- Reasonable Rent - Approved and implemented in Year Seven and is ongoing
- Property Specific Rent Policies - Approved and implemented in Year Six and is ongoing
- Utility Allowances - Introduced in Year Eight, but not implemented (See Chapter V)
- HCV HQS Enforcement - Approved and implemented in Year Three, but has been discontinued (See Chapter V)
- Service Orders - Approved and implemented in Year Eight

**A. List activities continued from the prior Plan year(s)**

The following activities are ongoing:

- Two and Three-Year Recertification
- Ceiling Rents
- Rent Calculation Method
- Payment Standards
- Reasonable Rent
- Property Specific Rent Policies
- Service Orders

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Two and Three-year Recertification	Reduced administrative and paperwork burdens on staff and residents and overall reduction in amount of time to process recertifications. Note that PHA continues to inspect all units annually and upon request.	Cumulative reductions in annual processing time based on all rent simplification activities	Processing time for recertification, rent calculation and related activities is estimated at approximately 2 hours per participant. Total processing time if annually is estimated to be 56,100 hours. (2 hours	Reduction in processing time by 25% (n=14,025) over annual recertification process. The estimated processing time without this initiative is 56,100 staff hours.	PHA estimates that approximately 14,025 staff hours are saved annually through the rent simplification process. (Estimated at approximately \$361,000 per year.) Savings help to fund economic self sufficiency and related support

<b>Components</b>	<b>Impact</b>	<b>Metric</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>
			X 28,055 recertifications )		activities. PHA will attempt to refine and better track estimated dollar savings over the next year.
Ceiling Rents	By utilizing a “cap” or maximum rent for higher income families, PHA promotes income mixing at its developments. Note that PHA is currently re- evaluating the efficacy and impact of this activity.	# of residents on Ceiling rents	All ceiling rents processed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Ceiling rent levels correctly calculated for greater than 98% of residents electing this option	As of 3/31/11, 573 Public Housing residents elected ceiling rents and all 573 residents were placed correctly.
Rent Calculation Method	Reduced administrative and paperwork burdens on staff and residents and overall reduction in amount of time to process recertifications	Cumulative reductions in annual processing time based on all rent simplification activities	Processing time for recertification, rent calculation and related activities is estimated at approximately 2 hours per participant. Total processing time if annually is estimated to be 56,100 hours. (2 hours X 28,055 recertifications )	Reduction in processing time by 25% over annual recertification process	See note above in Two and Three- Year Recertifications.
Payment Standards	Reduced administrative and paperwork burdens on staff and residents	Cumulative reductions in annual processing time based on all rent simplification activities	Processing time for recertification, rent calculation and related activities is estimated at approximately 2 hours per participant. Total processing time if annually is estimated to be 56,100 hours. (2 hours X 28,055 recertifications )	Reduction in processing time by 25% over annual recertification process	See note above in Two and Three- Year Recertifications.

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Reasonable Rent	Reduced administrative and paperwork burdens on staff and residents	Reductions in annual processing time	Processing time for recertification, rent calculation and related activities is estimated at approximately 2 hours per participant. Total processing time if annually is estimated to be 56,100 hours. (2 hours X 28,055 recertifications )	Reduction in processing time by 25% over annual recertification process	See note above in Two and Three-Year Recertifications.
Property Specific Rent Policies	Reduced administrative and paperwork burdens on staff and residents	Reductions in annual processing time	Processing time for recertification, rent calculation and related activities is estimated at approximately 2 hours per participant. Total processing time if annually is estimated to be 56,100 hours. (2 hours X 28,055 recertifications )	Reduction in processing time by 25% over annual recertification process	See note above in Two and Three-Year Recertifications.
Service Orders	Full enforcement of Service Order requirements within the specified time frames.	% of emergency SO completed/abated to within 24 hours, % of routine work orders completed within 35 days	All service orders processed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	99% of emergency SO corrected/abated within 24 hours each year.	As of 3/31/11, 96% emergency SO were closed and completed. Of the total 132,909 in service orders, 134,802 were completed and closed.

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**  
N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**  
N/A

**E. Describe revisions if data collection methodology has changed**  
PHA will work over the next year to identify methods to track dollar savings for efficiency measures.

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Listed below are authorizations that are utilized in implementation of this initiative.

Activity	Authorization	MTW Waiver
Two and Three-year Recertification	Attachment C, Section C (4) & D (1) (c) Attachment D, Section II (E)	Sec. 3(a)(1) & 3(a)(2) & 8(o)(5) of 1937 Act 24 CFR §§ 960.257, 966.4 & 982.516
Ceiling Rents	Attachment D, Section II (D)	24 CFR § 960.253
Rent Calculation Method	Attachment D, Section II (D)	24 CFR § 5.611 & 960.253
Payment Standards	Attachment C, Section D (2)(c)	Sec. 8(o)(10) of 1937 Act 24 CFR § 982.507
Reasonable Rent	Attachment C, Section D (2)(a)	Sec. 8(o)(1), (2), (3), (10) & (13)(H)-(I) of 1937 Act 24 CFR §§ 982.503, 982.508, & 982.518
Property Specific Rent Policies	Attachment C, Section D (2)(a)	Sec. 8(o)(1), (2), (3), (10) & (13)(H)-(I) of 1937 Act 24 CFR §§ 982.503, 982.508, & 982.518
Service Orders	Attachment C, Section C (9); Attachment D, Section III (A) (1)	Sec. 6(f) of 1937 Act 24 CFR §§ 902, Subpart B, & 902.43(a)(3)

The MTW authorizations and waivers above create administrative efficiencies that enable PHA to target its resources in an efficient and effective manner, thereby providing better services and housing to PHA clients and landlords.

**MTW Activity: HCV Program Participation**

To encourage family economic self-sufficiency, PHA has implemented a number of requirements for participation in its local HCV Program in addition to the standard regulatory eligibility provisions. The components of this activity are:

- Term Limits – Approved and implemented in Year Three, but placed in abeyance in Year Ten
- Moving to Work Family Agreement Addendum – Approved and implemented in Year Three and is ongoing
- Family Economic Development Action Plan - Approved and implemented in Year Three and is ongoing
- Tenant Responsibility Training - Approved and implemented in Year Three and is ongoing

**A. List activities continued from the prior Plan year(s)**

All the activities listed above are still ongoing except for Term Limits

**B. Impact of the activity compared against the proposed benchmarks and metrics**

**C.**

<b>Components</b>	<b>Impact</b>	<b>Metric</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>
Moving to Work Family Agreement Addendum (MTWFAA)	Enhance compliance with HCV program rules and regulations	% of participants that signed the MTW Agreement	All participants after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	98% or greater of MTW participants sign MTWFAA	As of 3/31/11: 10,341 participants have signed the MTW Agreement which represented 100% of eligible participants. This exceeded the 98% benchmark.
Family Economic Development Action Plan	Increase the number of non-working households that are moving towards self-sufficiency	% of participants referred to, enrolled in, graduating from educational, employment or other self sufficiency programs	All participants processed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	2000 or greater referrals annually (subject to funding availability) 500 program enrollments annually Greater than 50% graduation rate	As of 3/31/11: There were 2,693 referrals, 1,101 enrollments, 520 graduates from the various programs and 87 direct placements. Success is attributable to the strong working relationships established between PHA and its Community Partners, along with the quality of instruction and placement services provided by the Community Partners.

Tenant Responsibility Training	Enhance compliance with HCV program rules and regulations	# of participants that participated in the training at initial lease-up and moves	All participants processed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	98% or greater of participants participate in training	As of 3/31/11: 2,243 clients (new lease up and moves) participated in the training. This represents 100% of new lease up and move clients.
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**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**

N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**

N/A

**E. Describe revisions if data collection methodology has changed**

N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Activity	Authorization	MTW Waiver
Term Limits	Attachment C, Section D(2)(d)	Sec. 8(o)(7) of 1937 Act 24 CFR § 982 subpart L
Moving to Work Family Agreement Addendum (MTWFAA)	Attachment C, Section D(3)(b); Attachment D, Section IV (A)(d)	24 CFR § 982, subpart E
Family Economic Development Action Plan	Attachment C, Section D (3)(b); Attachment D, Section IV (A)(d)	24 CFR § 982, subpart E
Tenant Responsibility Training	Attachment D, Section IV (A)(2)(e)	24 CFR § 982.301

The above MTW authorizations and waivers enable PHA to create program requirements that facilitate resident self-sufficiency and improve their ability to be good tenants and neighbors.

**MTW Activity: 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. Under PHA’s Unit-Based Voucher Program (“UBV” or the “Unit-Based Program”), PHA negotiates contracts with for-profit and nonprofit private sector housing providers for unit-basing.

**A. List activities continued from the prior Plan year(s)**

Unit Based Leasing and Development Program - Approved and implemented in Year Three and is ongoing

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Component	Impact	Metric	Baseline	Benchmark	Outcomes
Unit Based Leasing and Development Program	Increased housing choices to eligible low income households.	# of Unit Based Units	As of 3/31/2010: 1,657 units under contract	Increase # of units by 500 over 5 years	As of 3/31/11: 1,795 units under contract, i.e. an increase of 138

**C. Provide a narrative explanation if benchmarks were not achieved or the activity was determined ineffective**

N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**

N/A

**E. Describe revisions if data collection methodology has changed**

N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Activity	Authorization	MTW Waiver
Unit Based Leasing and Development Program	Attachment D, Section IV (B); Attachment C, Section D (1) (a), (e)- (g), D(2), (a)-(c), D (3), D (4), D (6) & D (7)	Section 8(o)(13) 24 CFR 983 subparts A, B, D, E, F, G, H

The MTW authorizations and waivers used for the unit-based leasing program enable PHA to develop project-based requirements that reflect local needs, thereby increasing housing opportunities for low-income families. They also create administrative efficiencies.

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

A primary objective of PHA’s MTW demonstration program is to support resident economic self-sufficiency including expanding the number of public housing and voucher participants who become first time homebuyers. Building on its existing network of social service programs and partners, PHA will continue to operate an MTW Family Program. 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. The components of this activity are:

- Service Coordination – Approved and implemented in Year Four and is ongoing
- Self Sufficiency offices and Community Centers – Approved and implemented in Year Four and is ongoing
- Community Partners - Approved and implemented in Year Four and is ongoing
- Affordable Homeownership - Approved and implemented in Year Four and is ongoing

**A. List activities continued from the prior Plan year (s)**

All the activities listed above are ongoing.

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Service Coordination	Increased number of PHA residents enrolled in educational, employment, training, health, homeownership, recreational, cultural and social services programs.	# of referrals, # of enrollments, # of graduates and # of direct placements	As of 3/31/10: There were 1,205 referrals, 827 enrollments, 527 graduates from the various programs and 106 direct placements	To increase all four metrics by 10% annually subject to funding availability	As of 3/31/11: There were 2,693 referrals, 1,101 enrollments, 520 graduates from the various programs and 87 direct placements. PHA attributes the success in exceeding established benchmarks to the strength of the working relationships between PHA staff and Community Partner training/educational providers. Also, PHA enhanced its marketing and awareness events, and began them early in the year. Note that PHA will review and potentially revised these benchmarks in the coming year.
Self Sufficiency	Increased	# of events,	As of 3/31/10;	To increase	As of 3/31/11: PHA

<b>Components</b>	<b>Impact</b>	<b>Metric</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>
offices and Community Centers	number of community center-based events for residents that target education, nutrition, health, access to community resources and job assistance.	# of attendees	events baseline is 43; attendees baseline is 785	both metrics by 10% annually subject to funding availability	conducted 417 events which were attended by 6,986 attendees. These figures dramatically exceeded PHA's benchmarks as a result of two factors: 1) The primary driver was the addition of 3 new staff members to provide Service Coordination. These new staff focused on bringing new resources and partnerships to residents through the Community Center system; and, 2) Residents continue to be heavily impacted by the recession and are turning out in greater than expected numbers for PHA events that offer potential assistance.
Community Partners	Provision of expanded supportive services to PHA households and enhancement of employment and training opportunities to HCV and public housing households to assist households in obtaining living wage jobs.	# of referrals, # of enrollments, # of graduates and # of direct placements	As of 3/31/10: There were 1,205 referrals, 827 enrollments, 527 graduates from the various programs and 106 direct placements	To increase all four metrics by 10% annually subject to funding availability	As of 3/31/11: There were 2,693 referrals, 1,101 enrollments, 520 graduates from the various programs and 87 direct placements
Affordable Homeownership	Increased number of MTE Family Program participants who became homeowners, expanded housing choices for low-income participants, and contributed to neighborhood stabilization through	# of participants who became homeowners	All new homeowners after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	Additional 25 homeowners annually	From 4/1/10 to 3/31/11: 68 participants became homeowners. Of this total, 62 homeowners came from PHA's HCV Homeownership program; 5 homeowners came from PHA's 5-h sales program; and, 1 new homeowner came from the sale of a unit at Lucien E. Blackwell Homes. PHA's success in the homeownership

Components	Impact	Metric	Baseline	Benchmark	Outcomes
	increased homeownership.				program is a direct outgrowth of the aggressive community outreach and education programs that PHA has implemented. PHA uses a combination of direct marketing, website, newsletter and community based outreach. Once involved, residents participate in educational workshops designed to help them get ready for homeownership through credit counseling, asset building, etc. The extensive network of homeownership counseling partners that exists in Philadelphia, along with the availability of ROSS Homeownership and Assets for Independence homeownership grants further supports the high success rates.

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**  
N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**  
N/A

**E. Describe revisions if data collection methodology has changed**  
N/A

**F. New authorizations used**  
No new authorizations were required.

**G. Provision or regulation waived by MTW**

Activity	Authorization	MTW Waiver
Service Coordination	Attachment C, Section B(1) & D(3)(b); Attachment D, Section IV (A)(1)(d)	Sec. 8 & 9 of the 1937 Act 24 CFR § 982, subpart E
Self Sufficiency offices and Community Centers	Attachment C, Section B(1) & D(3)(b); Attachment D, Section IV (A)(1)(d)	Sec. 8 & 9 of the 1937 Act 24 CFR § 982, subpart E
Community Partners	Attachment C, Section B(1) & D(3)(b); Attachment D, Section IV (A)(1)(d)	Sec. 8 & 9 of the 1937 Act 24 CFR § 982, subpart E
Affordable Homeownership	Attachment C, Section B(1) & D(8)(a); Attachment D, Section III (B)(1)	Sec. 4, 5, 8, 9, 24, 32, & 35 of the 1937 Act 24 CFR 941

The MTW authorizations and waivers described above enable PHA to create programs and requirements that improve self-sufficiency and homeownership among clients. Clients obtain life skills and training that better prepares them for tenancy, homeownership, and economic self-sufficiency.

**MTW Activity: Increase Housing Opportunities for the Homeless**

PHA is collaborating with the City of Philadelphia to provide a range of housing opportunities for homeless individuals and families as part of the ten-year Blueprint to End homelessness. The components of this activity are:

- Blueprint/Good Neighbors Make Good Neighborhoods – Approved and implemented in Year Three and is ongoing
- Transitional Housing Facilities – Introduced in Year Six, but not yet implemented (See Chapter V)

**A. List activities continued from the prior Plan year(s)**

Blueprint/Good Neighbors Make Good Neighborhoods initiative is ongoing

**B. Impact of the activity compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
Blueprint/Good Neighbors Make Good Neighborhoods	Reduce number of homeless persons located in the Philadelphia area	# of homeless households housed in HCV/PH	All participants under lease after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	To house 500 homeless households annually during the course of the program	For the period 4/01/10 to 3/31/11: In total, 371 homeless households were housed (222 HCV, 149 Public Housing)

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**

PHA has established an annual goal of housing 500 homeless households through the Blueprint program. While PHA has largely met this annual goal since inception of the program, the number of homeless households served fell substantially short this year due to lower than projected attrition/turnover in PHA units, and the need to use available units to house relocated public housing residents from Norris Homes and Paschall Apartments. Both of these sites are undergoing revitalization. PHA remains committed to the Blueprint goals and the attainment of target benchmarks in the future, subject to the availability of units.

**D. Identify any new indicators if benchmarks or metrics have been revised**

N/A

**E. Describe revisions if data collection methodology has changed**

N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Activity	Authorization	MTW Waiver

Blueprint/Good Neighbors Make Good Neighborhoods	Attachment C, Section B(1), C(2) & D (3)	Sec. 3, 8, 9, &16(b) of the 1937 Act 24 CFR §§ 5.603, 5.609, 5.611, 5.628, 960.206, & 982.201
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The MTW authorizations and waivers above enabled PHA to work closely with the City of Philadelphia to improve housing opportunities and outcomes for homeless families.

**MTW Activity: Streamline the Admissions and Transfer Process**

PHA has established a number of MTW policies designed to streamline the admissions and transfer policies for both public housing and HCV programs. The components of this activity are:

- MTW Transfers – Approved and implemented in Year Four and is ongoing
- Restriction on Elective Moves - Approved and implemented in Year Seven and is ongoing

**A. List activities continued from the prior Plan year(s)**

All the activities listed above are ongoing

**B. Impact of the activity, compared against the proposed benchmarks and metrics**

Components	Impact	Metric	Baseline	Benchmark	Outcomes
MTW Transfers	Transfers have been used to support witness protection activities, domestic violence prevention and other needs	# of transfers between HCV program and public housing	All transfers processed after April 1, 2010 will be counted. The baseline as of April 1 is assumed to be zero.	No more than 100 transfers annually.	As of 3/31/11: 20 Housing Choice Vouchers have been utilized to transfer clients from Public Housing Units to the HCV program.
Restriction on Elective Moves	Reduction in processing times associated with unnecessary elective moves as defined in the MTW Annual Plan and PHA's Administrative Plan.	# of moves per year	All elective moves after April 1, 2010 will be counted. PHA will conduct historical research to attempt to determine the number of HCV moves processed in the year preceding approval of this initiative, i.e. the period from April 1, 2006 to March 31, 2007. Results will be reported in the next Annual Report.	To reduce # of moves by 25% annually compared to # moves prior to implementation of the policy, adjusted for changes in the size of the HCV program	As of 3/31/11: 880 total moves occurred. See not under Baseline column.

**C. Explanation if benchmarks were not achieved or the activity was determined ineffective**

N/A

**D. Identify any new indicators if benchmarks or metrics have been revised**

N/A

**E. Describe revisions if data collection methodology has changed**

N/A

**F. New authorizations used**

No new authorizations were required.

**G. Provision or regulation waived by MTW**

Activity	Authorization	MTW Waiver
MTW Transfers	Attachment C, Section D (4) & C (1)	Sec. 6(r) and 8(o) of the 1937 Act 24 CFR §§ 903.7, 960 subpart B, 982 subpart E, & 982.305
Restriction on Elective Moves	Attachment D, Section IV(A)(2)(b) & (e)	Sec. 8(o)(7) of the 1937 Act 24 CFR §982.353

The MTW authorizations and waivers above enabled PHA to assist clients in need of expeditious transfers between PHA programs and to create administrative efficiencies by limiting the need for unnecessary, elective moves within the HCV program

## VII. SOURCES AND USES OF FUNDING

### A. Budget vs. Actual Sources and Uses of MTW funds

Table 11 provides information on budgeted versus actual sources and uses of MTW funds. A narrative description of planned versus actual differences follows the table.

**Table 11 – Budget vs. Actual Sources and Uses of MTW Funds**

SOURCES	Budget	Actual	% Variance
Operating Subsidy	119,726,860	121,319,446	1%
Capital/Replacement Housing Fund	74,116,894	76,043,142	3%
Housing Choice Voucher Program	173,802,378	177,700,325	2%
Dwelling Rental Income	23,600,000	24,043,498	2%
Investment Income	859,183	52,403	-94%
Miscellaneous Income	340,190	257,013	-24%
<b>TOTAL REVENUE</b>	<b>\$392,445,505</b>	<b>\$399,415,827</b>	<b>2%</b>
USES	Budget	Actual	% Variance
Administrative	29,093,048	32,636,097	12%
Tenant Services	887,574	634,455	-29%
Utilities	29,007,261	24,216,048	-17%
Maintenance	36,035,677	35,849,816	-1%
Protective Services	3,583,636	5,143,419	44%
General Expense	44,673,603	51,871,556	16%
Capital Improvements/Additions/Replacements	1,000,000	828,465	-17%
Tenant Based Voucher Assistance	127,568,561	125,069,519	-2%
Family Program	7,740,053	6,481,379	-16%
Quality of Life Program	1,000,000	928,892	-7%
Management Improvements	10,000,000	8,562,576	-14%
Capital Activities	27,493,764	27,493,764	0%
Capital/Replacement Housing Projects	74,116,894	76,043,142	3%
<b>Total Expenses</b>	<b>\$392,200,071</b>	<b>\$395,759,128</b>	<b>1%</b>
<b>Operating Income/(Loss)</b>	<b>\$245,434</b>	<b>\$3,656,699</b>	

#### **Explanation of Significant Variances: Sources (Budget/Actual)**

- Investment Income – The 94% decrease in interest income is due to reduced interest rates offered by government treasuries and markets.
- Miscellaneous Income – The 24% decrease in miscellaneous income is because, in the prior year, PHA sold scrap and obsolete inventory items.

#### **Explanation of Significant Variances: Uses (Budget/Actual)**

- Administrative – The 12% increase is due to addition of staff (salaries & benefits)

- Tenant Services – The 29% decrease is due to reduction in supply cost and resident council expenses.
- Utilities – The 17% decrease is due to reduction in gas rates
- Protective Services – The 44% increase is due to an increase in the costs for Protective Services contracts over those originally budgeted as follows: additional security assigned at the Passyunk Warehouse; temporary security assigned until completion and turnover of units at MLK homeownership site and Plymouth Hall; temporary security at Blumberg mailroom; and, temporary additional security at Bartram Village until the repair of the security system.
- General Expense – The 16% increase represents additional payments made to the defined benefits pension plan.
- Capital Improvements/Additions/Replacements – The 17% decrease represents reduction in the costs for ranges.
- Family Program – The 16% decrease represents additional state grant received by the Pre-Apprenticeship program.
- Management Improvements – The 14% decrease represents reduction in the costs associated with consulting services for the enhancements and upgrades of PHA's information systems.

#### B. Budget vs. Actual Sources and Uses of State or Local funds

Table 12 provides information on budgeted versus actual sources and uses of state and local funds.

**Table 12 – Budget vs. Actual Sources and Uses of State and Local Funds**

<b>SOURCES</b>	<b>Budget</b>	<b>Actual</b>
Summer Food Program	142,875	107,779
Housing Coordinator Initiative	321,160	329,573
Tenant Based Rental Assistance	1,069,110	278,593
Miscellaneous Income	206,883	1,842
<b>Total Revenue</b>	<b>\$1,740,028</b>	<b>\$717,787</b>
<b>USES</b>	<b>Budget</b>	<b>Actual</b>
Administrative and General	670,918	437,791
Housing Assistance Payments	1,006,560	255,009
Administrative Fees	62,550	24,987
<b>Total Expenses</b>	<b>\$1,740,028</b>	<b>\$717,787</b>
<b>Operating Income/(Loss)</b>	<b>\$0</b>	<b>\$0</b>

#### **Explanation of Significant Variances: Sources and Uses (Budget/Actual)**

Tenant Based Rental Assistance (TBRA) and Housing Assistance Payments (HAP) – The state reimburses PHA based on actual participant enrollment. Actual enrollment did not meet original projection of 75 participants, resulting in a decrease in both revenue (TBRA) and payments to owners (HAP).

### **C. Central Office Cost Center**

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

### **D. Cost Allocation Plan**

Pursuant to its MTW Agreement, PHA has developed a Local Asset Management Plan that describes the agency's cost allocation plan and other technical components of PHA's local asset management strategy. HUD approved PHA's Local Asset Management Plan as part of the MTW Year Ten Annual Plan and prior submissions. PHA submitted the MTW Year Ten Annual Plan, including the Appendix A Local Asset Management Plan, on January 15, 2010. HUD approved the Plan with subsequent revisions on April 1, 2010.

### **E. Use of Single Fund Flexibility**

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

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

Development of annual budgets structured around these core areas allows PHA to further its mission and to deliver services in a more efficient and effective manner. Table 11 above provides detail on the use of single fund flexibility including MTW Activity Vouchers. Specific single fund flexibility line items include:

- Capital Activity funds in the amount of \$27,493,764 were utilized for new development of Norris Apartments, central boiler systems upgrades and replacements and scattered site vacancy reduction.
- Family Program funds in the amount of \$6,481,379 were utilized for community relations, PHA Family Self Sufficiency, youth development, Pre-Apprenticeship Program, employment training (community partners), economic development and senior (adult day-care) programs.
- Management Improvement funds in the amount of \$8,562,576 were utilized for financial management reviews, staff training & development, development of financial procedures for Alternative Management Entities (AME), energy management (audits, consumption studies), technical assistance to Homeownership program, technical assistance for Customer Relations

Management (CRM) system, PeopleSoft upgrade and E-Pro implementation, technical assistance related to the coordination and development of all components of the MTW Plan and technical services related to the Adult Day-care center under Elderly Initiatives.

- Quality of Life funds in the amount of \$928,892 were utilized for Lease Enforcement, protective services, and tenant services (town watch).

#### **F. Reserve Balances**

Table 13 provides details on PHA's reserve balance as of March 31, 2011.

Table 13 – Operating Reserve Calculation: For Year Ended March 31, 2011

FDS#	Description	State / Local Programs	Total Non-MTW Programs	MTW Vouchers	MTW LIPH	Total MTW	Total PHA-WIDE
111	Cash	\$ 510,344	\$ 8,497,396	\$ 94,151,030	\$ 34,583,150	\$ 128,734,180	\$ 137,741,920
114	Cash – Tenant Security Deposits	\$ -	\$ -	\$ -	\$ 766,248	\$ 766,248	\$ 766,248
120	Total Receivables	\$ 45,631	\$ 2,276,219	\$ 680,062	\$ 17,609,984	\$ 18,290,046	\$ 20,611,896
131	Investments	\$ -	\$ -	\$ -	\$ 6,827,388	\$ 6,827,388	\$ 6,827,388
142	Prepaid expenses and other assets	\$ -	\$ -	\$ -	\$ 75,281	\$ 75,281	\$ 75,281
144	Inter-program – due from	\$ 654,980	\$ 4,184,546	\$ -	\$ 22,612,166	\$ 22,612,166	\$ 27,451,692
145	Assets held for sale	\$ -	\$ -	\$ -	\$ 1,332,617	\$ 1,332,617	\$ 1,332,617
	<b>Total Current Assets</b>	<b>\$ 1,210,955</b>	<b>\$ 14,958,161</b>	<b>\$ 94,831,092</b>	<b>\$ 83,806,834</b>	<b>\$ 178,637,926</b>	<b>\$ 194,807,042</b>
310	Total Current Liabilities	\$ (656,686)	\$ (11,622,273)	\$ (16,085,949)	\$ (60,505,202)	\$ (76,591,151)	\$ (88,870,110)
343	Current Portion of Long Term Debt	\$ -	\$ 4,055,000	\$ -	\$ -	\$ -	\$ 4,055,000
	<b>Total Operating Reserves</b>	<b>\$ 554,269</b>	<b>\$ 7,390,888</b>	<b>\$ 78,745,143</b>	<b>\$ 23,301,632</b>	<b>\$ 102,046,775</b>	<b>\$ 109,991,932</b>
<b>Adjustments to HUD Reserve calculation</b>							
	PHASI liability on line 353	\$ -	\$ -	\$ -	\$ (4,334,136)	\$ (4,334,136)	\$ (4,334,136)
	Worker's comp liability on line 353	\$ -	\$ -	\$ -	\$ (3,846,019)	\$ (3,846,019)	\$ (3,846,019)
	Reservation for compensated absences	\$ -	\$ -	\$ (349,779)	\$ (1,908,723)	\$ (2,258,502)	\$ (2,290,159)
	PA State escheat liability payable on line 353	\$ -	\$ -	\$ -	\$ (619,321)	\$ (619,321)	\$ (619,321)
	MTW Project Reserves Per Agreement for HAP	\$ -	\$ -	\$ (12,979,636)	\$ -	\$ (12,979,636)	\$ (12,979,636)
	VASH - Restricted for HAP Payments	\$ -	\$ (1,249,041)	\$ -	\$ -	\$ -	\$ (1,249,041)
	<b>PHA Adjusted Reserve</b>	<b>\$ 554,269</b>	<b>\$ 6,110,190</b>	<b>\$ 65,415,728</b>	<b>\$ 12,593,433</b>	<b>\$ 78,009,161</b>	<b>\$ 84,673,620</b>
<b>Obligated Funds for Current Capital Projects Under Contract</b>							
	Warnock Homes Development Project	\$ -	\$ -	\$ (1,371,400)	\$ -	\$ (1,371,400)	\$ (1,371,400)
	Mantua Homes Redevelopment Project	\$ -	\$ -	\$ (1,499,429)	\$ -	\$ (1,499,429)	\$ (1,499,429)
	Paschall Homes Redevelopment Project	\$ -	\$ -	\$ (11,807,684)	\$ -	\$ (11,807,684)	\$ (11,807,684)
	Norris Apts. Redevelopment Project	\$ -	\$ -	\$ (11,125,175)	\$ -	\$ (11,125,175)	\$ (11,125,175)
	Central Boiler System Replacement/Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Conventional Sites	\$ -	\$ -	\$ (5,936,488)	\$ -	\$ (5,936,488)	\$ (5,936,488)
	Blumberg Apts. Security/Fire Protection System	\$ -	\$ -	\$ (1,190,072)	\$ -	\$ (1,190,072)	\$ (1,190,072)
	BAS/SCADA (Energy controlling monitor) Project	\$ -	\$ -	\$ (2,534,129)	\$ -	\$ (2,534,129)	\$ (2,534,129)
	Window replacement at Hill Creek and Bentley Hall	\$ -	\$ -	\$ (2,080,883)	\$ -	\$ (2,080,883)	\$ (2,080,883)
	Category 1 (504 renovations at 4 site locations) Project	\$ -	\$ -	\$ (528,404)	\$ -	\$ (528,404)	\$ (528,404)
	Markoe Street Development Project	\$ -	\$ -	\$ (425,373)	\$ -	\$ (425,373)	\$ (425,373)
	Scattered Sites Replacements/Rehabs	\$ -	\$ -	\$ (1,574,097)	\$ -	\$ (1,574,097)	\$ (1,574,097)
	Exterior repairs - asphalt/concrete/fencing at various sites	\$ -	\$ -	\$ (740,195)	\$ -	\$ (740,195)	\$ (740,195)
	Environmental Engineering Study - Mt Olivet	\$ -	\$ -	\$ (211,898)	\$ -	\$ (211,898)	\$ (211,898)
	<b>PHA Adjusted Reserve</b>	<b>\$ 554,269</b>	<b>\$ 6,110,190</b>	<b>\$ 24,390,502</b>	<b>\$ 12,593,433</b>	<b>\$ 36,983,935</b>	<b>\$ 43,648,394</b>

## VIII. ADMINISTRATIVE

### A. Correction/Elimination of Observed Deficiencies

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

**REAC Inspections** – The following Conventional Sites were chosen as PHA's main focus for correcting issues identified in the 2010/2011 REAC inspections:

- Johnson Homes
- Raymond Rosen
- Hillcreek
- Spring Garden
- Abbottsford
- Oxford Village
- Morton Homes
- Bartram Village
- Harrison Plaza
- Wilson Park
- West Park Apts
- Fairhill
- Blumberg

These properties were chosen based upon the scores received in the inspections and PHA's review of its portfolio. A full UPCS inspection of each of the sites commenced on April 6, 2011 for REAC issues and violations, of the thirteen (13) sites, only three (3) are outstanding to be inspected (Oxford Village, Morton Homes and Fairhill Apartments). The inspection of these three (3) sites will commence shortly. Service Orders have been created for the ten (10) sites that have been inspected and correction of the identified deficiencies have commenced. PHA is approximately 30% complete with the required site work to date. Going forward, additional sites will be inspected and identified deficiencies will be corrected.

For Scattered Sites, UPCS inspections are currently being conducted for all the CBMOs. Service orders are put in for each discovered deficiency and the work is completed from the oldest to the newest service order for each trade.

**OIG Audits through 3/31/2011** – PHA's responses to recent OIG audits are available on the HUD OIG website. These include steps PHA has or will take to resolve the audits. As of the end of Year 10, PHA had closed out the first phase of the OIG's HCV audit and was working with HUD and the OIG to resolve findings on the second phase of the same audit and in an audit of PHA's professional services contracts. As a result of the OIG audit on HCV HQS Standards, PHA has created and implemented an improved Quality Control process for assessing proper enforcement of HQS standards.

**HUD Review of PHA's ARRA funded projects** - In response to HUD's Review on one of PHA's ARRA funded projects, PHA has implemented policies and procedures to perform Quality Control of compliance with the Davis Bacon Act.

**B. Agency-directed Evaluations**

N/A

**C. Performance and Evaluation Report for Capital Fund activities**

See attached. As required by HUD Form 50900, PHA has included reports for those Capital Fund grants that are not included in the MTW Block Grant, i.e. ARRA Formula and ARRA Competitive grants.

**D. Certifications**

See attached Board Resolutions

RESOLUTION NO. 11464

**RESOLUTION AUTHORIZING THE ADMINISTRATIVE RECEIVER OR HIS DESIGNEE TO SUBMIT THE MOVING TO WORK ("MTW") ANNUAL REPORT AND CONSOLIDATED FINANCIAL REPORT FOR MTW YEAR TEN (FISCAL YEAR ENDING MARCH 31, 2011) TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT ("HUD") AND TO CERTIFY THAT PHA HAS MET THE THREE MTW STATUTORY REQUIREMENTS**

WHEREAS, PHA entered into a Moving To Work Demonstration (MTW) Agreement with the Department of Housing and Urban Development ("HUD") on October 16, 2008 and such Agreement provides that PHA prepare an Annual Report, including a Consolidated Financial Report; and

WHEREAS, the MTW Agreement calls for suspension of current evaluation and reporting requirement due to the authority granted to PHA to depart from the standard program requirements; and

WHEREAS, the MTW Agreement requires a certification that PHA has met the three MTW statutory requirements of: 1) assuring that at least 75 percent of the families assisted by PHA are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families under MTW as would have been served absent the demonstration; and, 3) maintaining a comparable mix of families by family size, as would have been served or assisted had the amounts not been used under the demonstration.

WHEREAS, as an alternate assessment protocol, HUD will assess PHA's performance on an annual basis by comparing at the end of PHA's fiscal year its goals as stated in its approved MTW Annual Plan, to its actual performance, as stated in its Annual Report.

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

WHEREAS, PHA has prepared the MTW Annual Report for MTW Year Ten (Fiscal Year ending March 31, 2011).

**THEREFORE, BE IT NOW RESOLVED** that the Board of Commissioners of the Philadelphia Housing Authority does hereby authorize the Administrative Receiver or his designee to submit to HUD the MTW Annual Report for MTW Year Ten (Fiscal Year ending March 31, 2011) along with the Consolidated Financial Report for the period, and to certify that PHA has met the three MTW statutory requirements of: 1) assuring that at least 75 percent of the families assisted by PHA are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families under MTW as would have been served absent the demonstration; and, 3) maintaining a comparable mix of families by family size, as would have been served or assisted had the amounts not been used under the demonstration.

6/30/2011  
ATTEST FOR PHA

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital R-Office of Public and Indian Housing  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development

CMB No. 2577-0226

Part B Summary		Grant Type and Number	FY17 of Grant 2019	FY17 of Grant Approved 2019	
FUND NAME		Capital Fund Program Grant No: PA200020000			
Type of Grant		Performance and Evaluation Report for Public Housing			
Original Annual Statement		Reserve for Disasters/Disasters	Revised Annual Statement (includes net )		
Performance and Evaluation Report for Public Housing		Performance and Evaluation Report			
Summary by Development Account		Total Statement Cost	Booked \$1	Booked \$2	
		Original	Booked \$1	Booked \$2	
				Total Annual Cost <sup>1</sup>	
				Original	
				Expended	
	1) Total non-CFY Funds				
	2) 60% Operations (may not exceed 20% of line 21) <sup>2</sup>				
	3) 40% Management Improvements				
	4) 10% Administration (may not exceed 50% of line 23)				
	5) 10% Audit				
	6) 15% Unplanned Damages				
	7) 5% Fees and Com				
	8) 10% Site Acquisition				
	9) 10% Site Improvement				
	10) 10% Dwelling Structures				
	11) 10% Dwelling Equipment - Nonoperable	74,941,659	73,956,743	73,956,121	44,994,220
	12) 10% Non-dwelling Structures				
	13) 10% Non-dwelling Equipment				
	14) 10% Dues/Fees				
	15) 10% Moving to Work Demonstrations				
	16) 10% 1. Rehabilitation Costs				
	17) 10% Development Activities <sup>4</sup>	15,620,000	16,604,916	16,604,916	6,072,338

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> FEMA with under 250 units in management may use 100% of CFY Grants for operations.  
<sup>4</sup> USIP funds shall be included here.

Annual State U.S. Department of Housing and Urban Development  
 Capital Fund Office of Public and Indian Housing  
 Capital Fund Financing Program

Expires 4/30/2011

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<b>Part B: Summary</b> FPIA Name PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA25800230100		FY of Grant: 2009 FY of Grant Approval: 2009		
Date of CFFP:		Reserve for Directors/Managers		Revised Annual Statement (provide us ) Fund Performance and Evaluation Report		
Type of Grant Original Annual Statement Performance and Evaluation Report for Period Ending		Summary by Development Account		Total Estimated Cost		
Line	Description	Original	Revised # 1	Revised # 2	Committed	Requested
1000	1901 Collaboration or Debt Service paid by the PHA					
1000	2000 Collaboration or Debt Service paid Via System of Direct Payment					
1000	1903 Contingency (may not exceed 5% of line 20)					
20	Amount of Annual Grant: (sum of lines 2 - 19)	90,561,659	90,561,659	90,561,659	90,561,037	51,066,558
21	Amount of line 20 Related to LRP Activities					
22	Amount of line 20 Related to Section 504 Activities					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
Signature of Executive Director		Signature of Public Housing Director		Date		

1 To be completed for the Performance and Evaluation Report.  
 2 To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
 3 FPIAs with under 250 units in management may use 100% of CFFP Grants for operations.  
 4 CFFP funds shall be included here.

Part II: Supporting Pages		Federal FY of Grant 2009		Total Estimated Cost		Total Actual Cost		Status of Work
Development Number	General Description of Major Work Categories	Development Account No.	Quantity	Original Units/Bldgs./ Sites	Revised # 1	Revised # 2	Funds Obligated	Funds Expended
PHA Name: PHILADELPHIA HOUSING AUTHORITY Grant Type and Number Capital Fund Program Grant No: PA2-690035109 CFFP (Year/No): Supplemental Housing Project Grant No:								
PA002000901 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes houses heater and water heater.	1460	10 units	975,000	939,024	939,024	939,024	138,683
PA002000902 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes houses heater and water heater.	1460	18 units	1,755,000	2,018,259	2,018,259	2,018,259	1,874,413

Part II: Supporting Page		Grant Type and Number		Federal FY of Grant: 2009		
FHA Name: PHILADELPHIA HOUSING AUTHORITY		Capital Fund Program Grant No: PA26600290109 CFFP (Year/No): Replacement Housing Project Grant No:		Total Actual Cost		
Development Number Name/FHA-Web	General Description of Major Work Categories	Development Account No.	Quantity Original Units/Bldgs/ Sites	Total Estimated Cost		Status of Work
				Original	Revised # 1	
				Revised # 2	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>
PA02000903 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work, and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	23 units	2,242,500	2,638,541	2,449,352
PA02000904 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work, and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	16 units	1,560,000	2,088,380	1,970,635

Part B: Supporting Pages		Development Account No.		Quantity		Total Estimated Cost		Total Actual Cost		Status of Work	
Development Number	Name/PHA-Wide	General Description of Major Work Categories	Development Account No.	Original Units/Bldgs./Sites	Revised Units/Bldgs./Sites	Original	Revised # 1	Revised # 2	Funds Obligated	Funds Expended	Status of Work
PHA Name: PHILADELPHIA HOUSING AUTHORITY Grant Type and Number Capital Fund Program Grant No: PAJ06000250N09 CFP (Year/No) Replacement Housing Foster Grant No:											
PAJ02000905	Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	30 units		2,923,000	2,767,175	2,767,175	2,767,175	2,766,333	
PAJ02000906	Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	71 units		6,922,500	7,113,634	7,113,634	7,113,634	7,082,220	

Part II: Supporting Pages											
Development Number Name/CHA-Wide		General Description of Major Work Categories		Development Account No.	Quantity	Total Estimated Cost			Total Actual Cost		Status of Work
Grant Type and Number Capital Fund Program Grant No: PA36600050109 CFFP (Year/No): Supplement Housing Foster Grant No:		Federal FFF of Grants 2009									
					Original Units/Bldgs/ Sites	Original	Revised # 1	Revised # 2	Funds Obligated <sup>2</sup>	Funds Expended <sup>3</sup>	
PA002000907 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bedrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes boxes heater and water heater.	1460	21 units	2,047,500	2,473,312	2,473,312	2,473,312	2,473,312	2,471,999		
PA002000908 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bedrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes boxes heater and water heater.	1460	27 units	2,632,500	3,082,017	3,082,017	3,082,017	3,082,017	2,946,995		

Part II: Supporting Pages		Grant Type and Number		Federal FY of Grants 2009				
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Capital Fund Program Grant No: PA20090230109 CFF (Yes/No):		Replacement Housing Foster Grant No:				
Development Number Name/PHIA- With	General Description of Major Work Categories	Development Account No.	Quantity Original Units/Bldgs./ Sites	Total Estimated Cost		Total Actual Cost		Status of Work Funds Expended <sup>1</sup>
				Original	Revised	Revised # 1	Revised # 2	
PA002009009 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	54 units	5,265,000	5,213,004	5,213,004	5,213,004	5,212,007
PA00200910 Scattered Sites	Comprehensive rehabilitation of long term vacant scattered site units with a scope of work which may include: new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work; and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heater.	1460	30 units	2,925,000	3,096,624	3,096,624	3,096,624	3,092,768
<b>Total Scattered Sites Unit Rehab</b>			<b>300 units</b>	<b>29,250,000</b>	<b>31,450,000</b>	<b>31,450,000</b>	<b>31,450,000</b>	<b>30,005,405</b>

Part 03 Supporting Pages		Grant Type and Number		Federal FY of Grants 2000				
PHA Name: PHILADELPHIA HOUSING AUTHORITY		Capital Fund Program Grant No: PA2650020109 CFFP (Y/e/N): Replacement Housing Foster Grant No:						
Development Number Name/PHA-With	General Description of Major Work Categories	Development Account No.	Quantity Original Units/Bldgs/ Sites	Total Estimated Cost		Total Actual Cost		Status of Work Funds Expended
				Original	Revised	Revised # 1	Revised # 2	
PA02000002	RENOVATION AND MODERNIZATION OF HIGH RISE LOW income houses with 2, 3 bedrooms to LEED Standards (Leadership and energy environmental design) including new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work, and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, roofing and wall insulation, windows, exterior doors, energy star appliances and equipment, which includes brass handle and water heater.	1460	11 units	2,860,000	11 units	2,860,000	2,860,000	1,149,411
Total Renovation/Modernization Market Street Project			11 units	2,860,000	11 units	2,860,000	2,860,000	1,149,411

Annual Statement of Performance and Evaluation Report  
 Capital Fund Program Office of Public and Indian Housing  
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Development Number		General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
Name/PIA-Wide				Original Units/Bldgs./ Sites	Original	Revised # 1	Revised # 2	Funds Obligated <sup>1</sup>	Funds Expended <sup>2</sup>
PHILA HOUSING AUTHORITY		Replacement Housing Sector Grant No:							
PHILA HOUSING AUTHORITY		Capital Fund Program Grant No: PA06000250109							
PHILA HOUSING AUTHORITY		CFPP (Year No):							
PHILA HOUSING AUTHORITY		Development Account No:							
PA060000902		New construction of LEEDy structures will include new kitchens, bathrooms, floors, painting, plastering, drywall, interior doors, exterior work, and as needed electrical, plumbing, mechanical upgrades. All units will get new roofs, roofing and wall installation, windows, exterior doors, energy star appliances and equipment, which includes house heater and water heaters.	1499	12 units	3,120,000	3,858,893	3,858,893	3,858,893	1,490,732
Total New Development Maricopa Street Project				12 units	3,120,000	3,858,893	3,858,893	3,858,893	1,490,732

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement

<sup>2</sup> To be completed for the Performance and Evaluation Report.

Part B: Supporting Pages		Grant Type and Number		Federal FY of Grants				
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Capital Fund Program Grant No: PA-2680023N189 CFY (Year No): Replacement Housing Factor Grant No:		Federal FY of Grants: 2009				
Development Number Name: PHIA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original Units/Slaps / Sites	Revised Units/Slaps / Sites	Revised # 1	Revised # 2	
PA002000079 Pymouth No.8	Rehabilitation of mid-rise, elevator building to accommodate from 71 one bedrooms and efficiency units to a minimum of 53 one bedrooms and efficiency units including 304 units. Work will include selective demolition of interior and exterior walls, electrical, plumbing and mechanical systems. Rehabilitation will include: new work configuration, reconfiguration of community space, common areas; install new elevators, sprinkler system and heating, electrical and mechanical systems to meet or exceed latest energy efficiency standards.	1460	53 units	14,625,000	53 units	13,763,000	13,763,378	3,986,366
Total Pymouth No.8 Project			53 units	14,625,000	53 units	13,763,000	13,763,378	3,986,366

Final Evaluation Report U.S. Department of Housing and Urban Development  
 Federal Public Program Replacement (Office of Public and Indian Housing)

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Expires 4/06/2011

Part B: Supporting Page		Federal FY of Growth 2009									
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA0600020169 CITY (Year No): Replacement Housing Point Grant No:									
Development Number Narrative of Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work			
				Original	Revised	Revised # 1	Revised # 2	Funds Obligated <sup>2</sup>	Funds Expended <sup>3</sup>		
PA00000902 Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts	1499	8 units	1,000,000	8 units	1,018,407	1,200,316	1,018,407	1,018,407	114,689	
PA00000903 Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts	1499	8 units	1,000,000	8 units	1,018,407	200,000	1,018,407	1,018,407	514,259	
PA00000904 Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts	1499	4 units	300,000	0 units	0	0	0	0	0	
PA00000905 Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts	1499	16 units	2,000,000	16 units	2,042,125	2,161,087	2,042,125	2,042,125	1,001,520	
PA00000906 Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts	1499	16 units	2,000,000	16 units	2,047,436	2,161,087	2,047,436	2,047,436	816,932	

Site and Evaluation Report U.S. Department of Housing and Urban Development  
 Federal Program Replacement Office of Public and Indian Housing

OIG No. 2577-4226

Expires 6/28/2011

Part 2B Supporting Pages		Federal FY of Streets 2009															
Development Number Name/FHA-Title Activities		Grant Type and Number Capital Fund Program Grant No: PA2650020169 CFF (Year/No): Replacement Housing Project Grant No:		Development Account No.		Quantity		Total Estimated Cost		Total Actual Cost		Status of Work					
		General Description of Major Work Categories		Original Units/Flaps./ Sites		Revised Units/Flaps./ Sites		Original		Revised # 1		Revised # 2		Funds Obligated		Funds Expended	
PA02000907	Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts		1499	20 units		20 units	2,500,000		2,546,018		2,701,359	2,546,018	1,104,375			
PA02000908	Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts		1499	4 units		4 units	500,000		509,204		540,272	509,204	134,121			
PA02000909	Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts		1499	12 units		12 units	1,500,000		1,527,611		1,620,815	1,527,611	401,198			
PA02000910	Scattered Sites Replacement	New construction of scattered sites 2 story multi-unit buildings, which will include 4 fully accessible UFAS compliant units with vertical lifts		1499	12 units		16 units	1,500,000		2,006,815		2,161,087	2,006,814	498,475			
		Total Scattered Sites Replacement			108 units		108 units	12,500,000		12,746,823		12,746,823	12,746,823	4,981,086			

Fund ID: Supporting Page		Federal FY of Grants 2009									
PHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA20090250100 CFF (Year No): Supplemental Housing Pector Grant No:									
Development Number Name/PHA-Wide Activities	General Description of Major Work Category	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost			Status of Work		
				Original	Revised	Revised # 1	Revised # 2	Funds Obligated	Funds Expended <sup>2</sup>		
			Original Units/Units. / Sites	Original	Revised Units/Units. / Sites	Revised # 1	Revised # 2	Funds Obligated	Funds Expended <sup>2</sup>		
PHA-WIDE CONVENTIONAL SITES	Upgrade/renovation of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1440	31 Sites	21,000,000	0	0	0	0	0		
PA00000001 JOHNSON HOMES	Upgrade/renovation of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1440	1 Site	0	1 Site	5,775,819	4,791,117	5,775,819	194,628		
PA00000013 WILSON PARK	Upgrade/renovation of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1440	2 Sites	0	2 Sites	1,603,511	1,070,508	1,003,511	243,142		

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Part B: Supporting Pages		Federal FY of Grants 2009									
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA2580029109 CFF (Yr/No): Philadelphia Housing Trust Grant No:									
Development Number Name/PHA--Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		States of Work			
				Original Units/Flgs. / Sites	Revised Units/Flgs. / Sites	Revised # 1	Revised # 2	Revised # 1	Revised # 2	Revised # 1	Revised # 2
PA002000014 MORRIS APTS.	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1400	1 Site	0	0	0	0	0	0	0	0
PA002000015 HARBORON PLAZA	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1400	1 Site	0	1 Site	1,159,489	1,186,506	1,159,489	1,159,489	173,223	173,223
PA002000020 SPRING GARDEN APTS	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1400	1 Site	0	1 Site	659,431	730,267	659,431	659,431	156,740	156,740

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Part B: Supporting Pages												
Development Number Name/FHA-Wide Activities		General Description of Major Work Categories		Development Account No.	Quantity	Total Estimated Cost			Total Actual Cost			Status of Work
					Original Units/Fligs./ Sites	Original	Revised Units/Fligs./ Sites	Revised # 1	Revised # 2	Revised # 3	Revised # 4	Revised # 5
PHA Name: PHILADELPHIA HOUSING AUTHORITY Grant Type and Number: Capital Fund Program Grant No: PA2600059180 CFFP (Year): Supplemental Housing Foster Grant No:												
PA0200024 QUEEN LANE		Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.		1440	1 Site	0	1 Site	573,115	573,115			17,750
PA0200029 HILL CREEK		Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.		1440	1 Site	0	1 Site	953,614	1,115,916			132,769
PA0200030 ABBOTTSFORD BONES		Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.		1440	1 Site	0	1 Site	286,945	421,887			39,840

Cost and Evaluation Report U.S. Department of Housing and Urban Development  
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Part B: Supporting Pages		Federal FY of Grant: 2009									
Development Number Non-FHA- Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work			
				Original	Revised	Revised # 1	Revised # 2	Revised	Final		
			Units/Units. / Sites								
PH0200001 BARTLAM VILLAGE	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	1 Site	888,217	888,217	888,217	888,217	614,000	
PH0200002 HADDINGTON HOMES	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	1 Site	312,290	312,290	312,290	312,290	68,000	
PH0200009 WESTPARK APTS	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	1 Site	473,338	473,338	600,125	473,150	439,635	

Development Number Name/FHA-Wide Activities		Grant Type and Number Capital Fund Program Grant No: PA3080250109 CFFP (Yr/Mo): Replacement Housing Poster Grant No:	Federal FY of Grants 2009		Total Estimated Cost		Total Actual Cost			Status of Work
		Development Account No.	Quantity	Original	Revised Units/Buildgs./ Sites	Revised # 1	Revised # 2	Revised # 3	Revised # 4	
PA02000050 NORMAN BLUMBERG APTS	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1460	3 Sites	0	3 Sites	857,204	961,889	857,204	857,204	238,762
PA02000055 FAIRHILL APTS	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1460	1 Site	0	1 Site	484,643	611,662	484,643	484,643	74,928
PA02000062 PORT BREEZE COURT	Upgrades of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which include remote monitoring and control of all systems.	1460	1 Site	0	1 Site	813,041	837,453	813,041	813,041	222,333

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Part B: Supporting Page		Federal FY11 of Grants 2009									
FHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA3500020109 CFFR (Year/No): Replacement Funding Factor Grant No:									
Development Number Name/FHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost			Total Actual Cost			Status of Work	
				Original	Revised Unbltd/Bltds. / Sites	Revised # 1	Revised # 2	Revised Unbltd/Bltds. / Sites	Revised Obligated <sup>2</sup>		
PA002000063 KATIE B. JACKSON HOMES	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes precise monitoring and control of all systems.	1440	1 Site	0	1 Site	413,465	413,465	413,465	413,465	31,948	Peaks Exceeded <sup>2</sup>
PA002000065 COLLEGEVIEW	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes precise monitoring and control of all systems.	1440	1 Site	0	0	0	0	0	0	0	
PA002000066 HOMECREST APPTS	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes precise monitoring and control of all systems.	1440	1 Site	0	1 Site	253,378	276,990	253,378	253,378	46,707	

Part B: Supporting Pages		Federal FY of Grants 2000									
Development Number Housing-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost			Total Actual Cost			Status of Work	
				Original	Revised / Unbudgeted / Saves	Revised # 1	Revised # 2	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>		
PHA Name: PHILADELPHIA HOUSING AUTHORITY Grant Type and Number: Capital Fund Program Grant No: P428800250000 CFF (Year/No): Supplemental Housing Project Grant No:											
P400000076 EMERSON APTS	Upgrade/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1400	1 Sln	0	1 Sln	264,041	267,653	264,041	264,041	47,344	
P400000077 BRENTLEY HALL	Upgrade/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1400	1 Sln	0	1 Sln	293,441	293,441	293,441	293,441	87,985	
P400000114 GLADYS B JACOBS APTS	Upgrade/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1400	1 Sln	0	1 Sln	719,200	719,200	719,200	719,200	282,818	61,219

Cost and Breakeven Report U.S. Department of Housing and Urban Development  
 Bid Bond Program Replacement (Office of Public and Indian Housing)

OMB No. 2577-0226

Expires 4/08/2011

Part B: Supporting Pages		Federal FY11 of Grants 2009																	
Development Number Name/FY11-Web Activities		Grant Type and Number Capital Fund Program Grant No: PA2600029109 CFF (Year No): Supplement Housing Pooled Grant No:		Development Account No.		Quantity		Total Estimated Cost		Total Actual Cost		Status of Work							
						Original Units/Stage / Sites		Original		Revised # 2		Revised # 1		Revised # 2		Revised # 1		Revised # 2	
PA00000000 WESTPARK PLAZA		Hyperequipment of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.		1460		1 Site		0		282,817		282,817		719,200		301,667			
PA00000132 SUFFOLK MANOR		Hyperequipment of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.		1460		1 Site		0		217,970		217,970		217,971		94,021			
PA00000133 RICHARD ALLEN		Hyperequipment of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.		1460		1 Site		0		0		0		0		0			

Part B: Supporting Pages		FEDERALITY OF GRANT 2009									
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA02000109 CFF (Year No): Replacement Housing Foster Grant No:									
Development Number Name/PIA- Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work			
				Original Units/Blks. / Sites	Revised Units/Blks. / Sites	Revised # 1	Revised # 2	Funds Obligated <sup>1</sup>	Funds Expended <sup>2</sup>		
PA02000138 MT. OLIVET	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	2 Sites	429,614	429,614	429,614	429,614	429,614	43,667
PA02000152 GERMANTOWN HOUSE	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	1 Site	832,208	832,208	832,208	832,208	832,208	114,704
PA02000158 WELLS BEYNOLDS GARDEN	Upgrades/replacement of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1460	1 Site	0	1 Site	429,289	429,289	429,289	429,289	429,289	50,288

Part B: Supporting Pages		Fiscal Year of Grant: 2009									
PHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA2680025109 CFF (Year/No): Reimbursement Funding Source Grant No:		Total Estimated Cost			Total Actual Cost			Status of Work	
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Original	Revised Unobligated / Sites	Revised # 1	Revised # 2	Funds Obligated	Funds Expended		
PHA - WIDE ADMINISTRATIVE BUILDINGS	Upgrades/renovation of electrical, heating, plumbing, mechanical systems as well as elevators to improve the efficiency through automated management systems, which includes remote monitoring and control of all systems.	1400	1 Site	0	4 Sites	1,373,000	1,394,416	1,373,000	860,020		
Total Mechanical Systems Reimbursements			31 Sites	21,000,000	31 Sites	19,729,000	19,729,000	19,729,000	4,265,400		
PHA-WIDE CONVENTIONAL SITES	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1400	18 Bldgs	7,204,659	0 Bldgs	0	0	0	0		
PA00200013 WILSON PARK	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1400	0 Bldgs	0	1 Bldg	1,167,140	1,167,140	1,167,140	1,164,233		

Plan and Evaluation Report U.S. Department of Housing and Urban Development  
 Federal Program Supplemental (Office of Public and Indian Housing)

OMB No. 2577-0226

Expires 09/30/11

Part B: Supporting Page		Federal FTY of Grant: 2009										
PHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number: Capital Fund Program Grant No: PA20090250109 CFPP (Year) No: Supplemental Funding Project Grant No:										
Development Number Normal/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost			Total Actual Cost			Status of Work		
				Original	Revised Units/Blkgs. / Sites	Revised # 1	Revised # 2	Revised # 1	Revised # 2	Funds Obligated <sup>a</sup>	Funds Expended <sup>b</sup>	
PA02000014 NORRIS APTS.	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	1 Blkg	0	0 Blkgs	0	0	0	0	0	0	0
PA02000015 HARRISON PLAZA	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	1 Blkg	0	1 Blkg	359,697	359,697	359,697	359,697	359,697	69,222	69,222
PA02000024 QUEEN LANE	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Blkgs	0	2 Blkgs	472,455	472,455	472,455	472,455	472,455	471,240	471,240
PA02000039 WESTPARK APTS	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Blkgs	0	1 Blkg	1,202,678	1,202,678	1,202,678	1,202,678	1,202,678	1,243,994	1,243,994
PA02000060 NORMAN BLUMBERG APTS	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	3 Blkgs	0	3 Blkgs	1,490,383	1,490,383	1,490,383	1,490,383	1,490,383	1,399,381	1,399,381

Cost and Evaluation Report U.S. Department of Housing and Urban Development  
 Federal Program Replacement: Office of Public and Indian Housing

OMB No. 2577-0226

Expires 4/30/2011

Part B: Supporting Pages		Federal FY of Grants 2009									
FHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number: Capital Fund Program Grant No: PAS0000000109									
Development Number: PHIA- WPA Activities		Development Account No: Supplemental Housing Project Grant No:									
Development Number	Grant Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work			
				Original	Revised Under/Over/Sp. / Sites	Revised # 1	Revised # 2	Pends Obligated <sup>2</sup>	Pends Expended <sup>2</sup>		
PAS00000005 FAIRHILL APTS	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Bldgs	0	3 Bldgs	967,302	937,704	937,704	919,764		
PAS00000003 KATIE B JACKSON HOMES	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Bldgs	0	1 Bldg	1,700	1,700	1,700	1,700		
PAS00000078 EMLEN APTS	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Bldgs	0	4 Bldgs	402,520	395,604	395,604	295,720		
PAS00000114 GLADYS B JACOBS APTS	Convert existing dry standpipe systems to wet standpipe systems to comply with current code(s).	1460	0 Bldgs	0	1 Bldg	2,300	2,300	2,300	2,300		
Total Standpipe Riser Upgrade			18 Sites	7,286,659	17 Sites	6,123,945	6,123,945	6,123,945	5,987,536		

Annual and Evaluation Report U.S. Department of Housing and Urban Development  
 Federal Program Supplemental Office of Public and Indian Housing

OMB No. 2577-0226

Expires 4/08/2011

Part B: Supporting Page									
PHIA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: PA56800250109 CITY (Year) No: Replacement Housing Project Grant No:		Fiscal Year of Grant: 2009					
Development Number Name/PHIA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Funds Obligated	Funds Expended
				Original Units/Units / Sites	Revised Units/Units / Sites	Original	Revised # 2		

Performance and Evaluation Report or a Revised Annual Statement  
 required for the Performance and Evaluation Report.

# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

PHA Name: <b>PHILADELPHIA HOUSING AUTHORITY</b>		Grant Type and Number Replacement Housing Fund Program Grant No: <b>PA 00200061309E</b>		Federal FY of Grant: 2009
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Program Year Ending: 09/30/2010		<input type="checkbox"/> Revised Annual Statement (Revision No: ) <input type="checkbox"/> Final Performance and Evaluation Report		
Line No.	Summary by Development Account	Total Actual Cost		
		Original	Revised	Obligated
1	Total Non-CFP Funds	0		0
2	1406 Operations	0		
3	1408 Management Improvements	0		
4	1410 Administrative Costs	0		
5	1411 Audit	0		
6	1415 Liquidated Damages	0		
7	1430 Fees and Costs	0		
8	1440 Site Acquisition	0		
9	1450 Site Improvements	0		
10	1460 Dwelling Structures	3,575,000		3,575,000
11	1465.1 Dwelling Equipment-Nonexpendable	0		
12	1470 Non-Dwelling Space	1,175,000		1,175,000
13	1475 Non-Dwelling Equipment	0		
14	1485 Demolition	0		
15	1490 Replacement Reserve	0		
16	1492 Moving to Work Demonstration	0		
17	1495 Relocation	0		
18	1499 Development Activities	0		
19	1501 Collateralization or Debt Service	0		
20	1502 Contingency	0		
21	Amount of Annual Grant (Sum of lines 2-20)	4,750,000		4,750,000
22	Amount of Line 21 Related to LBP Activities	0		
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

Replacement Housing Fund Program Grant No: PA00200001309E

2009

Development Number / Name Activities	HA-Wide Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work Comments
					Original	Revised	Obligated	Expended	
013 Wilson Park	700504	Dwelling Construction	1460		3,575,000	0	3,575,000	0	
		Total Construction			3,575,000	0	3,575,000	0	
013 Wilson Park	700504	Non-Dwelling Construction	1470		1,175,000		1,175,000		
		Total Non-Dwelling Construction			1,175,000	0	1,175,000	0	
		Total Demolition			0	0	0	0	
		New Development							
		Total Proposed Replacement Housing Fund Activities			4,750,000	0	4,750,000	0	
					4,750,000				



# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

PHA Name:  
PHILADELPHIA HOUSING AUTHORITY

Grant Type and Number  
MANTUA STIMULUS

PA 00200004509F

Federal FY of Grant:  
2009

Original Annual Statement     Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Program Year Ending: 09/30/2010  
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			Total Actual Cost	
		Original	Revised	Obligated	Expended	
1	Total Non-CFP Funds	0		0	0	
2	1406 Operations	0		0	0	
3	1408 Management Improvements	0				
4	1410 Administrative Costs	0				
5	1411 Audit	0				
6	1415 Liquidated Damages	0				
7	1430 Fees and Costs	0				
8	1440 Site Acquisition	0				
9	1450 Site Improvements	0				
10	1460 Dwelling Structures	0	10,000,000	10,000,000	0	
11	1465.1 Dwelling Equipment-Nonexpendable	0				
12	1470 Non-Dwelling Space	0				
13	1475 Non-Dwelling Equipment	0				
14	1485 Demolition	0				
15	1490 Replacement Reserve	0				
16	1492 Moving to Work Demonstration	0				
17	1495 Relocation	0				
18	1499 Development Activities	0				
19	1501 Collateralization or Debt Service	0	0	0	0	
20	1502 Contingency					
21	Amount of Annual Grant (Sum of lines 2-20)	0	10,000,000	10,000,000	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

STIMULUS FUND

PA00200004509F

2009

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Original	Revised	Obligated	Expended	
163 Mantua I		801031	Dwelling Construction	1460		0	4,712,352	4,712,352	0	
164 Mantua II		801032	Dwelling Construction II	1460		0	5,287,648	5,287,648	0	
			Total Construction			0	10,000,000	10,000,000	0	
			Total Demolition			0	0	0	0	
			New Development			0	10,000,000	10,000,000	0	
			Total Proposed Replacement Housing Fund Activities			0				



# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

HIA Name: **PILADELPHIA HOUSING AUTHORITY**  
 Grant Type and Number: **PASCBALL STIMULUS**  
 Federal FY of Grant: **2009**  
 PA: **002000006109G**

Original Annual Statement  Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Program Year Ending: **09/30/2010**  
 Revised Annual Statement (Revision No: )  
 Final Performance and Evaluation Report  
 Summary by Development Account

Line No.	Description	Total Estimated Cost			Total Actual Cost		
		Original	Revised	Revised	Obligated	Expended	Expended
1	Total Non-CFP Funds	0			0	0	0
2	1406 Operations	0					
3	1408 Management Improvements	0					
4	1410 Administrative Costs	0					
5	1411 Audit	0					
6	1415 Liquidated Damages	0					
7	1430 Fees and Costs	0	600,000		0	0	0
8	1440 Site Acquisition	0					
9	1450 Site Improvements	0					
10	1460 Dwelling Structures	0	13,315,000		13,915,000	13,915,000	0
11	1465.1 Dwelling Equipment-Nonexpendable	0					
12	1470 Non-Dwelling Space	0					
13	1475 Non-Dwelling Equipment	0					
14	1485 Demolition	0					
15	1490 Replacement Reserve	0					
16	1492 Moving to Work Demonstration	0					
17	1495 Relocation	0					
18	1499 Development Activities	13,915,000		0	0	0	0
19	1501 Collateralization or Debt Service						
20	1502 Contingency						
21	Amount of Annual Grant (Sum of lines 2-20)	13,915,000	13,915,000		13,915,000	13,915,000	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**

PBA Name:

Philadelphia Housing Authority

Grant Type and Number

PASCHALL STIMULUS

PA00200006109G

2009

Development Number / Name Activities	HA - Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost			Total Actual Cost		Status of Work Comments
						Original	Revised		Obligated	Expended	
173 Paschall I		801031	Dwelling Construction	1460		0	6,957,500		6,957,500	0	
174 Paschall II		801032	Dwelling Construction II	1460		0	6,957,500		6,957,500		
			Total Construction			0	13,915,000		13,915,000	0	
			Total Demolition			0	0		0	0	
			New Development			0	13,915,000		13,915,000	0	
			Total Proposed Replacement Housing Fund Activities			0					



# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

PHA Name: PHILADELPHIA HOUSING AUTHORITY		Grant Type and Number JOHNSON HOMES 504 STIMULUS		Federal FY of Grant: 2009	
				PA00200000109E	
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Reserve for Disasters/Emergencies Performance and Evaluation Report for Program Year Ending:		<input type="checkbox"/> Revised Annual Statement (Revision No: ) <input type="checkbox"/> Final Performance and Evaluation Report			
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CFP Funds	0		0	0
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administrative Costs				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvements	175,000		175,000	
10	1460 Dwelling Structures	2,936,250		2,936,250	
11	1465.1 Dwelling Equipment-Nonexpendable				
12	1470 Non-Dwelling Space				
13	1475 Non-Dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495 Relocation				
18	1499 Development Activities				
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant (Sum of lines 2-20)	3,111,250		3,111,250	
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**

FHA Name:

Philadelphia Housing Authority

Grant Type and Number

JOHNSON HOMES 594 STIMULUS

PA00200000109E

2009

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work Comments
						Original	Revised	Obligated	Expended	
001 JOHNSON HOMES		700504	Infrastructure	1450		175,000		175,000		
			Total Site Improvements			175,000	0	175,000	0	
001 JOHNSON HOMES		700504	Dwelling Construction II	1460		2,936,250	0	2,936,250	0	
			Total Construction			2,936,250	0	2,936,250	0	
			New Development			3,111,250	0	3,111,250	0	
			Total Proposed Replacement Housing Fund Activities			3,111,250				



# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

PHA Name: **PHILADELPHIA HOUSING AUTHORITY**      Grant Type and Number: **FAIRHILL 504 STIMULUS**      Federal FY of Grant: **2009**  
 Original Annual Statement     Reserve for Disasters/Emergencies       Revised Annual Statement (Revision No: )  
 Performance and Evaluation Report for Program Year Ending: **09/30/2010**       Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			Total Actual Cost	
		Original	Revised	Obligated	Expended	
1	Total Non-CFP Funds	0		0	0	
2	1406 Operations	0		0	0	
3	1408 Management Improvements	0				
4	1410 Administrative Costs	0				
5	1411 Audit	0				
6	1415 Liquidated Damages	0				
7	1430 Fees and Costs	0		0	0	
8	1440 Site Acquisition	0				
9	1450 Site Improvements	0		0	0	
10	1460 Dwelling Structures	2,698,750		2,698,750	0	
11	1465.1 Dwelling Equipment-Nonexpendable	0				
12	1470 Non-Dwelling Space	175,000		175,000	0	
13	1475 Non-Dwelling Equipment	0				
14	1485 Demolition	0		0	0	
15	1490 Replacement Reserve	0				
16	1492 Moving to Work Demonstration	0				
17	1495 Relocation	0				
18	1499 Development Activities	0		0	0	
19	1501 Collateralization or Debt Service					
20	1502 Contingency					
21	Amount of Annual Grant (Sum of lines 2-20)	2,873,750		0	2,873,750	
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**

FBA Name:

Philadelphia Housing Authority

Grant Type and Number

FAIRHILL 504 STIMULUS

FA00200005509E

2009

Development Number / Name Activities	HA- Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
						Original	Revised	Obligated	Expended	
055 Fairhill Apartments		700504	Dwelling Construction II	1460		2,698,750	0	2,698,750		
			Total Construction			2,698,750	0	2,698,750	0	
055 Fairhill Apartments		700504	Non-Dwelling Construction	1470		175,000		175,000		
			Total Non-Dwelling Construction			175,000	0	175,000	0	
			New Development			2,873,750	0	2,873,750	0	
			Total Proposed Replacement Housing Fund Activities			2,873,750				



# Annual Statement/Performance and Evaluation Report Capital Fund Program (CFP) Part I: Summary

PHA Name: **PHILADELPHIA HOUSING AUTHORITY**

Grant Type and Number: **HARRISON PLAZA 504 STIMULUS** Federal FY of Grant: **2010**

PA#00200001509E

Original Annual Statement  Reserve for Disasters/Emergencies  
 Performance and Evaluation Report for Program Year Ending: **09-30-2010**

Revised Annual Statement (Revision No: )  
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost			Total Actual Cost	
		Original	Revised	Obligated	Expended	
1	Total Non-CFP Funds	0	0	0	0	
2	1406 Operations	0	0	0	0	
3	1408 Management Improvements	0	0	0	0	
4	1410 Administrative Costs	0	0	0	0	
5	1411 Audit	0	0	0	0	
6	1415 Liquidated Damages	0	0	0	0	
7	1430 Fees and Costs	0	0	0	0	
8	1440 Site Acquisition	0	0	0	0	
9	1450 Site Improvements	0	0	0	0	
10	1460 Dwelling Structures	1,131,250	0	1,131,250	0	
11	1465.1 Dwelling Equipment-Nonexpendable	0	0	0	0	
12	1470 Non-Dwelling Space	175,000	0	175,000	0	
13	1475 Non-Dwelling Equipment	0	0	0	0	
14	1485 Demolition	0	0	0	0	
15	1490 Replacement Reserve	0	0	0	0	
16	1492 Moving to Work Demonstration	0	0	0	0	
17	1495 Relocation	0	0	0	0	
18	1499 Development Activities	0	0	0	0	
19	1501 Collateralization or Debt Service	0	0	0	0	
20	1502 Contingency	0	0	0	0	
21	Amount of Annual Grant (Sum of lines 2-20)	1,306,250	0	1,306,250	0	
22	Amount of Line 21 Related to LBP Activities	0	0	0	0	
23	Amount of Line 21 Related to Section 504 Compliance	0	0	0	0	
24	Amount of Line 21 Related to Security - Soft Costs	0	0	0	0	
25	Amount of Line 21 Related to Security - Hard Costs	0	0	0	0	
26	Amount of Line 21 Related to Energy Conservation Measures	0	0	0	0	

**Annual Statement/Performance and Evaluation Report  
Capital Fund Program (CFP)  
Part II: Supporting Pages**

PHA Name:

Philadelphia Housing Authority

Grant Type and Number

HARRISON PLAZA 504 STIMULUS

PA00200001509E

2010

Development Number / Name Activities	HA-Wide	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	Comments
						Original	Revised	Obligated	Expended		
015 Harrison Plaza		700504	Dwelling Construction II	1460		1,131,250	0	1,131,250			
			Total Construction			1,131,250	0	1,131,250	0		
015 Harrison Plaza		700504	Non-Dwelling Construction	1470		175,000		175,000			
			Total Non-Dwelling Construction			175,000	0	175,000	0		
			New Development			1,306,250	0	1,306,250	0		
			Total Proposed Replacement Housing Fund Activities			1,306,250					

**Annual Statement/Performance and Evaluation Report**

**Capital Fund Program, Capital Fund Program Replacement Housing Factor and Capital Fund Financing Program**

**Part III: Implementation Schedule for Capital Fund Financing Program**

HA Name:

PHILADELPHIA HOUSING AUTHORITY

Grant Type and Number  
HARRISON PLAZA 504 STIMULUS  
PA00200005509E

Federal FFY of Grant:  
2010

Development Number  
Name / PHA - Wide  
Activities

All Fund Obligated  
(Quarter Ending Date)

All Funds Expended  
(Quarter Ending Date)

Reasons for Revised Target Dates

Original Obligation End Date  
Actual Obligation End Date

Original Expenditure End Date  
Actual Expenditure End Date

5/ HARRISON PLAZA

09/28/2009

09/27/2010

09/28/2009

09/27/2012