

# **Housing Authority of the City of Pittsburgh**

## **Moving to Work Demonstration Year 7 (FY 2007) Annual Report**

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## OVERVIEW: THE HOUSING AUTHORITY OF THE CITY OF PITTSBURGH MOVING TO WORK DEMONSTRATION 2007

### **Summary: FY 2007 MtW (Moving to Work) Demonstration**

#### **Introduction**

In FY 2007, HACP numbers of families served declined from the previous year (9791 households on January 1, 2008 vs. 10,641 households on January 1, 2007 or a decline of 850 households). The number of families served continues to be higher than the number served upon HACP's entrance into the Moving To Work Demonstration Program. This is the second year of decline. This decline largely is due to the decline in the number of Section 8 voucher holders following a reduction in budgeted Section 8 funding. A secondary factor in the reduction of HACP occupancy levels in 2007 is the disruption and relocation required by demolition and redevelopment activities in HACP's older communities, and modernization and UFAS unit conversion activity in other HACP communities.

On January 1, 2001 (the start of the MtW demonstration), the HACP served 9145 households (Section 8 and LIPH combined). On January 1, 2008, the number of households served by the HACP was 9791, an increase of 7% in the number of low-income households served since the start of the MtW demonstration program. During this period, the number of households served by the Section 8 program increased by 42.6% from 3899 households to 5563 households. LIPH occupancy, during this period, declined by 19.4% from 5246 households to 4228 households.

This decline in LIPH occupancy is attributable to a number of factors. These include the demolition and redevelopment activities referenced above and discussed further in Chapter 6, the modernization and UFAS conversion activity referenced above and discussed further in Chapter 7, enhanced lease enforcement relating to rent collection and security as discussed further in Chapter 8, and the obsolescence of a significant portion of the HACP's housing inventory.

While occupancy in older HACP communities declines, the occupancy rate in HACP mixed finance communities built since the mid-1990's (931 units total) continues to remain consistently near 100%. The current high occupancy in mixed income communities combined with the significant increase in Section 8 voucher holders since 2001 clearly indicates a sizeable and, as yet, not fully met demand for de-concentrated, low income housing in Pittsburgh.

#### **Operational Improvements**

In 2007, HACP continued the process that began in 2005 of implementing an asset management system for all HACP communities. This strategy was the result of efforts by the HACP to use MTW Program flexibility to evaluate the entire organizational structure of the HACP. The decision to decentralize the HACP's organizational structure and convert to a site-based asset management system was first presented in the 2003 Annual Plan. By 2006, as indicated by a variety of monitoring measures including REAC inspection scores, rent collections and resident response, the implementation of the

asset management system at HACP appeared to be initially successful.

In 2006 and 2007, HACP further consolidated gains made in the asset management system by further developing policies, procedures and monitoring measures integral to the system. Additional streamlining of staffing and procedures occurred in 2007.

In anticipation of HACP's continued participation in the MtW program and possible future changes to PHAS-based evaluation criteria, HACP implemented and continued to develop its asset management system independently of PHAS, while still containing those PHAS-related monitoring measures deemed appropriate and useful.

In 2007, HACP operated with site-based budgets rather than solely with centralized, department-based budgets, improving on a system first implemented in 2006. HACP also improved systems for tracking and charging staff and materials costs to communities for work performed by centralized functions, and completed preparation work and began implementation of a new materials ordering and supply program. Public Housing Management Software upgrade was also initiated in 2007. Phase one implementation of an electronic document management system was delayed until after completion of the software upgrade. Further improvements are planned in 2008.

Also in 2007, HACP continued to improve its site-based waiting list system implemented in 2006 for all HACP communities. The site-based waiting list system continued to reduce waiting times for applicants and increase the unit acceptance rate for applicants offered units.

HACP also modified its Admissions and Continued Occupancy Policy and public housing lease to incorporate policy changes, to clarify confusing provisions, to ensure compliance with the Violence Against Women Act and Section 504 accessibility requirements, and to prepare for additional policy change implementations planned for 2008. Specifically, HACP initiated a working preference for admissions to its housing programs, shortened eviction notice periods for certain categories of lease violations, and clarified admissions and grievance procedure sections of the policy.

### **Capital Planning – Neighborhood Stabilization and Housing Preservation**

During FY 2007, the Housing Authority City of Pittsburgh continued to use MtW fiscal flexibility to further long term development efforts for older, outmoded HACP communities. In FY 2007, the HACP and its development partners obligated a total of \$41,344,255 (\$14,344,255 in HACP funds and \$26,813,370 in leveraged private, state and local funds) for capital development. These are in addition to amounts obligated in previous years. HACP and its partners expended \$31,080,456 (\$23,746,296 in HACP funds and \$7,334,160 in leveraged private, state, and local funds) for capital development in 9 HACP communities. (See Chapter 6 for a detailed discussion of capital expenditures in each HACP community.)

In FY 2007, the HACP completed work and began closeout activities on the final phase of the Manchester Hope VI development and the Allequippa Terrace Hope VI project (Oak Hill Phase I). HACP also continued development of Phase II and the homeownership phase and prepared for Phase III of

Bedford Hill, another Hope VI project. HACP also began the redevelopment of the Garfield Heights community initiating Phase 1 demolition activities and securing a tax credit award. Further, final items were completed on the Fairmont, which was essentially completed in 2006. The Legacy apartments, replacement for the Lou Mason High Rise, was completed and opened in 2007.

Redevelopment planning three additional older, distressed HACP communities: Addison Terrace, Northview Heights and St. Clair Village was suspended early in 2007 as it became clear that funding would not be available in the short term to implement redevelopment activities at these locations. While complete redevelopment of Addison Terrace is still considered the best long term option, partial modernization is now being planned for Northview. At St. Clair, assessment and analysis of various options continued throughout 2007.

The Kelly Street High-Rise was demolished in 2007. Relocation activities were completed and abatement activities initiated for the planned demolition of Auburn Towers and Lou Mason, Jr. high rise buildings.

In addition to managing the extensive capital development projects noted above, the HACP obligated \$4,432,551 for new modernization and UFAS conversion projects in existing HACP communities and expended \$9,519,019 on these activities and on modernization and UFAS conversion projects obligated in prior years. (See Chapter 7 for additional information on HACP modernization activities.) During FY 2007, the HACP completed 68 fully UFAS compliant accessible housing units, of which 66 count towards the Voluntary Compliance Agreement requirements.

### **Resident Self-Sufficiency and Homeownership**

In 2007, HACP continued to utilize MtW flexibility through its efforts to further develop resident self-sufficiency programs and improve integration of HACP social service programs with both internally and externally provided resident services. Specifically, HACP worked to develop and expand its Realizing Economic Attainment for Life (REAL) Family Self-Sufficiency Program, including its Resident Employment Program component. Implementation of the Community Planning Model, further development of programs targeting youth, and improved collaboration with the Allegheny County Department of Human Services across all program areas were also significant focus areas in 2007.

HACP Resident Self-Sufficiency and Youth Programs achieved the majority of program performance goals set for 2007. See Chapter 9 for a detailed discussion of the HACP resident self-sufficiency programs.

In 2006 the HACP also continued to successfully utilize MtW flexibility to provide incentives and support to families wishing to become homeowners. Although financial support levels were significantly reduced in 2007 due to funding limitations, additional families became homeowners and many others began or continued the process of preparing for homeownership. See Chapter 10 for a discussion of the HACP Homeownership Program in FY 2007.

The following pages include data and discussion of many specific elements of HACP's 2007 activities and performance, including many not referenced in this introduction.

## 2.0 CHARACTERISTICS OF HOUSEHOLDS SERVED

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### Overview

The tables that follow provide occupancy, income, race and disabilities data for HACP residents (public housing and Section 8) by year during the HACP's MtW demonstration program. The data is summarized as follows:

- Overall HACP occupancy (LIPH and Section 8) increased from 9145 households on January 1, 2001, at the start of the MtW program, to 9,698 households on January 1, 2008, an increase of 6% in the number of low-income households served.
- During this same period, HACP LIPH occupancy decreased by 19% from 5246 households to 4228 households and Section 8 occupancy increased by 40% from 3899 households to 5470 households.
- LIPH occupancy declined during 2007 from 4404 households on January 1, 2007 to 4228 households on January 1, 2008 (a loss of 176 households).
- HACP projected that despite unit losses to demolition and consolidation that outpaced unit gains from new construction, overall occupancy would be level from the end of 2006 to the end of 2007. While occupancy did decline, the total represents a variance of less than 5% from the projected total.
- In FY 2007, three HACP managed communities (Hamilton-Larimer/Auburn, Addison High Rise and Garfield Family), all slated for redevelopment or demolition, lost 233 occupied units in total (as compared to the 176 unit net occupancy loss in HACP LIPH units as a whole for the year).
- At the end of FY 2007, five communities had occupancy levels more than 10% less than projected levels – St. Clair Village, Addison Terrace, Northview, Hamilton-Larimer/Auburn, and Glen Hazel High Rise. Three of these communities (St. Clair, Addison and Northview) are under consideration for redevelopment. The Auburn High Rise at Hamilton-Larimer was completely vacated in 2007 for demolition reducing end of year occupancy totals. The Glen Hazel High Rise remained under construction in a comprehensive modernization project throughout 2007.
- On January 1, 2008, 94% of the households (LIPH and Section 8) served by the HACP had incomes under 51% of the Area Median Income (AMI) using 2007 AMI definitions. This is unchanged from the 2001 percentage of 94% (using 2000 AMI definitions).

- The racial composition of HACP's resident population has remained relatively constant through MtW Year 7 varying less than 4% in major racial groups. See page 2-4 for data.
- The length of both the combined LIPH and Section 8 waiting lists decreased from January 1, 2007 to January 1, 2008 by 675 applicants (from 6727 applicants to 6052). The Section 8 waiting list declined by 992 applicants and the LIPH waiting list increased by 317 applicants. These waiting list changes are largely a result of the continued closure of the Section waiting list throughout 2007. Wait list lengths by community and bedroom size are shown on pages 2-6 to 2-11.
- Tables 2-6, 2-7 and 2-8 (pages 2-12 to 2-14) show the occupancy by bedroom size, racial composition and income distribution respectively of disabled HACP LIPH and Section 8 households. Disabled households are defined for this purpose as those households in which the leaseholder has a verified SSI disability. Note that these tables do not include all households requiring accessibility accommodations for the mobility, vision or hearing impaired. They also do not represent the number of accessible units in HACP's housing inventory.
- Please see Chapter 3 for information on changes to the Admissions and Continued Occupancy Policies affected during 2007.

**Table 2-1 – Unit Sizes of Households Served, Jan. 1, 2001 - Jan. 1, 2007 - Jan. 1, 2008**

**Public Housing**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	568	555	547	1434	1162	1123	1427	1091	1045	300	263	236	84	64	66	3813	3135	3017
<b>Elderly</b>	1146	1105	1129	287	164	82	0	0	0	0	0	0	0	0	0	1433	1269	1211
<b>Total</b>	1714	1660	1676	1721	1326	1205	1427	1091	1045	300	263	236	84	64	66	5246	4404	4228

**Section 8**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	669	1495	1225	1418	2067	1763	1119	1662	1502	207	347	304	27	78	73	3440	5649	4867
<b>Elderly</b>	325	414	432	118	149	141	15	21	27	1	3	3	0	1	0	459	588	603
<b>Total</b>	994	1909	1657	1536	2216	1904	1134	1683	1529	208	350	307	27	79	73	3899	6237	5470

**Total Public Housing and Section 8**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	1237	2050	1772	2852	3229	2886	2546	2753	2547	507	610	540	111	142	139	7253	8784	7884
<b>Elderly</b>	1471	1519	1561	405	313	223	15	21	27	1	3	3	0	1	0	1892	1857	1814
<b>Total</b>	2708	3569	3333	3257	3542	3109	2561	2774	2574	508	613	543	111	143	139	9145	10641	9698

**HACP - LIPH and Section 8 Occupancy 01/01/01 to 01/01/08**

	01/01/01	01/01/02	01/01/03	01/01/04	01/01/05	01/01/06	01/01/07	01/01/08
<b>LIPH Family</b>	3813	3489	3612	3573	3437	3280	3135	3017
<b>LIPH Elderly</b>	1433	1355	1313	1248	1219	1218	1269	1211
<b>Section 8 Family</b>	3440	3891	3973	4496	4786	6076	5649	4867
<b>Section 8 Elderly</b>	459	472	555	581	560	592	588	603
<b>Totals</b>	<b>9145</b>	<b>9207</b>	<b>9453</b>	<b>9898</b>	<b>10002</b>	<b>11166</b>	<b>10641</b>	<b>9698</b>

Source: HACP MIS archived rent roll profile of 1/1/01, 1/1/02, 1/1/03, 1/1/04, 1/1/05, 1/1/06, 1/1/07, 1/1/08

**Table 2-2 – Income of Households Served, Jan. 1, 2001 - Jan. 1, 2007 – Jan. 1, 2008**

**Public Housing**

	<b>Under 30% AMI</b>			<b>30% to 50% AMI</b>			<b>51% to 80% AMI</b>			<b>81% or Greater</b>			<b>Total</b>		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Number</b>	3867	2963	3101	1047	959	786	273	383	293	53	99	48	5246	4404	4228
<b>Percent</b>	74%	67%	73%	20%	22%	19%	6%	9%	7%	1%	2%	1%	100%	100%	100%

**Section 8**

	<b>Under 30% AMI</b>			<b>30% to 50% AMI</b>			<b>51% to 80% AMI</b>			<b>81% or Greater</b>			<b>Totals</b>		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Number</b>	2723	4115	4079	980	1045	1138	192	1036	246	4	41	7	3899	6237	5470
<b>Percent</b>	70%	66%	75%	25%	16.8%	21%	5%	16.6%	4.5%	0.1%	0.7%	.1%	100%	100%	100%

**Total Public Housing and Section 8**

	<b>Under 30% AMI</b>			<b>30% to 50% AMI</b>			<b>51% to 80% AMI</b>			<b>81% or Greater</b>			<b>Totals</b>		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Number</b>	6590	7078	7180	2027	2004	1924	471	1419	539	57	140	55	9145	10641	9698
<b>Percent</b>	72%	67%	74%	22%	19%	20%	5%	13%	6%	1%	1%	1%	100%	100%	100%

Source: HACP MIS archived rent roll profile of 1/1/01, 1/1/07, 1/1/08

**Table 2-3 – Pittsburgh Area (Allegheny County) Median Family Income Levels by Family Size - 2007**

	<b>1 Person</b>	<b>2 Persons</b>	<b>3 Persons</b>	<b>4 Persons</b>	<b>5 Persons</b>	<b>6 Persons</b>
30% of Median	\$12,150	\$13,900	\$15,600	\$17,350	\$18,750	\$20,150
50% of Median	\$20,250	\$23,150	\$26,050	\$28,950	\$31,250	\$33,600
80% of Median	\$32,400	\$37,050	\$41,650	\$46,300	\$50,000	\$53,700
Median	\$40,550	\$46,300	\$52,100	\$57,900	\$62,550	\$67,150



**Table 2-4– Race / Ethnicity of Households Served, Jan. 1, 2001 - Jan. 1, 2007 – Jan. 1, 2008**

**Public Housing**

	Black			White			Hispanic			Asian			Other			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	3636	2962	2771	165	164	154	2	19	32	2	1	1	8	2	4	3813	3148	2962
<b>Elderly</b>	1008	979	921	399	262	327	22	12	15	1	2	2	3	1	1	1433	1256	1266
<b>Total</b>	4644	3941	3692	564	426	481	24	31	47	3	3	3	11	3	5	5246	4404	4228

**Section 8**

	Black			White			Hispanic			Asian			Other			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	2336	4429	3836	800	1138	961	7	50	41	3	13	11	294	19	18	3440	5649	4867
<b>Elderly</b>	183	319	345	265	259	249	2	5	3	1	3	3	8	2	3	459	588	603
<b>Total</b>	2519	4748	4181	1065	1397	1210	9	55	44	4	16	14	302	21	21	3899	6237	5470

**Total Public Housing and Section 8**

	Black			White			Hispanic			Asian			Other			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	5972	7391	6607	965	1302	1115	9	69	73	5	14	12	302	21	22	7253	8797	7829
<b>Elderly</b>	1191	1298	1266	664	521	576	24	17	18	2	5	5	11	3	4	1892	1844	1869
<b>Total</b>	7163	8689	7873	1629	1823	1691	33	86	91	7	19	17	313	24	26	9145	10641	9698

Source: HACP MIS archived rent roll profile of 1/1/01, 1/1/07, 1/1/08

**Table 2-5 – Number of Households on the Wait List, Jan. 1, 2001 - Jan. 1, 2007 – Jan. 1, 2008**

**Public Housing**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	109	962	1100	86	540	646	45	348	322	8	62	89	4	3	15	252	1915	2172
<b>Elderly</b>	18	218	284	0	26	22	0	4	4	0	2	0	0	0	0	18	250	310
<b>Total</b>	127	1180	1384	86	566	668	45	352	326	8	64	89	4	3	15	270	2165	2482

**Section 8**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	585	2309	1738	592	1320	1070	275	561	488	63	115	95	0	20	16	1515	4325	3407
<b>Elderly</b>	93	198	131	8	32	26	1	5	4	0	2	2	0	0	0	102	237	163
<b>Total</b>	678	2507	1869	600	1352	1096	276	566	492	63	117	97	0	20	16	1617	4562	3570

**Total Public Housing and Section 8**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	694	3271	2838	678	1860	1716	320	909	810	71	177	184	4	23	31	1767	6240	5579
<b>Elderly</b>	111	416	415	8	58	48	1	9	8	0	4	2	0	0	0	120	487	473
<b>Total</b>	805	3687	3253	686	1918	1764	321	918	818	71	181	186	4	23	31	1887	6727	6052

**HACP - LIPH and Section 8 Wait List 01/01/01 to 01/01/08**

	01/01/01	01/01/02	01/01/03	01/01/04	01/01/05	01/01/06	01/01/07	01/01/08
<b>LIPH Family</b>	252	411	445	1107	2079	1531	1915	2172
<b>LIPH Elderly</b>	18	52	80	90	374	132	250	310
<b>Section 8 Family</b>	1515	830	337	1661	4433	1982	4325	3407
<b>Section 8 Elderly</b>	102	35	21	77	364	108	237	163
<b>Totals</b>	1887	1328	883	2935	7250	3753	6727	6052

Source: HACP Occupancy Department

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 - January 1, 2008**

**Family Communities**

<b>1-1 Addison Terrace</b>	<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>										
(Includes Addison Addition 1-13)	<b>Standing Units</b>		0	191	381	130	22	12	0	736								
	<b>Waiting List 07-08</b>		0	0	187	207	23	6	10	2	5	8	2	6	0	0	227	229

<b>1-2 Bedford Dwellings</b>	<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>										
	<b>Standing Units</b>		0	132	232	56	0	0	0	420								
	<b>Waiting List 07-08</b>		0	0	209	235	40	13	12	4	0	0	0	0	0	0	261	252

<b>1-4 Arlington Heights</b>	<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>										
	<b>Standing Units</b>		0	30	113	0	0	0	0	143								
	<b>Waiting List 07-08</b>		0	0	151	195	40	24	0	0	0	0	0	0	0	0	191	219

<b>1-5 Allegheny Dwellings</b>	<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>										
	<b>Standing Units</b>		0	69	201	0	0	0	0	270								
	<b>Waiting List 07-08</b>		0	0	197	218	35	25	0	0	0	0	0	0	0	0	232	243

<b>1-7 St. Clair Village</b>	<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>										
	<b>Standing Units</b>		0	0	64	252	31	10	0	357								
	<b>Waiting List 07-08</b>		0	0	0	0	18	10	5	5	3	9	2	3	0	0	28	27

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 – January 1, 2008**

<b>1-9 Northview Heights</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		0		36		353		87		25		0		501	
	<b>Waiting List 07-08</b>	0	0	0	0	25	14	3	10	2	2	1	2	0	0	31	28

<b>1-11 Hamilton-Larimer</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
(2008 included in Scattered Sites)	<b>Standing Units</b>	0		0		0		12		12		6		0		30	
	<b>Waiting List 07-08</b>	0	-	0	-	0	-	14	-	10	-	3	-	0	-	27	-

<b>1-12 Garfield Family</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		0		0		154		41		26		0		221	
	<b>Waiting List 07-08</b>	0	0	0	0	0	0	7	0	6	0	3	0	0	0	16	0

<b>1-20 Homewood North</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		0		38		58		30		0		9		135	
	<b>Waiting List 07-08</b>	0	0	0	0	24	23	4	4	4	2	0	0	0	0	32	29

<b>1-22 Scattered Sites</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
(Includes 1-22, 1-39, 1-42, 1-50, 1-51, 1-52 1-88 & 1-90)	<b>Standing Units</b>	0		0		45		178		14		0		0		237	
	<b>Waiting List 07-08</b>	0	0	0	0	60	127	24	41	10	37	0	12	0	0	94	217

<b>1-32 Glen Hazel (Family)</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
(Includes Glen Hazel 1-32, 1-38 and 1-57)	<b>Standing Units</b>	0		16		18		66		20		0		0		120	
	<b>Waiting List 07-08</b>	0	0	155	207	44	55	16	14	9	15	0	0	0	0	224	291

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 – January 1, 2008**

<b>1-62 Broadhead Manor</b>	<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
<b>Standing Units</b>	0		0		48		16		0		0		0		64	
<b>Waiting List 07-08</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Elderly Communities**

<b>1-9 Northview (Elderly)</b>	<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
<b>Standing Units</b>	0		37		54		0		0		0		0		91	
<b>Waiting List 07-08</b>	0	0	25	23	2	1	0	0	0	0	0	0	0	0	27	24

<b>1-11 Hamilton-Larimer (Elderly)</b>	<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
<b>Standing Units</b>	54		111		129		0		0		0		0		294	
<b>Waiting List 07-08</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

<b>1-13 Addison Addition (Elderly)</b>	<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
<b>Standing Units</b>	52		44		53		0		0		0		0		149	
<b>Waiting List 07-08</b>	0	0	5	0	0	0	0	0	0	0	0	0	0	0	5	0

<b>1-15 PA-Bidwell</b>	<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
<b>Standing Units</b>	0		120		10		0		0		0		0		130	
<b>Waiting List 07-08</b>	0	0	30	33	3	2	0	0	0	0	0	0	0	0	33	35

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 – January 1, 2008**

<b>1-17 Pressley St.</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b>Standing Units</b>	15	180	16	0	0	0	0	211
	<b>Waiting List 07-08</b>	0   0	44   39	4   3	0   0	0   0	0   0	0   0	48   42

<b>1-31 Murray Tower</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b>Standing Units</b>	37	29	2	0	0	0	0	68
	<b>Waiting List 07-08</b>	0   0	81   109	2   3	0   0	0   0	0   0	0   0	83   112

<b>1-33 Glen Hazel High Rise</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
	<b>Standing Units</b>	14	97	0	0	0	0	0	111
	<b>Waiting List 07-08</b>	0   0	26   23	5   0	0   0	0   0	0   0	0   0	31   23

<b>1-40 Brookline</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Mazza)	<b>Standing Units</b>	0	30	0	0	0	0	0	30
	<b>Waiting List 07-08</b>	0   0	30   41	0   0	0   0	0   0	0   0	0   0	30   41

<b>1-41 Allentown</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Caliguiri)	<b>Standing Units</b>	0	104	0	0	0	0	0	104
	<b>Waiting List 07-08</b>	0   0	25   29	0   0	0   0	0   0	0   0	0   0	25   29

<b>1-42 South Oakland</b>		<b>Eff.</b>	<b>1-Bdrm</b>	<b>2-Bdrm</b>	<b>3-Bdrm</b>	<b>4-Bdrm</b>	<b>5-Bdrm</b>	<b>6-Bdrm</b>	<b>Total</b>
(Finello)	<b>Standing Units</b>	0	111	0	0	0	0	0	60
	<b>Waiting List 07-08</b>	0   0	37   89	0   0	0   0	0   0	0   0	0   0	37   89

Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 – January 1, 2008

1-45 Morse Gardens		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total							
	Standing Units	0	70	0	0	0	0	0	70							
	Waiting List 07-08	0	0	63	93	0	3	0	0	0	0	0	0	0	63	96

1-46 Carrick Regency		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total							
	Standing Units	0	66	0	0	0	0	0	66							
	Waiting List 07-08	0	0	38	49	0	0	0	0	0	0	0	0	0	38	49

1-47 Gualtieri Manor		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total							
	Standing Units	4	27	0	0	0	0	0	31							
	Waiting List 07-08	0	0	30	34	0	0	0	0	0	0	0	0	0	30	34

**Mixed Finance**

1-64 New Pennley Place		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total								
	Standing Units	0	21	16	2	0	0	0	39								
	Waiting List 07-08	0	0	125	262	80	157	26	52	0	0	0	0	0	0	231	471

1-66 Oak Hill		Eff.	1-Bdrm	2-Bdrm	3-Bdrm	4-Bdrm	5-Bdrm	6-Bdrm	Total								
(Includes 1-66, 1-68, 1-76, 1-79 and 1-81)	Standing Units	0	196	139	85	10	0	0	430								
	Waiting List 07-08	0	0	378	223	302	153	210	70	19	16	0	0	0	0	909	462

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2007 – January 1, 2008**

<b>1-72 Manchester</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
(Includes 1-72, 1-74, 1-75 and 1-78)	<b>Standing Units</b>	0		24		20		18		4		0		0		86	
	<b>Waiting List 07-08</b>	0	0	25	9	18	105	47	115	10	10	0	0	0	0	100	239

<b>1-73 Christopher Smith</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		25		0		0		0		0		0		25	
	<b>Waiting List 07-08</b>	0	0	26	0	0	0	0	0	0	0	0	0	0	0	26	0

<b>1-80 Silver Lake</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		75		0		0		0		0		0		75	
	<b>Waiting List 07-08</b>	0	0	46	30	0	0	0	0	0	0	0	0	0	0	46	30

<b>1-82 Bedford Hills</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
(Includes 1-82 and 1-83)	<b>Standing Units</b>	0		10		42		18		4		0		0		74	
	<b>Waiting List 07-08</b>	0	0	40	169	31	67	30	30	17	16	0	0	0	0	118	282

<b>1-85 North Aiken</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		60		2		0		0		0		0		62	
	<b>Waiting List 07-08</b>	0	0	10	23	3	1	0	0	0	0	0	0	0	0	13	24

<b>1-86 Fairmont</b>		<b>Eff.</b>		<b>1-Bdrm</b>		<b>2-Bdrm</b>		<b>3-Bdrm</b>		<b>4-Bdrm</b>		<b>5-Bdrm</b>		<b>6-Bdrm</b>		<b>Total</b>	
	<b>Standing Units</b>	0		50		0		0		0		0		0		50	
	<b>Waiting List 07-08</b>	0	0	26	43	0	0	0	0	0	0	0	0	0	0	26	43



**Table 2-6 – Unit Sizes Of Households Containing Disabled Residents - January 1, 2008**

**Public Housing**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	127	201	150	37	18	533
<b>Elderly</b>	558	62	1	0	0	621
<b>Total</b>	685	263	151	37	18	1154

**Section 8**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	777	459	243	63	15	1557
<b>Elderly</b>	271	102	24	1	0	398
<b>Total</b>	1048	561	267	64	15	1955

**Total Public Housing and Section 8**

	<b>Eff / 1 Bedroom</b>	<b>2 Bedrooms</b>	<b>3 Bedrooms</b>	<b>4 Bedrooms</b>	<b>5+ Bedrooms</b>	<b>Total</b>
<b>Family</b>	904	660	393	100	33	2090
<b>Elderly</b>	829	164	25	1	0	1019
<b>Total</b>	1733	824	418	101	33	3109

Source: HACP MIS rent roll profile of 01/01/08

The HACP uses the definitions of disabilities used by the Social Security Administration. All households counted in Table 2-6 are public housing or Section 8 households in which the leaseholder has a verified SSI disability lowering rent payments. Members of the family with disabilities who are not the designated head of household are not included.

**Table 2-7– Race / Ethnicity of Disabled Households Served - Jan. 1, 2006 – Jan. 1, 2008**

**Public Housing Disabled Households**

	Black			White			Hispanic			Asian			Other			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Elderly</b>	286	305	480	54	60	132	4	5	7	1	1	2	2	0	1	380	371	<b>622</b>
<b>Family</b>	622	619	509	88	87	20	5	5	5	1	1	1	0	1	0	683	713	<b>535</b>
<b>Total</b>	<b>908</b>	<b>924</b>	<b>989</b>	<b>142</b>	<b>147</b>	<b>152</b>	<b>9</b>	<b>10</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1063</b>	<b>1084</b>	<b>1157</b>

**Section 8 Disabled Households**

	Black			White			Hispanic			Asian			Other			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Elderly</b>	170	195	241	123	136	152	3	1	3	0	1	1	1	1	1	297	334	398
<b>Family</b>	1062	1075	1040	545	541	485	17	16	14	6	8	6	9	10	12	1639	1650	1557
<b>Total</b>	<b>1232</b>	<b>1270</b>	<b>1281</b>	<b>668</b>	<b>677</b>	<b>637</b>	<b>20</b>	<b>17</b>	<b>17</b>	<b>6</b>	<b>9</b>	<b>7</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>1936</b>	<b>1984</b>	<b>1955</b>

**Total Race / Ethnicity of Disabled Households Served - Jan. 1, 2006**

	Black			White			Hispanic			Asian			Other			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Elderly</b>	456	500	721	177	196	284	7	6	10	1	2	3	3	1	2	644	705	1020
<b>Family</b>	1684	1694	1549	633	628	505	22	21	19	7	9	7	9	11	12	2355	2363	2092
<b>Total</b>	<b>2140</b>	<b>2194</b>	<b>2270</b>	<b>810</b>	<b>824</b>	<b>789</b>	<b>29</b>	<b>27</b>	<b>29</b>	<b>8</b>	<b>11</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>2999</b>	<b>3068</b>	<b>3112</b>

Source: HACP MIS archived rent roll profile of 1/1/06, 1/1/07, 1/1/08

Note: A Disabled Household is a public housing or Section 8 household in which the leaseholder has a verified SSI disability lowering rent payments. Disabled members of the family who are not the designated head of household are not included.

**Table 2-8– Income of Disabled Households Served – Jan. 1, 2006 - Jan. 1, 2008**

**Public Housing Disabled Households**

	Under 30% AMI			30% to 50% AMI			51% to 80%			81% or Greater			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Number</b>	812	812	923	193	205	198	49	59	34	9	8	2	1063	1084	1157
<b>Percent</b>	76%	75%	80%	18%	19%	17%	5%	5%	3%	1%	1%	0%	100%	100%	100%

**Section 8 Disabled Households**

	Under 30% AMI			30% to 50% AMI			51% to 80%			81% or Greater			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Number</b>	1414	1373	1587	269	302	336	249	305	30	4	4	2	1936	1984	1955
<b>Percent</b>	73%	69%	81%	14%	15%	17%	13%	15%	1.5%	0%	0%	0%	100%	100%	100%

**Total Income of Disabled Households Served - Jan. 1, 2006 – Jan. 1, 2008**

	Under 30% AMI			30% to 50% AMI			51% to 80%			81% or Greater			Total		
	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08	01/06	01/07	01/08
<b>Number</b>	2226	2185	2510	462	507	534	298	364	64	13	12	4	2999	3068	3112
<b>Percent</b>	74%	71%	81%	15%	17%	17%	10%	12%	2%	0%	0%	0%	100%	100%	100%

Note: A Disabled Household is a public housing or Section 8 household in which the leaseholder has a verified SSI disability lowering rent payments. Disabled members of the family who are not the designated head of household are not included.

**Table 2 - 9 Households by Race and Ethnicity - January 1, 2006**

Baseline data for assessment of impact of Site Based Waiting Lists

Development Number	COMMUNITY	American Indian		Asian		Black		Pacific Islander	White		Total	Total Latino	Total Non-Latino
		Latino	Not Latino	Latino	Not Latino	Latino	Not Latino	Not Latino	Latino	Not Latino			
PA-28-P001-001	Addison Terrace	0	2	0	0	1	573	0	1	11	588	2	586
PA-28-P001-002	Bedford Dwellings	0	0	0	1	2	371	0	0	5	379	2	377
PA-28-P001-004	Arlington Heights	0	0	0	0	0	118	1	1	12	132	1	131
PA-28-P001-005	Allegheny Dwellings	0	0	0	0	2	216	0	0	13	231	2	229
PA-28-P001-007	St. Clair Village	0	0	0	0	0	216	0	0	4	220	0	220
PA-28-P001-009	Northview Heights	0	0	0	0	3	448	0	0	16	467	3	464
PA-28-P001-011	Hamilton-Larimar/Auburn	0	0	0	0	1	120	0	2	6	129	3	126
PA-28-P001-012	Garfield Heights	0	0	0	0	0	298	0	1	2	301	1	300
PA-28-P001-013	Addison Additions	0	0	0	0	0	130	0	0	2	132	0	132
PA-28-P001-015	PA-Bidwell	0	0	0	1	1	84	0	0	20	106	1	105
PA-28-P001-017	Pressley Street	0	0	1	1	0	130	0	1	56	189	2	187
PA-28-P001-020	Homewood North	0	0	0	0	1	98	0	0	1	100	1	99
PA-28-P001-022	Scattered Sites	0	0	0	0	1	61	0	0	3	65	1	64
PA-28-P001-031	Murray Towers	1	0	0	0	0	16	0	2	44	63	3	60
PA-28-P001-032	Glen Hazel Low Rise	0	0	0	0	0	94	0	2	7	103	2	101
PA-28-P001-033	Glen Hazel High Rise	0	0	0	0	0	75	0	4	16	95	4	91
PA-28-P001-039	Scattered Sites	0	0	0	0	0	40	0	0	7	47	0	47
PA-28-P001-040	Brookline/Mazza	0	0	0	0	0	1	0	0	25	26	0	26
PA-28-P001-041	Allentown/Caliguiri	0	0	0	0	0	47	0	2	53	102	2	100
PA-28-P001-042	Renova	0	0	0	0	0	15	0	0	0	15	0	15
PA-28-P001-043	Scattered Sites	0	0	0	0	0	4	0	0	0	4	0	4
PA-28-P001-044	S. Oakland/Finello	0	0	0	0	1	37	0	0	18	56	1	55
PA-28-P001-045	Morse Gardens	0	0	0	0	0	21	0	0	48	69	0	69
PA-28-P001-046	Carrick/Pietragallo	0	0	0	0	0	6	0	1	56	63	1	62
PA-28-P001-047	Beechview/Gualtieri	0	1	0	0	0	3	0	0	19	23	0	23
PA-28-P001-050	Scattered Sites	0	0	0	0	0	18	0	0	1	19	0	19
PA-28-P001-051	Scattered Sites	0	0	0	0	1	16	0	0	2	19	1	18
PA-28-P001-052	Scattered Sites	0	0	0	0	1	23	0	0	2	26	1	25
PA-28-P001-057	Glen Hazel Disabled	0	0	0	0	0	5	0	1	0	6	1	5
PA-28-P001-062	Broadhead Manor	0	0	0	0	0	10	0	0	2	12	0	12
Total		1	3	1	3	15	3,294	1	18	451	3,787	35	3,752

**Table 2-10 LIPH Households by Race and Ethnicity - January 1, 2008**

<b>Community</b>	<b>Black</b>	<b>White</b>	<b>Hispanic</b>	<b>Asian</b>	<b>Other</b>	<b>Total</b>
Addison Terrace	501	5	1	0	0	507
Addison Terrace Addition	38	1	0	0	0	39
Allegheny Dwellings	227	12	1	0	1	241
Allentown (Caligiuri)	66	35	2	0	0	103
Arlington Heights	119	10	1	0	1	131
Bedford Dwellings	350	5	5	1	0	361
Beechview (Gultieri)	6	22	1	0	1	30
Broadhead Manor	1	0	0	0	0	1
Brookline (Mazza)	3	22	0	0	0	25
Carrick (Petragallo)	13	48	0	0	0	61
Garfield Heights	180	4	2	0	0	186
Renova	16	0	1	0	0	17
Glen Hazel Disabled Units	5	0	1	0	0	6
Glen Hazel Low-Rise	92	9	1	0	1	103
Glen Hazel High-Rise	55	12	3	0	0	70
Glen Hazel Homes	1	0	1	0	0	2
Hamilton-Larimer/Auburn	25	0	4	0	0	29
Homewood North	102	1	1	0	0	104
Morse Gardens	31	36	0	0	0	67
Murray Tower	23	40	2	0	0	65
Northview - Elderly	81	6	1	0	0	88
Northview - Family	350	11	3	0	1	365
PA-Bidwell	80	10	2	1	0	93
Pressley Street	131	66	2	0	0	199
Scattered Sites 22	67	4	1	0	0	72
Scattered Sites 39	38	9	2	0	0	49
Scattered Sites 43	4	0	0	0	0	4
Scattered Sites 50	20	2	0	0	0	22
Scattered Sites 51	20	2	0	0	0	22
Scattered Sites 52	25	1	1	0	0	27
South Oakland (Finello)	36	11	0	0	0	47
St. Clair	153	7	5	0	0	165
<b>Total</b>	<b>2859</b>	<b>391</b>	<b>44</b>	<b>2</b>	<b>5</b>	<b>3301</b>

Note that categories changed have due to conversion to upgraded housing management software. Review of data indicates that there has been no significant change to the racial/ethnic makeup of HACP communities as a result of site-based waiting lists.

### **3.0 ADMISSIONS AND OCCUPANCY POLICIES**

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#### **Changes to Eligibility and Admissions Policies**

In July 2006, following acceptance by the local HUD office of HACP's revised ACOP, the HACP implemented site-based waiting lists. Additional information on HACP waiting lists is included in Chapter 2 and in Chapter 8.

In September 2007, following appropriate public comment periods, HACP's Board of Commissioners approved modifications to the Admissions and Continued Occupancy Policies to effect the following changes:

- Establishment of a working preference for admission to public housing. For purposes of this preference, elderly and disabled persons are considered to be working.
- Establishment of a working preference for occupancy of HACP's highly desirable scattered site units.
- Clarification of procedures and practices, and official change of name of HACP's waiting lists process from Site-Preference waiting list to Site Based Waiting List.
- Update and clarification of provisions relating to transfer policies, Grievance procedures, and denial of admission due to prior criminal activity.

#### **Changes to the Lease and to Rent Policy**

In FY 2007, after appropriate public comment periods, the HACP modified its lease and ACOP, and prepared for additional lease and ACOP modifications for 2008.

Changes to the lease and ACOP in support of the Violence Against Women Act (VAWA) of 2005 were made as follows:

The lease was amended to reflect that HACP will not terminate a family for criminal activity directly relating to domestic violence, dating violence, sexual assault, or stalking, engaged in by a member of a tenant's household or guest or other person under the tenant's control. In addition, the lease was revised to ensure an exception to the federal, one strike criminal activity eviction rule for tenants who are victims of domestic violence. Moreover, the intent of actual or threatened domestic violence, dating violence, or stalking shall not qualify as serious or repeated violations of the lease, or good cause for termination of the assisted tenancy, or in any impact the occupancy rights of the victim.

HACP may maintain an eviction action or may bifurcate a lease in order to evict, remove or terminate the assistance of the offender while allowing the victim, who is a tenant or lawful occupant, to remain.

HACP may require certification of domestic violence. An individual has 14 business days to respond to the HACP or Section 8 landlord's request for certification.

See the appendix for additional information on HACP's compliance with the Violence Against Women Act.

In FY 2007, the HACP also made lease and ACOP changes to clarify policies especially in regard to reasonable

accommodation requests, transfer policies, and grievance procedures.

Changes were also made to shorten and streamline eviction procedures and processing. This included changes to shorten notice periods for evictions. New notice periods were changed to reflect local law: 14 days for rent delinquency, 15 days for violations that threaten the health and safety of other tenants. Lease revisions also give HACP authority to move forward on an eviction against persons who have committed certain violations of criminal drug law on an expedited basis, under the Drug Traffickers Act. These changes have shortened the lengthy eviction process contributing to reduced tenant accounts receivable.

In FY 2007 the HACP also prepared modifications to the lease and ACOP to prepare for implementation of new policies in 2008. These changes including modifications to the lease and ACOP to establish a \$150.00 minimum rent, with exceptions for the disabled, the elderly, persons employed and persons actively engaged in a Self-Sufficiency program. Modified hardship exemption policies were also prepared in conjunction with these policy changes. These changes were prepared in 2007 and are included in the HACP 2008 Annual Plan that is pending approval.

### **Occupancy – HACP Communities Approved for Disposition**

In 2007 HACP sought and was granted approval to terminate the 5(h) Homeownership Plan and to transfer the disposition approvals associated with that plan to the HACP MTW

Homeownership Program. No additional homeownership disposition approvals were sought in 2007.

## 4.0 CHANGES IN THE HOUSING STOCK

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### Discussion

As of January 1, 2008, HACP has 5598 standing units vs. 8025 standing units on January 1, 2001 at the start of the MtW demonstration. During the 7 years of the MtW demonstration, the HACP standing unit count has been reduced by 2,427 units or 30.2%.

In 2007, the HACP completed a variety of demolition, new construction, and conversion of units to UFAS accessible standards.

In 2007, HACP demolished 105 units in Garfield Phase 1 demolition, 99 units at St. Clair, 2 units on Sherwood Ave. (Scattered Sites PA-52) and the 132 unit Kelly St. High Rise. In addition 1 HACP unit (1419 Woodbourne St.) was sold as part of the HACP Homeownership Program.

Construction was completed on the 108 unit (90 public housing units) Legacy Apartments High Rise and on 6 new scattered site units (Manchester IVB under HACP management). Also, as part of the continuing effort to house residents displaced by the flooding of Broadhead Manor in 2005, HACP acquired an additional 13 scattered sites properties. (HACP anticipates acquiring an additional 21 scattered site properties for Broadhead relocation in FY 2008.) Sixty-two units at the Fairmont apartments identified in the HACP 2007 Annual Plan were actually completed and brought on-line late in 2006.

Also in 2007, 19 units were lost to UFAS conversions (12 units in Allegheny Dwellings and 7 units in Arlington Heights). Planned UFAS conversions at the Glen Hazel High Rise neared completion in 2007, but the unit count changes involved in UFAS conversions at Glen Hazel are not included in changes in housing stock for 2007 because the project was not fully completed in 2007. UFAS conversions and associated changes will result in the net loss of 14 units at the Glen Hazel High Rise.

The HACP 2007 MtW Annual Plan projected bringing the Fairmont senior community online in late 2006, the completion of construction of Manchester IVB and the completion of construction of the Lou Mason replacement mid-rise (Legacy Apartments) prior to the end of FY 2007. As discussed previously, all of these construction objectives were achieved in or prior to 2007. In addition, as projected in the 2007 MtW Annual Plan, 72 units at Northview, the East Hills High Rise and Kelly Street High Rise were demolished prior to or during FY 2007. (The Northview units and East Hills were included in the 2007 plan in anticipation of final demolition contract closeout extending into 2007).

The HACP 2007 MtW Plan did not include projected unit count changes due to ongoing UFAS conversions at Arlington Heights and Allegheny Dwellings. Again, these conversions have been completed and are included in the January 1, 2008 unit count of this report (page 4-2). During FY 2007, an additional 68 HACP units were certified as UFAS compliant



and were counted towards meeting HACP Voluntary Compliance Agreement (VCA) objectives. To date, 134 units have been certified as UFAS compliant in 18 HACP communities. Additional information on UFAS units is included in Chapter 7.

Also during FY 2007, the HACP Section 8 program declined in size by 674 units. From January 1, 2001 to January 1, 2008, the Section 8 program increased in size by 1,667 units (42.6%). During the same period, the number of units in the LIPH inventory declined by 2,430 units (30.3%).

**Table 4-1 – Units in the Inventory - January 1, 2001 - January 1, 2007 – January 1, 2008**

**Public Housing**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	1102	637	622	2653	1419	1409	1894	1539	1411	403	331	284	121	94	88	6173	4020	3814
<b>Elderly</b>	1429	1549	1516	423	277	268	0	0	0	0	0	0	0	0	0	1852	1826	1784
<b>Total</b>	2531	2186	2138	3076	1696	1677	1894	1539	1411	403	331	284	121	94	88	8025	5846	5598

**Section 8**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	669	1495	1245	1418	2067	1783	1119	1662	1544	207	347	310	27	78	72	3440	5649	4954
<b>Elderly</b>	322	414	437	118	149	142	15	21	27	1	3	3	0	1	0	456	588	609
<b>Total</b>	990	1909	1682	1526	2216	1925	1134	1683	1571	208	350	313	27	79	72	3896	6237	5563

**Total Units in the Inventory - January 1, 2001 - January 1, 2007 – January 1, 2008**

	Eff/1 Bedroom			2 Bedroom			3 Bedroom			4 Bedroom			5+ Bedrooms			Total		
	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08	01/01	01/07	01/08
<b>Family</b>	1771	2132	1867	4071	3486	3192	3013	3201	2955	610	678	594	148	172	160	9613	9669	8768
<b>Elderly</b>	1751	1963	1953	541	426	410	15	21	27	1	3	3	0	1	0	2308	2414	2393
<b>Total</b>	3522	4095	3820	4612	3912	3602	3028	3222	2982	611	681	597	148	173	160	11921	12083	11161

Source: HACP MIS archived rent-roll profile 1/1/01, 1/1/07, 1/1/08

**Table 4-2 - Change in the Inventory - January 1, 2001 through January 1, 2008**

	<b>2007 to 2008</b>								
	<b>1/1/2001</b>	<b>1/1/ 2002</b>	<b>1/1/ 2003</b>	<b>1/1/ 2004</b>	<b>1/1/2005</b>	<b>1/1/2006</b>	<b>1/1/2007</b>	<b>1/1/2008</b>	<b>Change</b>
Public Housing									
Conventional	7600	6203	6114	6114	6024	5626	5005	<b>4667</b>	<b>-338</b>
Mixed Finance	425	504	543	655	791	791	841	<b>931</b>	<b>+90</b>
Section 8	3896	4272	4528	5077	5346	6668	6237	<b>5563</b>	<b>-674</b>
<b>Total</b>	<b>11,921</b>	<b>10,979</b>	<b>11,185</b>	<b>11,846</b>	<b>12,161</b>	<b>13,085</b>	<b>12,083</b>	<b>-11161</b>	<b>-922</b>

**Table 4-3 -Components of Change in the Mixed Finance Inventory - January 1, 2001 through January 1, 2008**

		<b>2007 to 2008</b>								
	<b>Development</b>	<b>1/1/2001</b>	<b>1/1/ 2002</b>	<b>1/1/ 2003</b>	<b>1/1/ 2004</b>	<b>1/1/2005</b>	<b>1/1/2006</b>	<b>1/1/2007</b>	<b>1/12008</b>	<b>Change</b>
PA-1-64	New Pennley Place	38	38	38	39	39	39	39	39	--
PA-1-66	Allequippa MROP	0	99	80	80	80	80	80	80	--
PA-1-68	Allequippa HOPE VI Phase 1A	97	97	97	97	97	97	97	97	--
PA-1-72	Manchester I	20	20	20	20	20	20	20	20	--
PA-1-73	Christopher Smith Terrace	25	25	25	25	25	25	25	25	--
PA-1-74	Manchester II	25	25	25	25	25	25	25	25	--
PA-1-75	Manchester III	18	18	18	18	18	18	18	18	--
PA-1-76	Allequippa Phase 1B	101	101	101	101	101	101	101	101	--
PA-1-78	Manchester Phase IVA	0	23	23	23	23	23	23	23	--
PA-1-79	Allequippa HOPE VI Phase 1C	0	56	96	96	96	96	96	96	--
PA-1-80	Silver Lake	0	0	0	75	75	75	75	75	--
PA-1-81	Allequippa HOPE VI Phase 1D	0	0	20	56	56	56	56	56	--
PA-1-82	Bedford Hills Phase 1A	0	0	0	0	24	24	24	24	--
PA-1-83	Bedford Hills Phase 1B	0	0	0	0	50	50	50	50	--
PA-1-85	North Aiken	0	0	0	0	62	62	62	62	--
PA-86	Fairmont	0	0	0	0	0	0	50	50	--
PA-87	The Legacy Apartments	0	0	0	0	0	0	0	<b>90</b>	<b>+90</b>
<b>Total</b>		<b>324</b>	<b>502</b>	<b>543</b>	<b>655</b>	<b>791</b>	<b>791</b>	<b>841</b>	<b>931</b>	<b>+90</b>

Source: HACP Finance Department, derived from HUD-52728 Schedule A (See Part 14)

## 5.0 SOURCES AND USES OF FUNDS

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<b>FY 2007</b>	<b>CONSOLIDATED BUDGET CHART DESCRIPTIONS .....</b>	<b>5-1</b>
<b>TABLE 5-1</b>	<b>SOURCES OF FUNDS – CONSOLIDATED BUDGET &amp; UNAUDITED ACTUALS FOR FY 2007 .....</b>	<b>.5-2</b>
<b>TABLE 5-2</b>	<b>USES OF FUNDS – CONSOLIDATED BUDGET &amp; UNAUDITED ACTUALS FOR FY 2007 .....</b>	<b>.5-4</b>
<b>TABLE 5-3</b>	<b>RECONCILIATION – CONSOLIDATED BUDGET &amp; UNAUDITED ACTUALS FOR FY 2007 .....</b>	<b>5-6</b>
<b>TABLE 5-4</b>	<b>UNAUDITED UNRESTRICTED NET ASSETS.....</b>	<b>.5-6</b>

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### Consolidated Budget Chart Descriptions

**Table 5-1** presents the FY 2007 HACP sources of funds. The three MtW funding sources, Public Housing, Section 8/Housing Choice Voucher and Capital Funds, are displayed showing the actual amounts of revenue received. A brief narrative that highlights variances and provides an explanation follows the table.

**Table 5-2** presents the uses of funds in a similar fashion. Major expense categories are displayed, and the table is followed by a narrative highlighting the main causes of variance.

**Table 5-3** summarizes the revenues and expenditures for the HACP for the 2007 fiscal year.

**Table 5-4** provides a summary of the agency’s unrestricted net assets from the beginning of the year to the end of the year.

**Table 5-1 Sources of Funds - Consolidated Budget & Unaudited Actuals FY 2007**

<b>Revenue Category</b>	<b>BUDGET FY 2007</b>	<b>PUBLIC HOUSING</b>	<b>MTW SEC 8 HCV</b>	<b>CFP</b>	<b>MTW TOTAL</b>	<b>NON-MTW SEC 8 HCV</b>	<b>OTHER</b>	<b>HOPE VI</b>	<b>HACP TOTAL</b>	<b>HACP VARIANCE</b>
<b>Income</b>										
Dwelling Rent	8,548,673	8,109,555	0	0	8,109,555	0	0	0	8,109,555	(439,118)
Excess Utilities	(31,390)	0	0	0	0	0	0	0	0	31,390
Non-Dwelling Rent	3,269	0	0	0	0	0	0	0	0	(3,269)
Investment Income	103,119	697,029	449,280	0	1,146,309	20,778	0	0	1,167,087	1,063,968
Other Income	444,999	456,827	0	0	456,827	90,062	500,000	0	1,046,889	601,890
<b>HUD Contributions</b>										0
Operating Subsidy	37,795,451	33,226,106	0	0	33,226,106	0	0	0	33,226,106	(4,569,345)
Capital Funds	40,919,515	0	0	34,852,965	34,852,965	0	0	0	34,852,965	(6,066,550)
Section 8 Subsidies	40,351,062	0	40,800,150	0	40,800,150	4,193,551	0	0	44,993,701	4,642,639
Grants	0	0	0	0	0	0	0	6,594,200	6,594,200	6,594,200
Fraud Recovery	0	4,472	0	0	4,472	41,314	0	0	45,786	45,786
<b>Total Revenues</b>	<b>128,134,698</b>	<b>42,493,989</b>	<b>41,249,430</b>	<b>34,852,965</b>	<b>118,596,384</b>	<b>4,345,705</b>	<b>500,000</b>	<b>6,594,200</b>	<b>130,036,289</b>	<b>1,901,591</b>

Note on Sources: (1) Other Income includes late fees, legal fees, maintenance charges and other tenant and miscellaneous charges.  
(2) All Actual numbers are based on Unaudited December 31, 2007 numbers, and are still subject to change.

## **5.1 PLANNED VS. ACTUAL FUNDING VARIANCE EXPLANATION**

### Operating Subsidy

The 2007 MtW Plan called for \$37,795,451 in Operating Subsidy. The actual subsidy received was \$33,226,106 or \$4,569,345 less than anticipated. The decrease is due to the FY 2007 subsidy pro-ration by HUD.

### Dwelling Rent

The 2007 MtW Plan anticipated \$8,548,673 in rental income. Actual rent receipts for 2007 were \$8,109,555 or \$439,118 under the anticipated amount, as a result of fewer public housing apartments occupied than anticipated during the course of 2007.

### Investment Income

The 2007 MtW Plan projected \$103,119 in investment income. Actual investment income was \$1,167,087 an increase of \$1,063,968 over the plan. This increase resulted from increased interest rates paid by financial institutions and a significant increase in the amount of invested funds.

### Other Income

The 2007 MtW Plan projected \$444,999. The actual other income was \$1,046,889 or \$601,890 over the estimated amount. The increase is a result of higher than anticipated charges to resident accounts for legal fees, administrative fees, and maintenance fees.

### Section 8 Housing Choice Voucher

The MtW Plan projected \$40,351,062 in revenue for FY 2007. Actual income received was \$44,993,701. The increase was the result of higher than anticipated HUD funding.

### Capital Fund

The 2007 MtW Plan projected \$40,919,515 of grant revenue. Actual grant revenue was \$34,852,965, a variance of \$6,066,550. This under budget amount is a result in capital projects that experienced less than anticipated progress, as the Authority recognizes revenue on capital grants as expenditures are made.

**Table 5-2 Uses of Funds - Consolidated Budget & Unaudited Actuals FY 2007**

<b>Expense Category</b>	<b>REVISED BUDGET</b>	<b>PUBLIC HOUSING</b>	<b>MTW SEC 8 HCV</b>	<b>CFP</b>	<b>MTW TOTAL</b>	<b>NON-MTW SEC 8 HCV</b>	<b>OTHER</b>	<b>HOPE VI</b>	<b>HACP TOTAL</b>	<b>HACP VARIANCE</b>
<b>Personnel Expenses</b>										
Administrative	9,124,556	6,067,909	923,458	1,994,181	8,985,548	48,466	0	0	9,034,014	90,542
Tenant Services	2,161,589	1,140,321	772,446		1,912,767	29,852	0	192,422	2,135,041	26,548
Maintenance	8,316,707	8,235,061	459,284	0	8,694,345	24,115	0	0	8,718,460	(401,753)
Protective Services	1,936,914	54,017	0	2,145,194	2,199,211	0	0	0	2,199,211	(262,297)
<b>Total Personnel</b>	<b>21,539,766</b>	<b>15,497,308</b>	<b>2,155,188</b>	<b>4,139,375</b>	<b>21,791,871</b>	<b>102,433</b>	<b>0</b>	<b>192,422</b>	<b>22,086,726</b>	<b>(546,960)</b>
<b>Non-Personnel Expenses</b>										
Administration	8,492,988	6,027,561	567,865	1,294,367	7,889,793	97,056	2,000	125,107	8,113,956	379,032
Tenant Services	2,010,896	943,581	20,041	138,648	1,102,270	0	0	571,453	1,673,723	337,173
Maintenance	1,931,477	1,686,301	0	97,378	1,783,679	0	0	75,383	1,859,062	72,415
Protective Services	1,819,066	0	0	1,819,066	1,819,066	0	0	0	1,819,066	0
Utilities	12,289,037	11,157,176	0	0	11,157,176	0	0	0	11,157,176	1,131,861
General	1,429,808	829,517	10,725	0	840,242	776	0	0	841,018	588,790
<b>Total Non-Personnel</b>	<b>27,973,272</b>	<b>20,644,136</b>	<b>598,631</b>	<b>3,349,459</b>	<b>24,592,226</b>	<b>97,832</b>	<b>2,000</b>	<b>771,943</b>	<b>25,464,001</b>	<b>2,509,271</b>
<b>Other Expenses</b>										
Non-Routine Maintenance	183,644	86,921	0	0	86,921	0	0	0	86,921	96,723
Capital Outlays	39,500,000	0	0	27,364,131	27,364,131	0	498,000	5,629,835	33,491,966	6,008,034
Housing Assistance Payments	41,000,000	0	34,275,778	0	34,275,778	3,942,970	0	0	38,218,748	2,781,252
<b>Total Other</b>	<b>80,683,644</b>	<b>86,921</b>	<b>34,275,778</b>	<b>27,364,131</b>	<b>61,726,830</b>	<b>3,942,970</b>	<b>498,000</b>	<b>5,629,835</b>	<b>71,797,635</b>	<b>8,886,009</b>
<b>Total Expenditures</b>	<b>130,196,682</b>	<b>36,228,365</b>	<b>37,029,597</b>	<b>34,852,965</b>	<b>108,110,927</b>	<b>4,143,235</b>	<b>500,000</b>	<b>6,594,200</b>	<b>119,348,362</b>	<b>10,848,320</b>

## **5.2 REVISED BUDGET VS ACTUAL EXPENSE VARIANCE EXPLANATION**

### *Administration*

The budget for FY 2007 Salaries was \$9,124,556 and actual expenses were \$9,034,014. The amount under budget is \$90,542 attributable to turnover at the agency in 2007. The Non-Personnel Administrative budget was \$8,492,988 and actual expenses were \$8,113,956 or under budget by \$379,032.

### *Tenant Services*

Tenant Services Salaries were budgeted for \$2,161,589, and actual expenses were \$2,135,041. The amount under budget is \$26,548. The Non-Personnel Tenant Services budget was \$2,010,896 and actual expenses were \$1,673,723 or a difference of \$337,173.

### *Utilities*

Utilities were budgeted for \$12,289,037 and actual expenses were \$11,157,176 or \$1,131,861 under budget. The amount under budget is due to more conservation measures at the communities, a mild winter, and less than projected increases in utility rates.

### *Protective Services*

Protective Services Salaries were budgeted at \$1,936,914 and actual expenses were \$2,199,211 for an overage of \$262,297 due to delays in the Police merger. The Non-Personnel Protective Services Contracts and Materials were budgeted at 1,819,066 and actual expenses were \$1,819,066 breaking even after budget revisions.

### *Maintenance*

Maintenance Salary expenditures were budgeted at \$8,316,707, actual expenses were \$8,718,460, or \$401,753 over budget. This was the result of a slower than originally planned phase in of HACPs force reduction plan. The Non-Personnel Maintenance budget was \$1,931,477 and actual expenses were \$1,859,062 or under budget by \$72,415.

### *General Expense*

General Expenses were budgeted for \$1,429,808 and actual expenses were \$841,018, as a result, General Expenses are \$588,790 under budget. This is due to lower Insurance Costs and also a reduction in Collection Losses.

### *Other Expenses*

Capital Outlays and Transfers were budgeted at \$39,500,000 and actual expenses came in at \$33,491,966, or \$6,008,034 under budget due to delays in closing tax-credit deals and thus in actual expenditures. HAP payments were budgeted at \$41,000,000 and actual expenditures were \$38,218,748, or \$2,781,252 under budget. This was due to higher than projected attrition rates that resulted in greater than planned reductions in voucher leasing levels.



**Table 5-3 Reconciliation - Consolidated Unaudited Actuals for FY 2007**

<b>Income Statement</b>	<b>REVISED BUDGET</b>	<b>PUBLIC HOUSING</b>	<b>MTW SEC 8</b>	<b>CFP</b>	<b>MTW TOTAL</b>	<b>NON-MTW SEC 8</b>	<b>OTHER</b>	<b>HOPE VI</b>	<b>HACP TOTAL</b>	<b>HACP VARIANCE</b>
<b>Total Revenues</b>	128,134,698	42,493,989	41,249,430	34,852,965	118,596,384	4,345,705	500,000	6,594,200	130,036,289	1,901,591
<b>Total Expenditures</b>	130,196,682	36,228,365	37,029,597	34,852,965	108,110,927	4,143,235	500,000	6,594,200	119,348,362	10,848,320
<b>Surplus (Deficit)</b>	<b>(2,061,984)</b>	<b>6,265,624</b>	<b>4,219,833</b>	<b>0</b>	<b>10,485,457</b>	<b>202,470</b>	<b>0</b>	<b>0</b>	<b>10,687,927</b>	<b>12,749,911</b>

**Table 5-4 Reconciliation - Unaudited Unrestricted Net Assets for FY 2007**

<b>Unrestricted Net Assets</b>		<b>PUBLIC HOUSING</b>	<b>MTW SEC 8</b>	<b>CFP</b>	<b>MTW TOTAL</b>	<b>NON-MTW SEC 8</b>	<b>OTHER</b>	<b>HOPE VI</b>	<b>HACP TOTAL</b>
<b>Unrestricted Net Assets</b>	<b>01/01/2007</b>	12,590,258	3,405,594	0	15,995,852	827,187	4,335	0	16,827,374
<b>Change in unrestricted net assets</b>	<b>01/01-12/31</b>	6,944,667	3,994,327	0	10,938,994	202,470	0	726,126	11,867,590
<b>Unrestricted Net Assets</b>	<b>12/31/2007</b>	19,534,925	7,399,921	0	26,934,846	1,029,657	4,335	726,126	28,694,964

The Housing Authority of the City of Pittsburgh’s unrestricted net assets level is adequate for the purposes of annual operation of low income public housing and voucher programs. This assessment assumes availability and approval of various capital funding streams and financing options, and the continued slowed pace of redevelopment activity. If the HACP were to attempt acceleration of redevelopment activity, or if anticipating funding and financing levels are reduced, the net assets levels would not be adequate.

## **6.0 CAPITAL PROGRAM – NEIGHBORHOOD STABILIZATION PROGRAM**

The HACP continues to pursue all avenues to fulfill its commitment to providing safe, decent and sanitary housing to low-income residents in the City of Pittsburgh. The HACP and its partners and affiliates continue to pursue all possible financing tools to replace obsolete and non-viable housing units with new mixed-income housing developments that are a positive force in the surrounding neighborhoods. These investments serve not only those families directly impacted via new assisted housing options, but also countless others through the resulting stabilization and increased private investment that results. In FY 2007, the HACP and its development partners obligated a total of \$41,344,255 (\$14,344,255 in HACP funds and \$26,813,370 in leveraged private, state and local funds) for capital development. These are in addition to amounts obligated in previous years. HACP and its partners expended \$31,080,456 (\$23,746,296 in HACP funds and \$7,334,160 in leveraged private, state, and local funds) for capital development in 9 HACP communities. The Sections below describe these activities, including HOPE VI projects, non-HOPE VI, full and partial redevelopment, demolitions, Senior Housing development and special housing initiatives.

**HOPE VI SUPPORTED REDEVELOPMENT ACTIVITIES** – In 2007 HACP continued to move towards completion of the following HOPE VI redevelopment projects as detailed below:

### **Manchester HOPE VI**

Manchester was HACP’s first HOPE VI funded community redevelopment effort. Utilizing the HOPE VI funds provided by HUD, as well as other leveraged public and private funding, HACP has been able to transform this community and neighborhood by demolishing the 107 non-viable original public housing units and replacing them with 197 units of a mix of public and affordable housing units. In 2006, HACP initiated the procurement process for the design and construction of 6 modular units, of which 3 were UFAS compliant. Construction commenced in May 2007 and was completed in November 2007. All units were fully occupied by the end of 2007. While the numbers in the table below reflect 2007 activities, it should be noted that a portion of construction expense were paid in early 2008 at the time of the contract close-out. PROJECTED 2007 EXPENDITURES: \$1,700,000.

<b>Manchester Hope VI</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HACP Capital		\$ 205,507.00
HOPE VI / Other HUD		\$ 1,205,272.00
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ 1,410,779.00</b>
<b>USES</b>		
Planning / Predevelopment		
Site Remediation		\$ 205,507.00
Construction		\$ 1,205,272.00
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ 1,410,779.00</b>

### **Oak Hill HOPE VI**

The initial Phase I investment of \$119 million in public and private funds transformed Allequippa Terrace into the modern, mixed income Oak Hill community. Phase 1 included a total of 639 apartments and townhouses (632 rental and 7 for sale). It should be noted that outstanding issues between the project developer and HACP were largely resolved during 2007 clearing the way for Phase II development of the remaining portions of the former Allequippa Terrace site. Phase II plans include a mixed income residential development, with community facilities, constructed by the private partner developer. The Wadsworth Phase is the first development of Phase II and plans consist of 100 residential units with 40 low-income housing tax credit (LIHTC) units and 60 market rate units. In support of the Wadsworth Development, the developer filed a Low Income Housing Tax Credit (LIHTC) application in December 2007 with the Pennsylvania Housing Finance Agency (PHFA) for 9% credits. Total construction financing for the Wadsworth phase is projected at \$30,789,719. This includes a \$9,077,000 HACP loan and bank financing of \$6,847,429, with the balance to be made up in tax credit equity. The results of the tax credit application are expected to be announced in the spring of 2008.

HACP projected expenditures of \$200,000 for costs associated with the proposed replacement or renovation of the closed Wadsworth Hall community facility. Because the initial Phase II development is planned to include a community facility, HACP did not expend any funds on this project in 2007.

### **Bedford / Middle Hill HOPE VI**

FY 2007 activities included the completion of site preparation work for Bedford Phase II & III in September 2007; the financial closing of Bedford Phase II in August 2007 and the construction start of Phase II's 116 mixed-income rental units (58 Public Housing, 33 Tax Credit, 25 Market Rate); construction start in August 2007 on the Bedford Phase II & III Public Improvement and Infrastructure Work managed under a contract with the Pittsburgh Urban Redevelopment Authority; Bedford Phase III received approval of PHFA volume cap tax exempt bond financing in the amount of \$9,250,000 and an allocation of 4% Low Income Housing Tax Credits in the amount of \$774,328 (awarded in November 2007) to fund the construction of 88 Tax Credit Affordable rental units, 48 of which will be Public Housing replacement; submittal of Phase III Rental Term Sheet to HUD (November 2007); Bedford Homeownership completion of 8 stage 1 units in June 2007, construction start on 8 stage 2 units in July 2007, and sale of 5 units; submittal to HUD of Revised Revitalization Plan (November 2007) to allow for close out of the Bedford HOPE VI Grant after completion of developments previously noted. The chart below represents combined totals for Phases II, III and homeownership.

HACP projected expenditures of \$11,500,000 for Bedford Phase II, Bedford Phase III and Bedford Homeownership

<b>Bedford/Middle Hill Hope VI</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HACP Capital	\$5,811,228	\$6,808,327
HOPE VI/ Other HUD	\$2,700,000	\$3,794,451
City of Pittsburgh	\$1,962,547	\$500,000
Private Investment	\$14,119,311	\$2,736,862
<b>TOTAL SOURCES</b>	<b>\$24,593,086</b>	<b>\$13,839,640</b>
<b>USES</b>		
Planning/ Predevelopment	\$724,090	\$291,153
Demolition		\$250,080
Construction	\$23,868,996	\$13,298,407
<b>TOTAL USES</b>	<b>\$24,593,086</b>	<b>\$13,839,640</b>

**REDEVELOPMENT – COMPREHENSIVE** – In 2007, HACP continued planning and development activities for the comprehensive redevelopment of one of HACP’s most severely distressed public housing communities, Addison Terrace and Additions and Garfield Heights. Funding constraints have resulted in a timing re-evaluation of redevelopment activities at Addison Terrace. During 2007 HACP also continued the resettlement of Hurricane Ivan victims and the replacement of some of the units lost to flooding at Broadhead Manor via the purchase of scattered sites units.

**GARFIELD**

Garfield Heights was a severely distressed, 601-unit development built in 1966. The development originally consisted of 326 family units and a 275 unit senior high-rise tower. The 275 unit high rise failed its assessment of long-term viability in 1998 and was demolished in 2005. Residents in the high rise were relocated to the newly constructed North Aiken Apartments and other suitable housing. The 326 unit family portion of the community is also distressed and in 2004 HACP began the planning process for the comprehensive redevelopment of this development. The long range goal for this community is to lower the density of the existing Garfield site and replace the public housing community with a 150 to 250 unit mixed-income community. In 2006, the HACP Board approved an agreement with Garfield Jubilee Association, a local community development corporation, for development of 8-10 off

site rental units. In 2007, HACP engaged the services of an A/E firm to perform a feasibility study of proposed sites. The final report is being submitted in early 2008. In August 2007, a master development agreement was executed with KBK Enterprises, LLC. for Phase One of the on-site development. Additionally, in 2007 KBK Enterprises, LLC was approved to develop subsequent phases of the Garfield Heights redevelopment.

Phase I Development Plans were submitted for tax-credit consideration in April 2007. Tax-credit award by the Pennsylvania Housing Finance Agency was made in September 2007. Phase I will consist of a total of 90 units comprised of 50 public housing units, 20 tax-credit units, and 20 market-rate units. Phase I will also consist of a community center that will serve all phases of the development. Relocation for the Phase I development was completed in June 2007. Abatement of the buildings began shortly thereafter with demolition commencing in November 2007. Demolition of the buildings is ahead of schedule, with 100% of the building demolition completed in early 2008. Anticipated construction start is Fall 2008.

Additionally, plans for Phase II of the development were submitted for tax-credit consideration in December 2007. Expected award announcement is in May 2008. Plans for Phase II of the development include a total of 45 units of which 25 are public housing, 10 tax-credit units, and 10 market-rate units.

HACP projected expenditures of \$2,000,000 in 2007.

	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
<b>Garfield Phase I</b>		
HACP Capital	\$1,116,750	\$819,258
HOPE VI / Other HUD		
City of Pittsburgh		
Private Investment	\$10,731,512	
<b>TOTAL SOURCES</b>	<b>\$11,848,262</b>	<b>\$819,258</b>
<b>USES</b>		
Planning / Predevelopment	\$1,000,000	\$568,508
Demolition and Abatement	\$683,750	\$250,750
Development Costs		
<b>TOTAL USES</b>	<b>\$1,683,750</b>	<b>\$819,258</b>

**ADDISON TERRACE/ADDISON ADDITIONS**

Addison Terrace/Additions is a severely distressed family community comprised of 730 walk-up units. The 1998 Viability Assessment determined that due to the age of the units and the poor building configuration, there would be no reasonable amount of rehabilitation that could make these units viable for the long term. In the same 1998 Viability Assessment, the 149 unit Louis Mason Jr. senior high-rise (Addison Addition) failed its assessment of long-term viability and was subject to demolition under the HUD Mandatory Conversion Rule. In anticipation of demolition, abatement of the Lou Mason, Jr. senior high-rise was completed in 2007. Demolition also commenced in December 2007. Construction of the replacement building was completed in June 2007 and is fully occupied. It has since been renamed “The Legacy” (See the separate item and chart of the Legacy below). Comprehensive redevelopment of Addison Terrace/Additions continues to be the long term goal and would provide the greatest benefit to low-income families in Pittsburgh and to the Hill District neighborhood. Limited additional planning took place in 2007. Completion of a Hill District Master Plan being initiated by the City of Pittsburgh and identification of substantial funding sources would significantly accelerate activity on this effort. The numbers in the chart below include both limited planning activities and activities related to demolition of the Lou Mason, Jr. Addison Terrace High Rise.

HACP projected total expenditures of \$400,000 for Addison Terrace/Additions (\$200,000 for planning activities and \$200,000 for demolition activities).

<b>Addison Terrace / Addition</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HUD Capital		
Hope VI/ Other HUD	\$446,700	\$221,329
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$446,700</b>	<b>\$221,329</b>
<b>USES</b>		
Planning/Predevelopment		\$56,329
Demolition	\$446,700	\$165,000
<b>TOTAL USES</b>	<b>\$446,700</b>	<b>\$221,329</b>

**REDEVELOPMENT – PARTIAL** – In 2007 the HACP continued development planning and analysis activities for the possible partial redevelopment of Northview Heights and St. Clair Village. Funding limitations have led to consideration of less costly alternatives for these two communities.

**NORTHVIEW HEIGHTS**

HACP’s Northview Heights community was originally constructed in 1963, is extremely isolated and has suffered from high vacancy, high crime, and low market demand. Originally over 900 units, Northview now consists of 502 family dwelling units in 78 family buildings. In addition, Northview contains a 90 unit elderly high-rise. In an effort to improve the long-term viability of the whole community, HACP began evaluating partial demolition/redevelopment alternatives for this community in 2004. In 2005, HACP began strategic planning with the assistance of a master planning firm. In 2006, HACP staff and an architectural firm prepared an analysis of phasing alternatives that considered funding availability, safety, cost efficiencies and marketability. Demolition of 72 units was also completed in 2006, although final contract payments were not made until 2007. During 2007, HACP re-evaluated redevelopment planning for Northview Heights in light of existing funding constraints and prioritization towards fulfilling UFAS requirements as stipulated in the Voluntary Compliance Agreement (VCA), and began to explore other avenues to improve the performance of this property. These efforts are discussed elsewhere in this report and in HACP’s Annual Plans.

HACP projected 2007 expenditures of \$300,000 at Northview Heights.

<b>Northview Heights</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HACP Capital		\$238,491
HOPE VI / Other HUD		
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$0</b>	<b>\$238,491</b>
<b>USES</b>		
Planning / Predevelopment		\$6,300
Demolition		\$232,191
Construction		
<b>TOTAL USES</b>	<b>\$0</b>	<b>\$238,491</b>

### **ST. CLAIR VILLAGE**

St. Clair Village once had 680 family units, but failed the 1998 Viability Assessment. Prior demolitions reduced that number to 456 family units. In 2005, HACP began redevelopment planning activities that carried over to 2006. In 2006, HACP received approval to demolish an additional 325 units, and planned for an initial abatement and demolition of 99 units, beginning the first quarter of 2007. Demolition of 99 units, obligated in prior years, was completed in 2007. Also, during 2006, HACP awarded an architectural contract to begin preparation of the design documents for a new combined community center/management and maintenance facility. During the fourth quarter of 2006 and the first quarter of 2007, design documents were drafted for the major rehabilitation of 120 units and the new construction of 62 units. Additionally, several resident meetings were held to keep residents informed of progress on the redevelopment plan, and to solicit their input on design concepts. The redevelopment design was completed early in 2007, proposing activities at a cost exceeding \$23 million.

HACP recognized that funding would not be available in the near term for this project, and suspended additional planning and pre-development activities relating to new construction to conserve resources. HACP also recognized that higher occupancy levels, rent collections, and reduced crime would be required in order to stabilize this community and initiate development activity. With the active participation of residents and community partners, HACP began exploring the prospect of targeting St. Clair to families with school age children and modeling a school/community alliance that would significantly increase demand for residency in this community. A campaign was mounted to engage residents in maintaining their community and lay the groundwork for a school/community alliance designed to create a sense of pride, self-improvement, and commitment to the future of St. Clair Village.

Actual expenditures were less than projected due to suspension of redevelopment activities to conserve resources. HACP projected 2007 expenditures of \$1,000,000 at St. Clair Village.

<b>St. Clair Village</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HACP Capital		\$815,971
HOPE VI / Other HUD		
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$0</b>	<b>\$815,971</b>
<b>USES</b>		
Planning/Predevelopment		\$315,491
Demolition		\$500,480
Construction		
<b>TOTAL USES</b>	<b>\$0</b>	<b>\$815,971</b>



**Broadhead Manor**

The HACP Broadhead Manor community was hit by a catastrophic flood in September 2004, rendering 48 of the 64 units uninhabitable, and necessitating immediate evacuation. The flood exposed fatal flaws with the Broadhead Manor site, dictating the exploration of alternatives to on-site redevelopment. In 2005, HACP evaluated the feasibility of redeveloping a nearby vacant HUD-owned, foreclosed property --Westgate Village-- deciding required elements that promote feasibility were absent from the site.

In 2006, HACP planned for the demolition or disposition of the 64 units remaining on the site, while simultaneously working with residents and their representatives to determine the future direction of the community. The residents engaged legal counsel, whereupon negotiations began that forged a settlement agreement designed to facilitate the permanent relocation of all residents living in Broadhead Manor at the time of the flood into appropriate units. Broadhead Manor residents and HACP executed their settlement agreement just prior to year-end 2006, with the permanent relocation plan set to begin implementation by the second quarter of 2007.

HACP and the Residents agreed to pursue a strategy of acquiring scattered site homes as replacement units for as many of the lost Broadhead units as funding will allow, pending HUD approval. The time taken to negotiate this agreement delayed activities. Acquisition of scattered site homes began in 2007.

In early 2007, HACP implemented a home selection criteria and order-of-selection listing, approved by the residents, to establish a protocol for resident selection of permanent replacement houses purchased by HACP. In June 2007, the local HUD office approved HACP’s Limited Proposal and authorized purchase of up to 40 permanent replacement houses for Broadhead Manor residents displaced by Hurricane Ivan, stipulating an obligation deadline of February 23, 2008. In compliance with the obligation deadline, HACP submitted for approval 34 permanent replacement houses, including at least two houses that would be converted to meet Uniform Federal Accessibility Standards (UFAS). By December 2007, Thirteen (13) houses had been closed on and purchased and two houses had been occupied by affected families.

HACP projected expenditures of \$1,000,000 in 2007, anticipating more expenditures in late 2006 then actually occurred.

<b>Broadhead</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
HACP Capital		
HOPE VI / Other HUD		
City of Pittsburgh		
Private Investment		
HUD Disaster Relief Grant	\$3,493,588	\$2,949,500
<b>TOTAL SOURCES</b>	<b>\$3,493,588</b>	<b>\$2,949,500</b>
<b>USES</b>		
Scattered sites acquisition	\$3,493,588	\$2,949,500
Planning/Predevelopment		
Demolition		
Construction		
<b>TOTAL USES</b>	<b>\$3,493,588</b>	<b>\$2,949,500</b>

**REPLACEMENT SENIOR HOUSING** – In 2007 HACP continued to develop enhanced services replacement housing for HACP’s elderly residents. In 2007 new senior housing development activities was comprised of the Legacy (Lou Mason replacement), which was completed in June 2007. the Fairmont, included in the HACP 2007 Annual Plan, was completed and all expenditures made in 2006.

**Fairmont Apartments (Auburn Replacement Housing)**

Built to replace Auburn Towers, the Fairmont Apartments is a 60 unit mid-rise building. It is designated elderly- only and provides replacement housing for Auburn Towers’ residents. The building was completed in 2006 and is now fully occupied. HACP projected final payment expenditures in 2007 of \$200,000, however all payments were made in 2006. There were no expenditures during 2007.

**The Legacy (Lou Mason/Addison High-Rise Replacement )**

The Legacy consists of 108 apartments and includes recreational space and space for enhanced services. Construction on the new building started in early 2006, and was completed in June of 2007. The building is now fully occupied. (See Addison Terrace for information on the demolition of the Lou Mason Addison High Rise).

HACP projected 2007 expenditures of \$4,000,000 for the Legacy.

	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
<b>The Legacy</b>		
HACP Capital		\$5,172,007
HOPE VI / Other HUD		
City of Pittsburgh		\$355,403
Private Investment		\$3,741,895
<b>TOTAL SOURCES</b>	<b>\$0</b>	<b>\$9,269,305</b>
<b>USES</b>		
Planning / Predevelopment		
Demolition		
Construction		\$9,269,305
<b>TOTAL USES</b>	<b>\$0</b>	<b>\$9,269,305</b>

**KELLY STREET HIGH RISE**

The Kelly Street High Rise was originally constructed in 1969. HACP’s 1998 Viability Assessment recommended comprehensive modernization of the Kelly Street High Rise. Analysis of design development completed for modernization determined that a better use of funds would be to demolish the existing Kelly Street building and develop a brand new building rather than to modernize the current structure. This would also facilitate the leveraging of other funding sources and would allow a building that links residents to the surrounding neighborhood rather than isolating them from that community. Relocation of residents took place during the design analysis. Despite efforts to identify other funding mechanisms to permit proceeding with construction, in 2007 the Housing Authority of the City of Pittsburgh determined that it was no longer able to move forward with the tax-credit application and subsequently the new construction due to financial constraints. Demolition of the already vacant Kelly Street High-rise, was completed in 2007.

Former residents of the Kelly Street high rise were kept informed of factors impacting the HACP and the resulting modifications of development plans. Communication efforts included mailings to all former residents and a meeting at the Auburn Towers high rise before relocation from that facility began in preparation of demolition there. Former residents of Kelly Street are now housed at the Fairmont, North Aiken, and Silver Lake mixed finance properties, other public housing developments, private market rate or assisted housing, or are receiving assistance via Section 8 Housing Choice Vouchers. HACP maintains a list of all former residents of Kelly Street and will keep them informed of future activities via mailings and meetings. Those residents also can contact the HACP to inquire about the status of the project.

HACP projected 2007 expenditures of \$2,000,000 related to Kelly Street demolition and pre-development activities. Significant costs associated with new development did not occur, resulting in significantly less than projected expenditures.

	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
<b>Kelly Street</b>		
HACP Capital	\$498,989	\$652,685
HOPE VI / Other HUD		
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$498,989</b>	<b>\$652,685</b>
<b>USES</b>		
Planning / Predevelopment		\$252,685
Demolition	\$498,989	\$400,000
Construction		
<b>TOTAL USES</b>	<b>\$498,989</b>	<b>\$652,685</b>

**Demolition Activity (Addison High Rise, Kelly Street, Garfield, St. Clair Village, Auburn Towers, Cove Place, Scattered Sites)**

During 2007, HACP continued work related to the demolition of obsolete, non-viable housing stock. These demolition activities included work at the Addison Highrise, which commenced in December 2007; The Kelly Street Highrise, which was completed in October 2007; 105 units in the Phase I area of the Garfield Family Community, which commenced in December 2007; Ninety-Nine (99) units at St. Clair Village, which was completed in 2007; Auburn Towers, which commenced abatement in 2007; and Scattered sites, which completed demolition of two units in 2007.

**Other Demolition Activity (Auburn Towers, Cove Place, Scattered Sites)**

The table below reflects figures for demolition activity not otherwise separately reported in this chapter. The below figures comprise demolition expenditures in 2007 for East Hills (\$747,402) and Cove Place (\$116,095.50); and obligations in 2007 for the abatement of Auburn Towers (\$277,000). Expenditures in 2007 associated with Cove Place (Glen Hazel) and East Hills were obligated in prior years but expensed in 2007. Further, 2 scattered site units with structural damage were demolished in 2007 via small contracts using operating funds at a cost of \$6,700.

HACP projected total 2007 expenditures of \$400,000 for projects not separately identified above, including \$300,000 for East Hills High Rise and \$100,000 for scattered sites. Higher than projected costs result from fewer 2006 payments on East Hills and Cove Place than projected. Projected St. Clair demo costs were included in the St. Clair projected costs above.

<b>St. Clair, Auburn, Cove Place, East Hills</b>	<b>2007 Obligations</b>	<b>2007 Actual Expenditures</b>
<b>Demolition Activity</b>		
HACP Capital		\$863,498
HOPE VI / Other HUD	\$277,000	
City of Pittsburgh		
Private Investment		
<b>TOTAL SOURCES</b>	<b>\$277,000</b>	<b>\$863,498</b>
<b>USES</b>		
Planning / Predevelopment		\$278,180
Demolition	\$277,000	\$585,318
Construction		
<b>TOTAL USES</b>	<b>\$277,000</b>	<b>\$863,498</b>

### **Special Needs Housing**

The HACP continued to explore opportunities to enter into partnerships to provide housing solutions to special needs populations. This included fulfilling commitments made to partners to support innovative approaches to the provision of housing to special needs populations.

### **Sojourner House**

HACP continues to work closely with Sojourner MOMS and the Allegheny County Department of Human Services to develop supportive housing for women with children with a dual diagnosis of both substance dependencies and mental health illnesses. The Financial closing on the 10 unit project occurred on September 29, 2006. The HACP committed \$1,300,000 in permanent loan financing in support of this \$2,386,413 project, which also includes commitments from the Pittsburgh Urban Redevelopment Authority, the Pennsylvania Housing Finance Agency, the Federal Home Loan Bank, and National City Bank. The Allegheny County Department of Human Services has made a commitment to fund the services that are a key component of the project. The units were expected to be completed in 2007, however, the project was delayed for most of 2007 while the developer secured a water and sewer planning permit. In late 2007, the developer completed final drawings for review by city officials and is planning for construction completion by May of 2008.

HACP projected 2007 expenditures of \$500,000 for Sojourner House. There were no expenditures related to this project in 2007.

## 7.0 CAPITAL PROGRAM – HOUSING PRESERVATION

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The HACP was successful in implementing several Housing Preservation Program goals for 2007. Limited funding forced prioritization of modernization and housing preservation activities.

The majority of work completed in 2007 related to the completion of 67 fully compliant UFAS Accessible housing units, and other improvements to buildings, common areas, and sites that were required by or incorporated into UFAS compliance work.

Major modernization work primarily for the purpose of UFAS compliance proceeded at PA-Bidwell, Glen Hazel High Rise, Allegheny Dwellings, Arlington Heights, and at numerous of HACP's smaller high rise buildings. Limited roof, mechanical system, cooling system and elevator upgrades were also completed at select locations.

Substantial design work for additional UFAS work was completed in preparation for work to be initiated in 2008 and 2009.

A variety of work items were postponed due to funding limitations encountered in 2007. This included UFAS related work at Bedford Dwellings, Homewood North, and Finello Pavilion, as well as numerous non-UFAS improvement items at a variety of locations.

As can be seen in the following table, during 2007, HACP implemented \$9.5 million of the \$13 million projected in the 2007 MtW Annual plan.

### **Table 7-1A FY 2005 Housing Preservation Capital Program Summary Update**

In the tables on the following pages, the *2007 Planned Expenditures* reflects the amount that HACP projected would be expended during 2007. The *Actual Obligated 2007* reflects the actual contract amounts that were newly obligated during 2007. The *Actual Expenditure 2007* reflects actual payments, regardless of when the obligation of funds occurred. The *Comments* column is the unchanged comments from the 2007 Annual Plan. The *Status as of December 31, 2007* provides information on the status of each item at the conclusion of 2007.

**Table 7-1 Housing Preservation Capital Program**

Community	Scope of Work	2007 Planned Expenditures	Actual Obligated 2007	Actual Expenditure 2007	Variance 2007 Planned vs Actual Expenditures	Comments	Status as of December 31, 2007
<b>Region I</b>							
<b>Addison Terrace / Additions</b>	Renovations/ Improvements	600,000	0	0	600,000	Planned improvements scheduled to begin in 2007 include electrical upgrades, entry stairs/doors, sitework, hardwire smoke detectors, community bldg roof. Improvements will be targeted based on need and redevelopment phasing plans.	All of these projects were removed from capital program plans for 2007 because Addison is being considered for redevelopment. Needed short term improvements will be re-evaluated based upon redevelopment phasing plans.
<b>Bedford Dwellings</b>	Roofs, 504/UFAS, other misc.	1,000,000	0	0	1,000,000	504/UFAS compliance work will begin in 2007. In addition, there will be some exterior painting and sitework performed during 2007.	The 504/UFAS work for 2007 was postponed due to budgetary constraints. The 504/UFAS work will begin during the second quarter of 2008.
<b>PA Bidwell</b>	Partial Comp Modernization	1,500,000	2,787,800	1,129,595	370,405	Planned improvements include kitchen & bathroom renovations, unit painting and flooring, and combining units to make UFAS compliant units. Work planned to begin by mid-2007 and be completed in 2008. Total project budget is \$4.3 million.	The renovations and improvements started in 5/07 and are in progress including making 20 units UFAS compliant. The scope of the work was scaled back to reduce costs, and contractor billing was behind schedule resulting in less than projected expenses.
<b>Pressley</b>	Various Improvements	100,000	0	0	100,000	2007 work plans include sitework, paint & carpet common areas, and electrical code repairs/upgrades	All these projects were removed from capital program plans due to budgetary constraints.
<b>Region II</b>							
<b>Allegheny Dwellings</b>	504/UFAS Upgrades and safety Items	1,500,000	0	1,523,316	-23,316	2007 work will focus on completing \$2 million in 504/UFAS renovations started in 2006. In addition, sitework and repairs of leaking basement are planned to begin in 2007. A new fire alarm system was installed in 2006 and final payments will be made in 2007.	The fire alarm work that started in 2005 was completed in 2007. Also fourteen (14) 504/UFAS units at Allegheny Dwellings were completed and certified in 2007.
<b>Northview Heights Community &amp; High-rise</b>	Roofs, electrical, and 504/UFAS	400,000	0	0	400,000	Required improvements at Northview include electrical repairs and various high rise code upgrades, security improvements, and roof replacement. These improvements, projected to total more than \$1 million, will begin by late 2007 and be completed in 2008. In addition, work will begin in late 2007 to make 5 units UFAS compliant.	The electrical and other upgrades including boiler replacements in the family community were removed from capital program plans for 2007 because of an on-going 504/UFAS units allocation analysis and ESCO planning. At the High-rise, the 504/UFAS work was postponed until 2008 due to budgetary constraints in 2007.

**Table 7-1 Housing Preservation Capital Program**

<b>Hamilton-Larimer</b>	Exterior bldg repairs	100,000	0	0	100,000	Exterior building caulk/paint and siding as necessary. .	The exterior building repairs were removed from capital program plans for 2007 due to budgetary constraints.
<b>Garfield Heights</b>	Site Work	200,000	0	0	200,000	Sitework in the areas of the community not part of Phase I demolition.	The site work project was cancelled in the area not part of Phase I due to budgetary constraints.
<b>Homewood</b>	504/UFAS Upgrades, other	1,200,000	0	0	1,200,000	Approximately \$3.6 million in UFAS work will begin by late 2007. In addition, some miscellaneous improvements to roofs and site will begin in 2007.	The 504/UFAS project was advertised and bids received but was postponed due to budgetary constraints. The 504/UFAS work is now scheduled for 2009.
<b>Region III</b>							
<b>Arlington Heights</b>	Sitework	700,000	670,000	670,000	30,000	HACP's in-house force account crews will begin work necessary to make 8 units fully UFAS compliant. In addition, work will be performed on the common area spaces and site to also make them UFAS compliant. Total cost is projected to be approximately \$1.4 million..	The HACP's in-house force account crews completed the 504/UFAS work in 2007 and the outside contractor substantially completed the site work to make 8 units fully UFAS compliant. Punchlist items were outstanding on the site work at the end of 2007 but scheduled to be completed during 2nd quarter of 2008.
<b>Murray Towers</b>	Common Area Improvements, 504/UFAS	100,000	0	151,095	-51,095	Common area paint and flooring. In addition, HACP will complete 504/UFAS compliance work started in 2006.	504/UFAS compliance work that started in 2006 was completed in 2007 and certified. Extra costs associated with building historic status resulted in geater than anticipated costs.
<b>Glen Hazel Family</b>	504/UFAS	200,000	57,000	119,000	81,000	HACP will complete 504/UFAS sitework and community space improvements started in 2006.	The 504/UFAS sitework that started in 2006 was completed and certified in 2007. Work on the 2nd floor at Glen Hazel Rec Center was cancelled because it would have been cost prohibitive to make the 2nd floor code compliant.
<b>Glen Hazel Highrise</b>	Partial Comprehensive Modernization	3,000,000	0	4,163,000	-1,163,000	Planned improvements include kitchen & bathroom renovations, unit painting and flooring, and UFAS renovations to 17 units. Total project budget is \$6.5 million. Work to begin in 2007 and be completed in 2008.	The contractors made significant progress in 2007 whereby 14 504/UFAS units were completed and certified. The project is scheduled to be completed in 2008. This project is ahead of schedule resulting in greater than projected expenditures.
<b>Mazza Pavilion</b>	Roof, 504/UFAS & Elevator	300,000	230,000	204,329	95,671	2007 plans include roof replacement, elevator repairs and completion of UFAS compliance work started in 2006.	Work continued on roof replacement, was nearly completed on elevator repairs, and was completed on UFAS work.
<b>Caliguiri Plaza</b>	504/UFAS	300,000	0	154,274	145,726	2007 plans include completion of UFAS compliance and other mechanical work started in 2006.	UFAS compliance and other mechanical work started in 2006 was completed in 2007. A greater prortion of the work was completed in 2006 than originally projected, reduding 2007 costs.



**Table 7-1 Housing Preservation Capital Program**

Community	Scope of Work	2007 Planned Expenditures	Actual Obligated 2007	Actual Expenditure 2007	Variance 2007 Planned vs Actual Expenditures	Comments	Status as of December 31, 2007
<b>Finello Pavilion</b>	Partial Comprehensive Modernization	500,000	0	55,000	445,000	Approx. \$1.5 million in various improvements including kitchen & bathroom renovations, unit painting and flooring, and UFAS renovations. Work is planned to begin late 2007 and to be completed in 2008.	Approx. \$1.5 million in various improvements including kitchen & bathroom renovations, unit painting and flooring, and UFAS renovations were postponed due to budgetary constraints. Work on a reduced scope will begin in 2008. 2007 expenditure resulted from design work.
<b>Morse Gardens</b>	Windows, Roofs, UFAS, Mech.	200,000	246,751	57,130	142,870	Planned improvements include partial window replacements, closeout of the roof, UFAS, and mechanical work started in 2006.	The partial window replacements work was cancelled due to budgetary constraints. Completed roof and mechanical work started in 2006. Obligated funding for elevators.
<b>Carrick Regency</b>	Roof, Common Areas, UFAS, mech	200,000	90,000	181,004	18,996	2007 improvements will include roof replacement, common areas paint and flooring and completion of UFAS and mechanical work started in 2006.	Completed 2007 improvements including roof replacement and completion of UFAS and mechanical work started in 2006. The common areas paint and flooring were cancelled.
<b>Gualtieri Manor</b>	UFAS, Boilers, Emergency Generators, Roof	100,000	0	116,911	-16,911	In 2007, work on UFAS, Boiler, and emergency generators that began in 2006 will be completed. In addition, work on the roof will begin in 2007.	In 2007, work on UFAS, Boiler, and emergency generators that began in 2006 were completed. The roof work was cancelled and may be included in the pending ESCO.
<b>Scattered Sites</b>	504/UFAS & Partial Mod	300,000	26,000	26,000	274,000	504/UFAS, partial mod 4 units, other miscellaneous	Cost is understated because the interior work on the units were done by force account crews. Also, completed Two 504/UFAS units instead of 5 as planned, partial mod of 4 units was cancelled because cost was prohibitive.
<b>Authority-Wide</b>							
<b>Police Station</b>	Roof Replacement	100,000	25,000	21,500	78,500	Roof Replacements @ Police Station.	Roof Replacement @ Police Station was cancelled because HACP disbanded the police force and returned the function and building to the City of Pittsburgh. Costs were associated with design work completed prior to city agreement to accept return of the building.
<b>Authority-wide</b>	Hazardous Materials Abatement	200,000	300,000	45,840	154,160	Remediation of Lead, Asbestos and other hazardous materials as necessary.	The Lead Remediation work started in late 2007 at Addison and will continue in 2008, and the contractor was late in billing for work completed in 2007.

**Table 7-1 Housing Preservation Capital Program**

Community	Scope of Work	2007 Planned Expenditures	Actual Obligated 2007	Actual Expenditure 2007	Variance 2007 Planned vs Actual Expenditures	Comments	Status as of December 31, 2007
Authority-wide	A/E Services	200,000	0	901,025	-701,025	A/E and professional services associated with the modernization projects.	A/E and other professional services associated with the modernization projects especially 504/UFAS projects. This included completion of design for projects to be undertaken in 2008 and 2009, unanticipated design modifications resulting from non-compliant original designs completed by firms no longer engaged by the HACP.
<b>TOTALS</b>		<b>13,000,000</b>	<b>4,432,551</b>	<b>9,519,019</b>	<b>3,480,981</b>		

## **8.0 MANAGEMENT INFORMATION FOR ASSISTED UNITS**

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### **Leased (Section 8) Units**

HACP continued to decrease families through attrition to bring program size in line with authorized funding levels. As of January 1, 2008, the number families assisted was 5563. The MTW Leased Housing Voucher Program will continue to monitor expenses and adjust program size to maintain appropriate leasing and expenditure levels.

During 2007, HACP continued to review departmental structure and processes. Target areas were identified to develop the most efficient and effective ways to deliver leased housing program functions. Changes resulting from the ongoing review effort have been implemented in various departmental procedures including the portability process, rent reasonableness process, and functions within the annual recertification process. Additional changes include enhanced computer generated reporting allowing improved monitoring of HCVP usage levels. All of these changes are designed to increase productivity.

In addition, a new quality control section was established to monitor critical program functions to assure accuracy, program compliance and effective delivery of services.

### **Ensuring Rent Reasonableness**

A new Contracting and Leasing Section was developed and made responsible for all contract and leasing functions. HACP used the assistance of an outside Fellowship program to assist in implementing an updated rent reasonableness module in the

HACP's Emphasys Elite voucher management software system. Rental data of over 1800 non-subsidized properties in the City of Pittsburgh was collected for use as comparables. The data was verified and was entered into the database from September 2007 through November 2007. In addition, staff was trained on the module in September 2007. The module was then activated and this automated system began to be used to access the rent reasonableness data. Additional Contract and Leasing Section staff have been assigned the responsibility of gathering rental data on a regular basis so that information remains current. The rental comparables were used for the processing of rent increases in late 2007 and are being used for all leasing processes in 2008. In 2008 the completion of the process will also remove the Housing Inspector from the negotiation of rents, while relying on his/her assessment of the subject property with respect to the key factors affecting reasonable rent calculations.

As part of the functions of the newly established quality control section within the Section 8 Department, staff monitoring of critical program functions including rent reasonableness began. Standards closely relating to those found under SEMAP Indicator #2 are being used in monitoring performance in this area.

### **Plans Regarding Expanding Housing Opportunities - Exception Payment Standards Areas:**

Because the HCVP is fully leased as a result of the HACP's aggressive efforts during FY 2005 and FY2006, the funding

limitations for the program continued to limit the HACP's use of Exception Payment Standards in FY 2007. Only those instances relating to reasonable accommodations for persons with disabilities were approved for exception payment standards. However, the Section 8 Department continued to market to landlords owning properties outside areas of poverty or minority concentrations as well as landlords with accessible homes through networking with landlord associations including ACRE-Pittsburgh and the Western Pennsylvania Real Estate Investors' Association. The HACP's housing search website, [www.apartmentsinpittsburgh.net](http://www.apartmentsinpittsburgh.net), continued to be an important resource both within the city of Pittsburgh and for suburban areas to link participants of the HCVP with landlords owning properties in non-poverty areas. In addition, the HACP staff worked with neighborhood groups within the city in an effort to foster relationships in the community and dispel misconceptions about the Housing Choice Voucher Program.

**Leased (Section 8) Units Inspections**

Description of Inspection Strategy: In 2007 HACP planned to monitor the inspection process and ensure 100% regulatory compliance by fully implementing its automated HQS inspection module. However, a series of technical issues with hardware and vendor supplied software have repeatedly delayed full implementation of this module, now expected to occur in FY 2008. HACP therefore continued manual recording of inspections and monitoring of performed inspections via regular quality control inspections using a sample size larger than the minimum normally required. 100% of required inspections were completed in 2007.

<b>Category:</b>	<b>FY 2006 Completed Inspections</b>	<b>FY 2007 Completed Inspections</b>
Annual HQS inspections	6,757	7536
Pre-contract HQS inspections	936	1440
HQS Quality Control Inspections:	216	159

**HQS Enforcement**

The HACP selected samples of files with passed HQS inspections for review to assure that staff enforced the HQS requirements. Documentation of life-threatening deficiencies is required to assure correction within 24 hours from the 1<sup>st</sup> inspection. Correction for non life-threatening deficiencies are documented with a correction date of no more than 30 calendar days from the 1<sup>st</sup> inspection, or from an HACP approved extension. If HQS deficiencies are not corrected within the required time frame, the HACP stopping the Housing Assistance Payment beginning no later than the first of the month following the end of the correction period.

**Change in Re-Examination Policies**

In 2007, the HACP changed its interim re-examination policy in the Housing Choice Voucher Program, reinstating a previous requirement for families to complete a formal interim re-examination when reporting changes in income, assets and family composition between annual re-examinations that meet

established criteria. This change increased program integrity in the Housing Choice Voucher Program by requiring families to promptly report all changes in family income, assets, size and composition, and pay a proportionate amount of rent in instances where substantial increases in income occur. However, by setting a threshold of \$100 per month or \$1,200 per year, smaller raises in wages will not be considered in the determination of rent until the next regular annual re-examination, thus providing an incentive for families to continue to steadily increase household incomes. Additionally, the change in the interim re-examination policy will reduced overall Housing Assistance Payments ("HAP") expense by requiring families to pay a reasonable amount of rent at all times, not only at the time of the regular annual re-examination.

#### **Adoption of Revised Minimum Rent Policy**

In 2007 the revision of the HACP's "minimum rent policy" in the Section 8 Housing Choice Voucher Program raised the minimum rent charged to a family from \$10 per month to \$50 per month. Specific HUD regulations require that a housing authority grant an exemption from the minimum rent if the family is unable to pay the minimum rent due to a financial hardship, and appropriate hardship exemption provisions are included in the revised Administrative Plan approved in 2007. This change in the HACP's Section 8 Housing Choice Voucher Program minimum rent is designed to reduce overall Housing Assistance Payments ("HAP") expense by requiring families to pay a reasonable amount of rent at all times, while providing an exemption to those families who are experiencing certain financial hardships.

## **HACP Owned and Managed Units**

### **Rent Collections**

See Table 8-4 for Rent Collection data from FY 2001 through FY 2007.

Rents uncollected for FY 2007 were 2.73%, an increase in rent collections of .49% from FY 2006 (3.22%). During FY 2007, rent collections in HACP-managed communities increased by .41% over FY 2006 (2.45% rents uncollected in FY 2007 vs. 2.86% rents uncollected in FY 2006) and rent collections in HACP privately managed communities increased by 1.16% (3.87% rents uncollected in FY 2007 vs. 5.03% rents uncollected in FY 2006.) The significant improvement in rent collections in HACP managed communities is partially a result of increased lease enforcement for rent delinquency and criminal activity. The significant improvement in rent collections in HACP privately managed communities is largely a result of improvements in HACP monitoring of HACP privately managed communities.

### **Work Order Turnaround**

During FY 2007, the HACP completed 41,043 total routine work orders with an average completion time of 2.85 days (vs. 3.32 days average completion time in FY 2006). (Routine work orders do not include cyclical or vacant unit turnaround work orders.) During this same period, the HACP completed or abated 2296 emergency work orders for the year and completed 99% in less than 24 hours.

### **Annual Inspections**

The HACP completed 100% of its unit and systems inspections for FY 2005.

### **Results of FY 2006 PHAS/REAC Physical Inspections**

HACP FY 2006 PHAS/REAC physical inspections are the most recent yearly inspections completed at HACP. FY 2007 inspections, to date (March 2008) remain in process. Table 8-3 provides PHAS/REAC physical inspections scores for FY 2000, 2001, 2003, 2004, 2005 and 2006. The HACP agency-wide inspection score for FY 2006 was 65.4 vs. 72.5 in FY 2005.

### **Safety and Security**

#### **HACP Police Force**

In 2007, the HACP and the City of Pittsburgh completed negotiations to coordinate the disbanding of the HACP Police Department and the hiring of interested and qualified HACP police officers by the City of Pittsburgh Police Department. These negotiations between the City and the Housing Authority also involved the Fraternal Order of Police and the Pittsburgh Housing Police Association. Low federal funding levels and the resulting need for the HACP to reduce costs was the primary driver of this effort. In pursuing steps to reduce costs, the HACP also pursued steps that would provide improved effectiveness of police and security services and above baseline police services to HACP residents.

These negotiations resulted in an agreement for the City to provide above baseline services to HACP residents and properties in exchange for payments from the HACP to the City for a limited period of time. Close monitoring of this agreement ensured the arrangement was effective. If the above baseline services were not provided and documented, payment would not be made and the agreement could be terminated.

In addition, the agreement included the transfer of certain HACP police department equipment to the City in an appropriate manner. This transfer was completed in a manner consistent with existing disposition policies, guidelines and regulations and HACP received fair market value for the transferred equipment.

The agreement also includes provisions regarding continued and improved information sharing between the police department and the HACP. Technical issues are still being resolved regarding efforts to automate information sharing while maintaining the privacy granted by law and governing the actions of both the HACP and the Pittsburgh Police Department. Manual information sharing continues. The objective is to provide timely information from the Police to the Housing Authority about incidents, reports, crimes and arrests that take place on HACP properties or properties receiving housing assistance through an HACP program. Conversely, HACP will provide timely information to the Pittsburgh Police on information that may be useful to them. Similar mutual information sharing efforts are underway between the HACP and the City of Pittsburgh Bureau of Building Inspection.

As of December 2007, the City of Pittsburgh police are routinely providing information to the HACP on arrests that occur on HACP property and any arrests where arrested persons provide an HACP property address to police. Information on police activity relating to properties receiving assistance through the leased housing voucher program are provided to the HACP upon request for information regarding specific addresses. Efforts to automate a cross-reference between crime report and arrest data and voucher program unit addresses without compromising privacy rules will continue in 2008. In addition, HACP voucher program inspectors and City Bureau of Building Inspection (BBI) inspectors (who work out of the same building) routinely share information on an informal basis and upon request regarding specific properties. Efforts to formalize information sharing arrangements and to identify and eliminate any possible redundancies between the two departments will continue in 2008. It should be noted the HQS standards used by HACP voucher program inspectors are, in many cases, more stringent than the local building codes used by BBI. In addition, BBI's enforcement efforts focus on new construction, rehabilitation, and improvement projects, and in response to complaints received.

These coordination efforts and monitoring of the contracted police services will continue in 2008.

**Additional HACP Security Initiatives include:**

**Advanced Surveillance Equipment** – The Pittsburgh Housing Authority Public Safety Department is currently working on

training City of Pittsburgh Police Officers on the use of the surveillance cameras within our Communities. Officers are using these cameras to view real time activity, conduct special investigation and to solve crimes. IN 2007, additional cameras were installed at Glen Hazel Heights and installation began at Homewood North. The use of the surveillance cameras has been an effective strategy to deter, prevent and prosecute crime occurring in HACP communities.

**HACP Security Force** – In 2007 HACP moved from in-house security guards to hiring an outside contractor to provide security services. Currently HACP has guards at all HACP senior buildings as well as HACP gatehouses at Northview Heights Estates. HACP has implemented a policy of requiring all guests to show identification to gain access to HACP's senior building, and to show identification at HACP's gatehouses for admittance onto our property at Northview Heights Estates.

HACP residents and staff have benefited from the professionalism of the contracted guards, achieved through better training and supervision.

**Tip Line & Silent Complaint Forms**

The Housing Authority continues to use the tip line and silent complaint forms to facilitate resident involvement. Silent Complaint forms are located at all management offices and in 2008 will be mailed out on a quarterly basis to residents. The Silent Complaint Forms and Tip Line are convenient and anonymous tools for HACP residents to use to report criminal activity in their communities.

**Community Meetings and interaction with the City Police**

Quarterly meetings occur with all City Zone Commanders to discuss top concerns in each community. Housing Staff and Residents attend to meet one on one with the Police Commander in charge of that area. They have direct communication to bring to the table ideas, suggestion and issues that affect them on a day-to-day basis.

Crime Prevention Officers were trained and presented crime prevention programs to residents of Housing Authority communities.



**Table 8-1a Family Communities – Number of Units and Occupancy**

	January 1, 2001			January 1, 2005			January 1, 2006			January 1, 2007			January 1, 2008		
	Total Units	Number/%	Occupied	Total Units	Number/%	Occupied	Total Units	Number/%	Occupied	Total Units	Number/%	Occupied	Total Units	Number/%	Occupied
1-1 Addison Terrace	781	575	75%	691	598	87%	691	589	85%	<b>691</b>	<b>569</b>	<b>82%</b>	<b>691</b>	507	73%
1-2 Bedford Dwellings	420	372	88%	420	372	89%	420	379	90%	<b>420</b>	<b>372</b>	<b>89%</b>	<b>420</b>	361	86%
1-4 Arlington Heights	516	104	20%	150	135	90%	150	133	89%	<b>150</b>	<b>132</b>	<b>88%</b>	<b>143</b>	131	92%
1-5 Allegheny Dwellings	282	240	85%	282	257	91%	282	231	82%	<b>282</b>	<b>235</b>	<b>83%</b>	<b>270</b>	241	89%
1-7 St. Clair Village	680	278	41%	456	216	47%	456	220	48%	<b>456</b>	<b>173</b>	<b>38%</b>	<b>357</b>	165	46%
1-8 Bedford Addition	460	386	84%	460	31	7%	460	0	0%	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	0	0%
1-9 Northview Heights	687	488	71%	579	373	64%	579	388	67%	<b>501</b>	<b>382</b>	<b>76%</b>	<b>501</b>	365	73%
1-10 Glen Hazel Cove Place	39	35	90%	39	20	51%	39	0	0%	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	0	0%
1-11 Hamilton-Larimer	30	14	47%	30	28	93%	30	29	97%	<b>30</b>	<b>28</b>	<b>93%</b>	<b>30</b>	29	97%
1-12 Garfield Family	326	276	85%	326	297	91%	326	301	92%	<b>326</b>	<b>252</b>	<b>77%</b>	<b>221</b>	186	84%
1-13 Addison Addition	45	44	98%	45	43	96%	45	43	96%	<b>45</b>	<b>40</b>	<b>89%</b>	<b>45</b>	39	87%
1-20 Homewood North	135	120	88%	135	122	90%	135	100	74%	<b>135</b>	<b>103</b>	<b>76%</b>	<b>135</b>	104	77%
1-22 Scattered Sites	82	77	94%	82	73	89%	81	65	80%	<b>81</b>	<b>62</b>	<b>77%</b>	<b>81</b>	72	89%
1-32 Glen Hazel Low Rise	104	97	93%	104	100	96%	104	103	99%	<b>104</b>	<b>101</b>	<b>97%</b>	<b>104</b>	103	99%
1-38 Glen Hazel Homes	15	14	93%	15	0	0%	14	0	0%	<b>10</b>	<b>0</b>	<b>0%</b>	<b>10</b>	2	20%
1-39 Scattered Sites	59	55	93%	59	51	86%	58	47	81%	<b>57</b>	<b>45</b>	<b>79%</b>	<b>57</b>	49	86%
1-42 Renova	18	16	89%	18	16	89%	18	15	83%	<b>18</b>	<b>17</b>	<b>94%</b>	<b>18</b>	17	94%
1-43 Scattered Sites	4	4	100%	4	4	100%	4	4	100%	<b>4</b>	<b>3</b>	<b>75%</b>	<b>4</b>	4	100%
1-50 Scattered Sites	25	23	92%	25	20	80%	25	19	76%	<b>25</b>	<b>19</b>	<b>76%</b>	<b>25</b>	22	88%
1-51 Scattered Sites	25	23	92%	23	20	87%	23	19	83%	<b>23</b>	<b>13</b>	<b>57%</b>	<b>23</b>	22	96%
1-52 Scattered Sites	30	30	100%	30	29	97%	30	26	87%	<b>30</b>	<b>22</b>	<b>73%</b>	<b>28</b>	27	96%
1-57 Glen Hazel Disabled	6	6	100%	6	6	100%	6	6	100%	<b>6</b>	<b>6</b>	<b>100%</b>	<b>6</b>	6	100%
1-62 Broadhead Manor	64	57	89%	64	22	34%	64	12	19%	<b>64</b>	<b>8</b>	<b>13%</b>	<b>64</b>	1	2%
<b>1-88 Manchester IVB</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>6</b>	6	100%
<b>1-90 Broadhead Acquisitions</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>13</b>	8	62%
<b>Total</b>	<b>4833</b>	<b>3334</b>	<b>69%</b>	<b>4043</b>	<b>2833</b>	<b>70%</b>	<b>4040</b>	<b>2729</b>	<b>68%</b>	<b>3458</b>	<b>2582</b>	<b>75%</b>	<b>3252</b>	<b>2467</b>	<b>76%</b>

Note: "Total Units" includes all HACP standing units including units that are offline awaiting demolition.

**Table 8-1b Senior Communities – Number of Units and Occupancy**

	January 1, 2001			January 1, 2005			January 1, 2006			January 1, 2007			January 1, 2008		
	Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied	
1-9 Northview Heights	190	70	36%	90	72	80%	91	79	88%	<b>91</b>	<b>78</b>	<b>86%</b>	<b>91</b>	88	97%
1-11 Auburn Tower	294	146	49%	294	66	22%	294	100	34%	<b>294</b>	<b>71</b>	<b>24%</b>	<b>294</b>	0	0%
1-12 Garfield Elderly	275	116	42%	275	0	0%	0	0	0%	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	0	0%
1-13 Addison Elderly	149	102	68%	149	90	60%	149	89	60%	<b>149</b>	<b>86</b>	<b>58%</b>	<b>149</b>	0	0%
1-14 Kelly St.	165	89	55%	132	69	52%	132	0	0%	<b>132</b>	<b>0</b>	<b>0%</b>	<b>0</b>	0	0%
1-15 PA-Bidwell	130	107	82%	130	96	74%	130	106	82%	<b>130</b>	<b>79</b>	<b>61%</b>	<b>130</b>	93	72%
1-17 Pressley St.	212	186	88%	212	150	71%	212	189	89%	<b>211</b>	<b>197</b>	<b>93%</b>	<b>211</b>	199	94%
1-29 East Hills	157	52	33%	157	0	0%	157	0	0%	<b>0</b>	<b>0</b>	<b>0%</b>	<b>0</b>	0	0%
1-31 Murray Tower	70	68	97%	70	66	94%	70	63	90%	<b>68</b>	<b>66</b>	<b>97%</b>	<b>68</b>	65	96%
1-33 Glen Hazel High Rise	111	94	85%	111	96	86%	111	95	86%	<b>111</b>	<b>81</b>	<b>73%</b>	<b>111</b>	70	63%
1-40 Brookline	30	26	87%	30	26	87%	30	26	87%	<b>30</b>	<b>26</b>	<b>87%</b>	<b>30</b>	25	83%
1-41 Caligiuri	104	101	97%	104	98	94%	104	102	98%	<b>104</b>	<b>103</b>	<b>99%</b>	<b>104</b>	103	99%
1-44 Finello Pavilion	60	58	97%	60	56	93%	60	56	93%	<b>60</b>	<b>49</b>	<b>82%</b>	<b>60</b>	47	78%
1-45 Morse Gardens	70	67	96%	70	70	100%	70	69	99%	<b>70</b>	<b>68</b>	<b>97%</b>	<b>70</b>	67	96%
1-46 Carrick Regency	66	62	94%	66	62	94%	66	63	95%	<b>66</b>	<b>62</b>	<b>94%</b>	<b>66</b>	61	92%
1-47 Gualtieri Manor	31	26	84%	31	28	90%	31	23	74%	<b>31</b>	<b>27</b>	<b>87%</b>	<b>31</b>	30	97%
<b>Total</b>	<b>2114</b>	<b>1370</b>	<b>65%</b>	<b>1981</b>	<b>1045</b>	<b>53%</b>	<b>1706</b>	<b>1060</b>	<b>62%</b>	<b>1547</b>	<b>993</b>	<b>64%</b>	<b>1415</b>	848	60%

Note: "Total Units" includes all HACP standing units including units that are offline awaiting demolition.

**Table 8-2 Mixed Finance Units – Number of Units and Occupancy**

	January 1, 2001			January 1, 2005			January 1, 2006			January 1, 2007			January 1, 2008		
	Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied		Total Units	Number/ % Occupied	
1-3 Allequippa	84	84	100%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
1-64 New Pennley Place	38	38	100%	39	39	100%	39	39	100%	39	39	100%	39	39	100%
1-66 Oak Hill MROP	99	99	100%	80	79	99%	80	76	95%	80	77	96%	80	75	94%
1-68 Oak Hill Phase 1A	97	97	100%	97	96	99%	97	96	99%	97	97	100%	97	97	100%
1-72 Manchester I	20	20	100%	20	20	100%	20	20	100%	20	18	90%	20	20	100%
1-73 Christopher Smith	25	25	100%	25	23	92%	25	25	100%	25	24	96%	25	25	100%
1-74 Manchester II	25	25	100%	25	25	100%	25	25	100%	25	25	100%	25	25	100%
1-75 Manchester III	18	18	100%	18	18	100%	18	28	100%	18	18	100%	18	18	100%
1-76 Oak Hill Phase 1B	101	101	100%	101	101	100%	101	99	98%	101	100	99%	101	99	98%
1-78 Manchester IVA	23	23	100%	23	19	83%	23	22	96%	23	23	100%	23	21	91%
1-79 Oak Hill Phase 1C	0	0	0%	96	93	97%	96	94	98%	96	93	97%	96	96	100%
1-80 Silver Lake	0	0	0%	75	74	99%	75	73	97%	75	74	99%	75	69	92%
1-81 Oak Hill Phase 1D	0	0	0%	56	56	100%	56	55	98%	56	56	100%	56	53	95%
1-82 Bedford Phase 1A	0	0	0%	24	23	96%	24	24	100%	24	24	100%	24	24	100%
1-82 Bedford Phase 1B	0	0	0%	50	50	100%	50	50	100%	50	50	100%	50	50	100%
1-85 North Aiken	0	0	0%	62	62	100%	62	60	97%	62	61	98%	62	62	100%
1-86 Fairmont	0	0	0%	0	0	0%	0	0	0%	50	50	100%	50	50	100%
<b>1-87 The Legacy</b>	0	0	0%	0	0	0%	0	0	0%	0	0	0%	90	90	100%
<b>Total</b>	<b>530</b>	<b>530</b>	<b>100%</b>	<b>791</b>	<b>778</b>	<b>98%</b>	<b>791</b>	<b>786</b>	<b>99%</b>	<b>841</b>	<b>829</b>	<b>99%</b>	<b>931</b>	913	98%

**Table 8-3 FY 2000 - 2001 – 2004 REAC Inspection Scores**

	2000	2001	2003	2004	2005	2006
1-1 Addison Terrace	46c	78c	69c	54c	69c	61c
1-2 Bedford Dwellings	70c	86c	62c	46c	70b	61c
1-4 Arlington Heights	64c	89b	81b	60b	73c	83c
1-5 Allegheny Dwellings	56c	93b	68b	50c	81c	66c
1-7 St. Clair Village	50c	76c	69c	46c	70b	70b
1-8 Bedford Addition	49c	81c	50c	49c	-	-
1-9 Northview Heights	41c	84c	68b	48c	68c	35c
1-10 Glen Hazel Heights	70c	67c	60c	-	-	-
1-11 Hamilton-Larimer/Auburn	44c	94b	41b	40c	64c	75b
1-12 Garfield Heights	28c	87b	67b	26c	55c	39c
1-13 Addison Addition	39c	82b	69c	56c	62c	61c
1-14 Kelly Street	61c	93c	72b	73c	-	-
1-15 PA-Bidwell	74c	94c	71b	67c	83b	96b
1-17 Pressley Street	45c	97b	97a	76c	96a	91b
1-20 Homewood North	43c	82c	67c	51c	47c	-
1-22 Scattered Sites	66c	86c	60b	61c	76c	52c
1-29 East Hills	43c	88c	-	-	-	-
1-31 Murray Tower	83b	93b	95b	80b	79b	80b
1-32 Glen Hazel Low Rise	62c	85b	61b	74c	57c	45c
1-33 Glen Hazel High Rise	58b	67c	85c	78c	81b	65b
1-38 Glen Hazel Homes	72c	75c	100a	-	-	-
1-39 Scattered Sites	57c	94c	56c	55c	60c	88b
1-40 Frank Mazza Pavilion	88a	99a	98b	76c	78b	95b
1-41 Caligiuri	69c	98b	88b	60c	66c	86b
1-42 Renova	63b	90b	78c	78c	73b	81b
1-43 Scattered Sites	94a	90b	93a	89b	76c	63b
1-44 Finello Pavilion	85c	96b	88a	77c	82b	67b
1-45 Morse Gardens	72b	99c	79a	63c	75c	58c
1-46 Carrick Regency	95b	83b	82b	82b	86a	82b

**Table 8-3 FY 2000 - 2001 – 2003 REAC Inspection Scores (continued)**

	<b>2000</b>	<b>2001</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
1-47 Gualtieri Manor	53c	96b	91b	33b	<b>88b</b>	<b>58b</b>
1-50 Scattered Sites	67c	91b	54c	58c	<b>59c</b>	<b>54c</b>
1-51 Scattered Sites	83c	80c	77b	54c	<b>74c</b>	<b>70b</b>
1-52 Scattered Sites	74b	89b	71b	47c	<b>56c</b>	<b>39c</b>
1-57 Glen Hazel - Wheelchair	74a	93a	87b	76c	<b>92a</b>	<b>88b</b>
1-62 Broadhead Manor	58c	82c	68c	63b	<b>68b</b>	<b>65b</b>
1-64 New Pennley Place	-	96b	96b	77c	<b>95a</b>	<b>92b</b>
1-66 Oak Hill MROP	-	89b	96b	82c	<b>85b</b>	<b>72c</b>
1-68 Oak Hill Phase 1A	77c	98a	99a	86b	<b>86b</b>	<b>88b</b>
1-72 – Manchester I	79b	99a	89b	96a	<b>77b</b>	<b>65c</b>
1-73 Christopher Smith	93b	98a	99a	91b	<b>74b</b>	<b>66a</b>
1-74 Manchester II	72c	95b	84b	75c	<b>69c</b>	<b>75c</b>
1-75 Manchester III	-	100b	94b	87c	<b>83c</b>	<b>71b</b>
1-76 Oak Hill Phase 1B	70c	99b	98b	97c	<b>90c</b>	<b>82c</b>
1-78 Manchester IVA	76c	97a	89b	71c	<b>62c</b>	<b>52c</b>
1-79 Oak Hill Phase 1C	-	-	99b	92c	<b>88c</b>	<b>96a</b>
1-80 Silver Lake	-	-	-	94c	<b>99a</b>	<b>95b</b>
1-81 Oak Hill Phase 1D	-	-	-	99a	<b>92b</b>	<b>98b</b>
1-82 Bedford Hills Phase 1A	-	-	-	99a	<b>96b</b>	<b>95b</b>
1-83 Bedford Hills Phase 1B	-	-	-	99b	<b>98a</b>	<b>88b</b>
1-85 North Aiken	-	-	-	-	<b>94a</b>	<b>91b</b>
1-86 Fairmont	-	-	-	-	-	-
<b>Total</b>	<b>50.7</b>	<b>85.6</b>	<b>71.0</b>	<b>56.4</b>	<b>72.5</b>	<b>65.4</b>

**Table 8-4 – Rents Collected**

**Dwelling Rent Only**

<b>Fiscal Year</b>	<b>Rent Run</b>	<b>Rental Payments</b>	<b>% Collected</b>	<b>% Uncollected</b>	<b>Total</b>
<b>FY 2001</b>	9,958,064	9,624,059	96.65%	3.35%	100%
<b>FY 2002</b>	9,535,564	9,325,018	97.79%	2.21%	100%
<b>FY 2003</b>	9,422,391	9,198,250	97.62%	2.38%	100%
<b>FY 2004</b>	10,123,879	9,819,467	96.99%	3.01%	100%
<b>FY 2005</b>	9,802,390	9,570,583	97.64%	2.36%	100%
<b>FY 2006</b>	9,967,476	9,646,419	96.78%	3.22%	100%
<b>FY 2007</b>	10,189,408	9,911,556	97.27%	2.73%	100%

**Table 8-5 - Projected vs. Actual Occupancy by site**

	<u>Projected – October 1, 2007</u>			<u>Actual – December 31, 2007</u>			<u>Differ ence</u>	<u>Notes</u>
	<u>Unit Count</u>	<u>Number Occupied</u>	<u>Percent Occupied</u>	<u>Unit Count</u>	<u>Number Occupied</u>	<u>Percent Occupied</u>		
1-1 Addison Terrace	691	630	91.17%	691	507	73.37%	-123	Many factors, including enhanced lease enforcement and rent collections contributing to high turnover, age of units causing longer turnaround, and overly optimistic goals create this difference. See the 2008 Annual Plan for detailed information on plans to address this.
1-2 Bedford Dwellings	420	350	83.33%	420	361	85.95%	11	
1-4 Arlington Heights	150	134	89.33%	143	131	91.61%	-3	
1-5 Allegheny Dwellings	282	247	87.59%	270	241	89.26%	-6	
1-7 Saint Clair Village	301	206	68.44%	357	165	46.22%	-41	Many factors, including enhanced lease enforcement and rent collections contributing to high turnover, units held vacant during assessment for revision of short and long-term plans, lower than anticipated demand for this property and overly optimistic goals create this difference. See the 2008 Annual Plan for detailed information on plans to address this.

**Table 8-5 - Projected vs. Actual Occupancy by site**

1-9 Northview Heights	592	522	88.18%	592	453	76.52%	-69	Many factors, including enhanced lease enforcement, rent collections, and substantially enhanced security contributed to high turnover, units held vacant during assessment and identification of units for potential UFAS conversions, and overly optimistic goals create this difference. See the 2008 Annual Plan for detailed information on plans to address this.
1-11 Hamilton Larimer	324	96	29.63%	30	29	96.67%	-67	Relocation in prep for Auburn Towers Demolition completed earlier than projected.
1-12 Garfield Heights	326	209	64.11%	221	186	84.16%	-23	Re-occupancy of phase two and three units vacated as relocation resources slowed in anticipation of accelerated Phase 2.
1-13 Addison Addition	45	40	88.89%	45	39	86.67%	-1	
1-15 PA Bidwell High Rise	130	68	52.31%	120	93	77.50%	25	Modernization and UFAS unit construction ahead of schedule
1-17 Pressley High Rise	212	205	96.70%	211	199	94.31%	-6	
1-20 Homewood North	135	105	77.78%	135	104	77.04%	-1	
1-31 Murray Towers	70	68	97.14%	68	65	95.59%	-3	
1-32 Glen Hazel Duplexes	104	101	97.12%	104	103	99.04%	2	
1-33 Glen Hazel High Rise	111	80	72.07%	97	70	72.16%	-10	Re-occupancy of renovated units completed slower than expected.
1-40 Brookline Terrace	30	30	100.00%	30	25	83.33%	-5	Modernization work completed later in the year than projected.
1-41 Allentown High Rise	104	101	97.12%	104	103	99.04%	2	



**Table 8-5 - Projected vs. Actual Occupancy by site**

1-44 South Oakland (Finello)	60	52	86.67%	60	47	78.33%	-5	UFAS work delayed, extending the period of vacancy for more units.
1-45 Morse Gardens	70	64	91.43%	70	67	95.71%	3	
1-46 Carrick Regency	66	65	98.48%	66	61	92.42%	-4	Modernization/UFAS work delayed extending vacancy period.
1-47 Gualtieri Manor	31	31	100.00%	31	30	96.77%	-1	
**Scattered Sites (8)	251	218	86.85%	265	221	83.40%	3	Projections did not anticipate addition of Manchester Units to scattered sites and acquisition of Broadhead replacement units by October 1.
1-57 Glen Hazel Accessible	6	6	100.00%	6	6	100.00%	0	

\*\* Unit count includes PA 22, 38, 39, 42, 43, 50, 51, 52, 88 and 90.

Note: Occupancy of all privately managed developments was within 1 or 2 units of projected level.

**Table 8-6 Site Financial Information - Budgets and Actuals by Site**

	Addison - 001		Bedford - 002		Arlington - 004		Allegheny - 005		Saint Clair Village - 007	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Revenue</b>										
<b>Dwelling Rental</b>	1,398,011	1,234,870	702,015	694,525	210,440	229,060	374,872	392,128	566,943	485,544
<b>Other Income</b>	94,828	96,247	48,243	55,482	10,903	11,361	34,617	39,233	33,877	27,947
<b>Subsidy</b>	2,788,969	2,919,236	1,506,875	1,841,774	540,445	731,354	952,580	1,210,317	873,991	1,050,749
<b>Total</b>	4,281,808	4,250,354	2,257,133	2,591,781	761,788	971,775	1,362,069	1,641,678	1,474,811	1,564,240
<b>Expenses</b>										
<b>Administrative</b>	976,131	1,046,266	559,591	613,271	211,334	220,487	392,101	397,505	421,554	389,759
<b>Utilities</b>	1,724,958	1,859,219	2,495,855	1,312,524	359,735	308,400	474,302	504,855	795,026	813,610
<b>Maintenance</b>	1,417,767	1,046,855	762,745	724,732	245,596	394,943	427,808	357,905	435,766	650,768
<b>Other</b>	99,145	128,352	58,086	58,086	39,710	12,198	35,000	46,809	6,120	180,426
<b>Total</b>	4,218,002	4,080,693	3,876,276	2,708,612	856,374	936,029	1,329,210	1,307,074	1,658,466	2,034,563
<b>Profit (Loss)</b>	63,806	169,661	(1,619,143)	(116,831)	(94,586)	35,747	32,859	334,604	(183,655)	(470,323)

The numbers presented here are unaudited and represent fair site by site financial information for 2007.

In 2008, HACP will improve mechanisms and calculations for fee for service charges, materials charges, cross-site charges and other expenses and income to produce more refined and accurate information.

**Table 8-6 Site Financial Information - Budgets and Actuals by Site - continued**

	<b>Northview Heights - 009</b>		<b>Garfield Heights - 012</b>		<b>PA-Bidwell - 015</b>		<b>Pressley Street - 017</b>		<b>Homewood North - 020</b>	
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>
<b>Revenue</b>										
<b>Dwelling Rental</b>	1,190,383	1,199,891	807,638	617,884	273,511	248,790	492,677	540,695	256,990	277,917
<b>Other Income</b>	64,158	60,355	55,226	45,070	6,669	3,047	8,672	7,172	17,352	16,459
<b>Subsidy</b>	1,861,015	2,153,090	1,145,784	1,001,323	433,631	596,750	762,059	919,968	438,069	603,654
<b>Total</b>	3,115,556	3,413,336	2,008,648	1,664,277	713,811	848,587	1,263,408	1,467,835	712,411	898,030
<b>Expenses</b>										
<b>Administrative</b>	733,771	749,266	452,193	468,724	173,511	184,934	292,758	290,870	212,698	149,785
<b>Utilities</b>	1,582,902	1,259,127	1,157,227	962,092	277,244	228,432	344,212	370,693	417,202	396,736
<b>Maintenance</b>	1,021,894	1,054,589	475,485	668,758	132,079	197,358	356,391	193,833	208,000	313,292
<b>Other</b>	58,448	62,650	35,000	42,222	9,723	4,402	37,182	6,858	17,000	28,030
<b>Total</b>	3,397,015	3,125,632	2,119,906	2,141,796	592,557	615,125	1,030,543	862,253	854,900	887,844
<b>Profit (Loss)</b>	(281,459)	287,704	(111,258)	(477,518)	121,254	233,462	232,865	605,582	(142,489)	10,186

**Table 8-6 Site Financial Information - Budgets and Actuals by Site - continued**

	Scattered Sites		Murray Towers - 031		Glen Hazel Family		Glen Hazel High Rise		Brookline/Mazza - 040	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Revenue</b>										
<b>Dwelling Rental</b>	322,428	371,172	153,887	171,957	419,732	432,599	241,044	229,792	90,381	91,609
<b>Other Income</b>	(28,828)	9,986	362	528	20,642	8,242	12,165	968	165	43
<b>Subsidy</b>	697,255	809,809	254,185	315,131	480,394	542,931	390,311	408,113	106,696	174,762
<b>Total</b>	990,855	1,190,967	408,434	487,615	920,768	983,773	643,520	638,873	197,242	266,413
<b>Expenses</b>										
<b>Administrative</b>	290,578	275,034	106,371	156,860	205,069	268,425	160,759	141,057	49,773	37,624
<b>Utilities</b>	251,215	289,479	95,211	114,664	350,018	388,615	377,743	107,670	55,945	50,871
<b>Maintenance</b>	377,549	362,964	63,124	94,178	222,056	396,417	185,738	110,765	87,567	48,223
<b>Other</b>	14,379	8,874	2,000	30,748	15,000	44,548	1,888	12,521	750	154
<b>Total</b>	933,721	936,351	266,707	396,451	792,143	1,098,005	726,128	372,012	194,036	136,872
<b>Profit (Loss)</b>	57,134	254,616	141,727	91,164	128,625	(114,232)	(82,608)	266,860	3,206	129,541

**Table 8-6 Site Financial Information - Budgets and Actuals by Site - continued**

	<b>Allentown/Caliguiri - 041</b>		<b>S. Oakland/Finello - 044</b>		<b>Morse Gardens -045</b>		<b>Carrick Pietragallo 046</b>		<b>Beechview Gualtieri 047</b>	
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>
<b>Revenue</b>										
<b>Dwelling Rental</b>	227,183	234,651	105,718	106,079	156,260	157,378	153,954	154,234	69,059	70,171
<b>Other Income</b>	1,636	2,132	616	1,093	1,021	1,543	1,331	666	170	240
<b>Subsidy</b>	385,088	448,446	218,812	240,128	263,323	302,749	243,647	291,719	108,555	157,717
<b>Total</b>	613,907	685,229	325,146	347,300	420,604	461,670	398,932	446,619	177,784	228,128
<b>Expenses</b>										
<b>Administrative</b>	167,440	175,611	106,078	72,044	97,655	81,017	90,669	77,632	53,232	40,759
<b>Utilities</b>	133,612	129,543	180,325	234,407	85,063	99,850	77,961	100,883	55,379	56,929
<b>Maintenance</b>	117,044	115,226	122,382	89,168	149,274	134,383	115,037	130,401	91,699	60,341
<b>Other</b>	3,000	35,760	53,082	47,604	1,000	583	3,906	213	341	14,672
<b>Total</b>	421,096	456,140	461,867	443,222	332,992	315,833	287,573	309,129	200,650	172,701
<b>Profit (Loss)</b>	192,811	229,089	(136,721)	(95,922)	87,612	145,838	111,359	137,490	(22,866)	55,427

**Table 8-7 FY 2007 Work Orders Completed by Community (HACP-Managed Only)**

CommunityName	CountOfCommunityName
Addison Terrace	5547
Allegheny Dwellings	1861
Allentown (Caliguiri)	289
Arlington Heights	1148
Auburn Towers	884
Bedford Dwellings	2564
Broadhead Manor	90
Caliguiri High-rise	754
Carrick Regency	416
East Hills High-rise	1
Finello High-rise	382
Frank Mazza Pavilion	216
Garfield Heights	2487
Glen Hazel	1760
Glen Hazel High Rise	675
Gualtieri Manor	316
Homewood North	1622
Kelly Street High-rise	63
Mazza Pavillion	82
Morse Gardens	564
Murray Towers	724
Northview Heights	5198
Pennsylvania Bidwell	817
Pressley Street High Rise	1883
Scattered Sites	1792
South Oakland	96
St. Clair Village	2354
<b>Total</b>	<b>34585</b>

## 9.0 RESIDENT PROGRAMS

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In 2007, the HACP continued its efforts to develop its programs and improve integration of HACP programs with both internally and externally provided resident services. Specifically, the HACP worked to develop its Realizing Economic Attainment For Life (REAL) Family Self-Sufficiency Program, including its Resident Employment Program component.

Improved collaboration and integration across programs, especially with the Allegheny County Department of Human Services, was a priority area. Continuing implementation of the Community Planning model and further development of programs targeting youth were also significant focus areas in 2007.

### REAL/Family Self-Sufficiency Program

The HACP REAL (Realizing Economic Attainment for Life) Program accomplished the following in 2007:

<b>REAL - LIPH FSS</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Residents enrolled in FSS.	658	835	347
Residents assisted with recertification.	337	782	527
Residents enrolled in home ownership.	123	75	38
Residents employed (of FSS participants)	181	222	254
Residents actively accruing Escrow Account funds	29	42	50
Total Accrued Escrow Account funds	\$ 13,514	\$ 29,941	691,861
Residents purchased a home	0	1	2

<b>REAL - Section 8 HCV FSS</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Residents enrolled in FSS.	316	314	262
Residents enrolled in home ownership.	170	107	95
Residents employed (of FSS participants)	161	222	174
Residents with Escrow Accounts	120	111	162
Residents actively accruing Escrow Account funds	66	44	126
Total Accrued Escrow Account funds	\$ 360,242	\$ 296,846	\$250,713
Residents purchased a home	9	12	11

## Improvements & Enhancement to the REAL FSS Program

The REAL Program continued its efforts to improve program efficiency and performance. The major focus in 2007 was implementation of *Tracking At-A-Glance* case management software. This new software will enhance the ability of program staff to track the activity of participants and monitor the performance of collaborating and referral agencies. It will also streamline the production of reports on specific progress measures to assist in assessing participant success, employee performance, and program effectiveness. Training of staff, integration of the software so that it will effectively communicate with the HACP's Empahsys Elite management software, and entering data to transfer existing paper records to the software was completed in 2007.

The REAL FSS program enrollment levels were below targets, and two factors relating to the software implementation had a direct impact on this result. First, the time consuming effort to train staff and complete transfer of data into the new system significantly inhibited new recruitment activities. Second, the data entry process forced a review of all files, and combined with the automatic notices from the new software regarding inactive or non-performing participants, resulted in substantial numbers of participants exiting the program either voluntarily or through termination for failure to actively pursue or meet interim goals. An increase in the contact standard to at least one time per month also limited the availability of staff for recruitment activities.

On the other hand, the services provided to participants continued to be of high quality. The outcome results as remained steady despite the decline in enrollments,

demonstrating the effectiveness of the program for those residents who actively engage. This is reflected in the numbers of participants employed, accruing escrow, and completing home purchases. The slight decline in Section 8 HCV participants employed is in part due to the program's success, as twelve participants graduated, five reached fair market rent levels and 'incomed out' of the program, four ported out to other jurisdictions, and eleven achieved homeownership.

The continued decline in new families enrolled in homeownership reflects the declining pool of families who are both eligible for the homeownership program and were not previously enrolled. It should be noted that not all of the REAL program participants who became homeowners were participants in the HACP homeownership program.

REAL Staff Activity Standards – The contact frequency and priority standards for the REAL Program Service Coordinators serving residents in public housing and the Section 8 Family Self-Sufficiency Program continued to be a part of the programs' criteria in 2007. This standard requires that the participant would be contacted a minimum of 12 times per year, at least once per month, including six phone contacts and six face-to-face contacts. The resident' support requirement would be rated based upon his or her need, and the following standard would then apply:

- Weekly visits from the Service Coordinator. A client who may be in crisis, who may be involved with eviction, CYS or a family situation needing intense monitoring.



- Bi-weekly contact from the Service Coordinator. A client seeking work/training and not involved in an emergency/crisis situation.
- Monthly contact from the Service Coordinator. Clients involved in a working/training, who require minimal follow-up. The Service Coordinator and the Client determine the level of priority unless the Supervisor felt that more or less support is required.

### **Resident Employment Program**

The Resident Employment Program continues to provide and/or coordinate a variety of direct service, assessment, referral and training opportunities for residents including drug and alcohol screening, GED assistance, employment pre-orientation, job interview preparation and Section 3 and other job referrals. The Resident Employment Program placed sixty-seven (67) residents in Section 3 positions and one hundred eighty-one (181) residents in positions ranging from production workers to landscapers. Five hundred thirty-six (536) residents were recruited and enrolled into the employment program.

The program provided entry level training in the following areas:

- Home Health Aide Training
- OSHA Safety Training
- Asbestos Certification
- Painting (Sherman Williams)
- Construction

Some of the 2007 accomplishments of the Resident Employment Program include:

- 9 Resume/Employment Workshops held with 31 participants
- 11 Pre-Orientations and Orientation Sessions held with 202 participants
- 21 referrals to the Minority Women’s Educational Labor Agency Carpentry and Drywall Industry union affiliated training program, with 10 enrollments
- 5 Home Health Aide Classes held with 35 participants and 27 graduates who gained employment
- Adult Computer Literacy Course completed by 20 residents
- Computer donation program provided refurbished computers to 30 program participants
- 1 Mega Job Fair held with 28 participating employers and 169 job seekers
- 67 section 3 construction job placements
- 181 Year-to-date Job Placements in a variety of positions including 67 construction positions, 27 home health aides, and over 20 additional job categories
- Average starting wage rate for all placements was \$9.00/hr.
- 55% of those placed have retained employment

The Resident Employment Program also collaborates with a variety of agencies to facilitate enrollment of program participants into programs that will best meet the particular participants need and will provide the best opportunity for success. Collaborating programs and agencies include the following:

- The Pittsburgh Partnership, an agency created by the City of Pittsburgh to administer Workforce Investment Act programs and services in cooperation with the Three Rivers Workforce Investment Board. Programs include the Single Point of Contact (SPOC) program, which assists city residents with life skills, training and employment needs.

- CareerLinks Centers and on-line assistance programs. Careerlink is the state of Pennsylvania's Workforce Investment Act initiative, and provides job search, training, opportunity identification and placement assistance. The Three Rivers Workforce Investment Board guides policy for Pittsburgh area CareerLink centers and programs.
- The Work Center, a subsidiary of the Re-employment Transition Center, which assists welfare to work program participants to enter a career field or training program.
- Job Links/Hill Oakland Workforce Collaborative that works with city residents to enhance employment opportunities and meet employment training needs.
- Non Custodial Parent Program at the Hill House Association, which assists men 18 and older with children to enter building trades training or other employment.
- Northside Leadership Council's Employment Program that targets residents of the Northside for assistance.
- Housing Opportunities Unlimited which assists residents of the Oak Hill mixed income community to improve their employment situation.
- Garfield Jubilee Association's Youthbuild Program recruiting Bedford Dwellings and Addison Terrace residents ages 16-24.
- Bloomfield-Garfield Corporation's Youth Development Center which is a Youth Employment Satellite Center, linking youth to training and employment opportunities
- Urban League of Pittsburgh, which provides a wide range of social services to city residents. Special programming assists adjudicated youth with life skills and job placement.
- Sherwin-Williams painting company sponsors a 'Homework Paint Project' to assist residents with professional and lead base painting skills. Every

participant received a certificate. A class was held in September 2007.

- Mistick Corporation work as a partnership to conduct an Occupational Safety & Health Administration (OSHA ) training. This training will add skills to residents who are interested in demolition work.
- East Liberty Development Inc. - The Resident Employment Coordinator serves on their Section 3 Advisory board to act as an advisor to the Section 3 Coordinator and to ensure residents opportunities to gain construction work in the East Liberty area.
- HACP Development and Modernization Department and their contractors – the success of HACP's Section 3 employment efforts would not be possible without the strong working relationship between the Resident Employment Program and the Contract Administrators in the Development and Modernization Department.

**Coordination with Site-Based Management** – The REAL Program Service Coordinators working in the Low Income Public Housing (LIPH) communities continued to meet with the Site Base Managers in their regions on a regular basis to address re-certification and other issues of the residents, including those that could lead to eviction. This relationship with the Site Management Office allows the Service Coordinator the opportunity to be a part of the team working with residents and developing resolutions to challenges or conflicts.

In order to further the goals of cooperation between resident service programs and site management, the Department of Resident Self-Sufficiency and Asset management department (including Real Estate Asset Managers, Site Managers and

Assistant Managers) held a joint retreat to improve communications and discuss the challenges of working together in a Site Based Model. The group developed a newsprint summary, which has resulted in the following activities designed to improve communication and cooperation:

- Site Team visits to elderly living in family communities
- Asset Management representatives attending the monthly Tenant Council Presidents meeting
- Asset Managers and Resident Self-Sufficiency working together on community projects and cleaning/upgrading amenities
- Asset Management, Resident Self-Sufficiency, and Tenant Councils participating in Pittsburgh Police Zone Safety Meetings and receiving training in the use of the Citizen Observer computer notification system.

### **Improving Collaboration and Integration Across Programs**

In 2007, HACP increased its efforts to collaborate with the Allegheny County Department of Human Services (ACDHS) to provide direct linkages to mental health, drug and alcohol outreach and treatment services. The result of these efforts was a new intergovernmental agreement with the Allegheny County Department of Human Services.

Under this agreement, the ACDHS will designate specific staff to conduct outreach to link public housing residents to drug and alcohol treatment services. In addition, designated staff are identified to respond to situations, conduct evaluations and provide services and/or referrals in situations where mental health services may be required. This is a great resource for HACP's REAL Service Coordinators.

In addition, the HACP worked to improve its efforts in the following areas:

- Collaboration between groups serving youth 13-18 years of age and adults
- Coordination between the Resident Employment Program and community sites
- Involvement of residents in the decision to place programs in their communities/site

Working with the members of the Providers Council, the HACP implemented the following changes:

- Secured an intergovernmental agreement with Allegheny County Department of Human Services for Mental Health, Drug and Alcohol abuse services including assessments and treatment.
- Held a monthly service provider meeting to discuss program collaborations and community issues.
- Established a process to consult with Resident Councils when new providers are approved for a community.
- Involved Service Coordinators in recruiting residents for Section 3 opportunities from every HACP community. In addition, training is provided at the site level when possible.
- The Resident Employment Program sends notices to each household when a Section 3 Pre-Orientation will be held in a community.
- The Resident Employment Program's Section 3 Program Community Liaison visits Section 3 job sites weekly to resolve any personnel issues, refer new residents and verify information provided in contractor payroll documents.

## **Community Planning Model**

The community-planning model was implemented and all tenant councils had completed a plan by April 2007.

Although the plans are completed, some councils do a better job than others, and we have found that maintaining records and developing an organizational archive is a problem for our tenant groups. Individual trainings have been conducted with each tenant council on meeting basics, board officer responsibilities, by-laws, governance and record maintenance.

As a result of this collaboration, the following activities were implemented in 2007:

- A second retreat was held in the spring of 2007. This retreat focused on a poverty simulation exercise. Tenant Councils, Site Management, Resident Self-Sufficiency, and Executive Team members attended this event together.
- The Tenant Councils and Site Managers are meeting regularly, usually monthly, to discuss community issues, concerns, goals and plans.

The next step, through the process of updating the annual community plans, is to focus this group on community development, site capital needs and increasing resident participation in FSS and Tenant Council initiatives.

## **2007 Goals Completed:**

The following are the completed goals in 2007:

- The Healthy Homes program was expanded and now includes a resident contact by Healthy Homes 60 days after lease-up and 48 hours after a failed home inspection. In 2008 along with current services the Health Homes project will conduct an orientation to all residents before lease signing.
- Tenant councils continue to work on the Resident driven Welcome Wagon program, Resident Advisory Board, Memorandum of Understanding, and Scattered Sites election process.
- Joint training programs were held in April & September 2007 with site based staff that included community development and team building exercises. The focus of these retreats was to involve HACP staff from all departments and HACP residents in the Poverty Simulation exercise.
- In conjunction with site based staff, tenant councils and service providers, community planning workshops were held to assess services, identify needs and prepare annual calendars. These meetings included agencies that specialize in violence prevention and organizations that provide services to the elderly/disabled.
- Created site based service clusters that include service coordinators and Resident Relations Specialists for each region.
- Resident support programs such as tenant council auditing, speech/deaf services, translation services, mediation services, community days and the resident leadership institute were continued in 2007.

- Upgraded the PCC Program to include the submission of an Annual Service Plan to the PCC membership.
- Monitoring of programs utilizing HACP facilities was increased to assure the quality of services provided to HACP residents.
- As part of the HACP's Community Planning Model, the HACP has further developed Resident Councils as active partners in community management.
- Resident Council members received computer training in 2007 to enable them to use email and do simple word processing, to regularly produce newsletters for their communities, to use computers to keep records of their activities and plans for their communities. In 2008 it is expected that all councils will have Internet access.

### **Resident Leadership Institute**

In FY 2007, the Resident Leadership Institute became fully operational with over 300 participants in various activities. The following are the basic instructional modules provided through the Resident Leadership Institute in 2007:

*Tenant Council Basics* sessions were conducted for each individual council and were attended by a total of (80) tenant council board members. The topics in this category are:

- HUD and the Resident Council
- Roberts Rules of Order
- By Laws and Elections
- Managing Tenant Funds
- Basic Bookkeeping
- Quicken Financial Software
- Auditing Requirements
- Budgeting
- Office Organization and Record keeping

*Community Development* sessions were conducted for all councils as a group; there were (42) Tenant Council Board Members in attendance. The topics in this category are:

- Strategic Planning
- Marketing and Fundraising
- Customer Service
- Leadership Recruitment
- Grant Research and Proposal Writing
- Mediation/Team Building
- Community Organizing

*Empowerment* sessions were held for all councils as a group; there were (10) councils represented at these trainings. The topics in this category are:

- Incorporation in Pennsylvania
- Obtaining 501(c)3 Status
- Managing Data and Outcomes
- How to become a Resident Management Corporation
- Developing (ROB's) A Resident Owned Business
- Working with the Housing Authority

### **Additional Youth Programs**

#### **One Vision One Life**

The HACP continued its support for and collaboration with One Vision One Life (OVOL), a grass roots Youth Violence Prevention Project operated under the auspices of the Allegheny County Department of Human Services and the Wesley Center. This program engages and employs young people who are known and trusted on the street to gather street level intelligence and respond to violent incidents. The goal is to intervene when possible to prevent incidents and retaliations

and to defuse disputes and confrontations to reduce violence. In 2007, OVOL conducted outreach and education activities on HACP properties and responded to 48 incidents to prevent retaliations and escalation.

### **Clean Slate and the Teen Street Team**

The HACP once again conducted its Clean Slate program, raising private funds to bring national celebrities to Pittsburgh to help spread the message of positive lives free of drugs and crime. In 2007 a benefit dinner was held, planned and organized by former and current Clean Slate Street Team members, to raise funds to support Clean Slate activities. The Town Hall Meeting, which is planned, led, run, and filmed by youth members of the Teen Street Team, was again a resounding success. Youth and celebrities visited a major local high school and middle school to spread the Clean Slate message, and the annual talent show and basketball game drew hundreds of spectators and participants. Over three hundred youth participated in Clean Slate activities in 2007.

### **Youthsports and other HACP facilitated Collaboratives**

HACP continues to provide a number of programs designed to enhance the quality of community life, including a slate of activities for youth. These activities served over (700) youth in 2007. The activities included basketball & football camps, Golf, Tennis, Build a Bike Project, Hockey in the Hood, Cheerleader Camp, Coaches Camp, and a basketball tournament.

The HACP continued to collaborate with the BJWL After school program to expand Youth Sports by offering sports activities for youth 5-12 in conjunction with the BJWL. This collaboration allowed HACP to provide activities without hiring additional staff and included additional collaborations

with Knowledge Connections, Boy Scouts, Girl Scouts, Family Resources, Youth Places, and the Macedonia and Grace Memorial Churches.

### **Creative Arts Corner**

HACP's Creative Arts Corner has provided film, audio, and dance instruction to youth living in HACP communities in 2007. The youth from this project have now produced (10) videos for HACP and have been involved in taping meetings etc. in our communities. These videos have been utilized in presentations at HACP Board of Commissioners Meetings and other HACP events.

### **Youth Services Investment Fund**

In 2005, the HACP established the Youth Services Investment Fund (YSIF). The purpose of the fund is to improve the outcomes for HACP resident youth, ages 13-21, through investment in programs that result in academic success, career development and good citizenship. The goals of this fund are to provide financial support to evidence-based, outcome-oriented programs in public housing communities and to engage stakeholders for a sustained period to improve program quality, coverage and connections.

The fund is established at The Pittsburgh Foundation, one of the largest community foundations in the country, with investment management services provided by Bank of new York Mellon Bank, N.A.

In 2006/2007, based upon the recommendation of the Youth Services Investment Fund Grants and Programs Advisory

Committee, the Pittsburgh Foundation awarded one large grant of \$529,040 to a collaboration of Youthworks, Youthplaces, Urban Youth Action, and One Vision One Life to provide a broad range of programs and services to HACP resident youth. These services include case management, employment readiness training, job placement services, violence intervention services, recreational activities and academic enhancement programs.

During 2007, the YSIF also solicited proposals for a 2008 program cycle. After reviewing proposals, the Grants and Programs Advisory Committee rejected all proposals received as not meeting the requirements for evidence based, outcome oriented programming as described in the documents establishing the Fund. A workshop on using research and evidence based approaches in developing and presenting outcome oriented programs was conducted, and revised proposals were requested. Two awards totaling \$500,000 were made for the 2008 year.

### **Other Programs**

The HACP also continued the Senior Living Enhancement Program (SLEP) to provide activities and services to HACP resident senior citizens. Initiated as a collaboration with the Pittsburgh Foundation and the Allegheny County Housing Authority, the HACP continued to support this program in 2007 while its partners had to step back from support. Through this program, seniors are provided a variety of services, mostly on site, via agencies contracted by the Allegheny County Area Agency on Aging. Services include case management, nurse visits, and referrals to needed services. In 2007 the SLEP partners served (731) seniors.

### **Community Impact**

The HACP has developed systems to ensure that residents receive quality programs and services. These systems include the community planning process, which identifies the needs of the residents; monitoring of all programs and services located on HACP property; and performance based funding for all service providers who have contracts with HACP. The focus of all activities is on assisting people to move toward self-sufficiency by providing a comprehensive continuum of programs and services to a broad range of individuals, families and groups. These services include youth sports, service coordination, resident leadership, job training programs and site-specific activities.

In 2007, some impacts of these efforts are as follows:

- 357 public housing heads-of households are enrolled in the REAL Family Self-Sufficiency Program and have contracts of participation in place
- 44% of residents enrolled in Resident Employment have been placed in Section 3 positions or other employment
- 80% of tenant council board members participated in Resident Leadership Institute activities
- 75% of youth ages of 6-12 involved in collaborating programs participated in youth sport activities
- 55% of resident youth participated in YSIF programs
- 75% of seniors living in hi-rises receive SLEP services

### **Leveraging Dollars**

The HACP is constantly working to leverage funding and program services. The following chart provides information on the value of programs that provided services to HACP residents in 2006.

**2007 Community Service Leverage Report**

The HACP is constantly working to leverage funding and program services. The following chart provides information on the value of programs that provided services to HACP residents in 2006. This report is based on documentation provided by each agency that provides services to residents on HACP property. HACP enters into (3) year Memorandums of Agreement (MOAs) with agencies that serve HACP residents and/or operate on HACP property/use HACP program space. Renewal of the MOA's are subject to evaluation by the HACP Contract and Grant Staff. These agreements can be rescinded if programs fail to meet the scope of service, damage property and/or fail to collaborate with other community partners.

<b>2007 Leverage Report</b>			
<b>Family Community</b>	<b>Service Provided</b>	<b>HACP Cost</b>	<b>In Kind Cost</b>
One Vision One Life	Violence Prevention	\$150,000.00	\$626,550.00
<b>Addison Terrace</b>			
Family Resources - BJWL	After School Program		\$187,082.00
Food Bank	Food Distribution		\$32,762.00
Community Connections for Families	Intense Case Management		\$37,117.00
YouthPlaces, Inc.	Sports and Mentoring Program		\$152,000.00
Sub-Total		\$0.00	\$408,961.00
<b>Allegheny Dwellings</b>			
Family Resources - BJWL	After School Program		\$179,769.00
Sub-Total		\$0.00	\$179,769.00
<b>Bedford Dwellings</b>			
Addison Behavioral Care, Inc.	Case Management		\$92,150.00
Head Start	Pre-School Program		\$119,318.00
Knowledge Connection	Library Services	\$9,000.00	\$8,080.00
Forbes Road and Technology Center	GED Preparation		\$8,500.00
Family Resources - BJWL	After School Program		\$210,506.00
Food Bank	Food Distribution		\$38,158.00
Sub-Total		\$9,000.00	\$476,712.00



<b>Garfield Heights</b>			
Family Resources - BJWL	After School Program		\$199,209.00
Knowledge Connection	Library Service	\$9,000.00	\$8,420.00
Sub-Total		\$9,000.00	\$207,629.00
<b>Glen Hazel</b>			
Family Resources - BJWL	After School Program		\$171,784.50
Food Bank	Food Distribution		\$16,374.00
YouthPlaces, Inc.	Sports and Mentoring Program		\$101,000.00
Sub-Total		\$0.00	\$289,158.50
<b>Hamilton-Larimer</b>			
Family Resources - BJWL	After School Program		\$186,550.50
Knowledge Connection	Library Services	\$9,000.00	\$7,740.00
Sub-Total		\$9,000.00	\$194,290.50
<b>Homewood North</b>			
Family Resources - BJWL	After School Program		\$165,734.00
Food Bank	Food Distribution		\$13,233.00
Sub-Total		\$0.00	\$178,967.00
<b>Northview Heights</b>			
Family Resources - BJWL	After School Program		\$241,705.00
Food Bank - Family Support Center			\$25,452.00
Knowledge Connection	Library Services	\$9,000.00	\$8,080.00
YouthPlaces, Inc.	Sports and Mentoring Program		\$155,500.00
Wexford Medical Center	Medical Services		\$48,299.00
Sub-Total		\$9,000.00	\$479,036.00
<b>Oak Hill</b>			
Food Bank	Food Distribution		\$29,966.00
Matilda Theiss - UPMC	Medical Services		\$615,000.00
Matilda Theiss - UPMC	Child Development Center		\$415,000.00
Family Resources - BJWL	After School Program		\$179,241.00
Sub-Total		\$0.00	\$1,239,207.00

<b>St. Clair Village</b>			
Family Resources - BJWL	After School Program		\$181,531.50
Knowledge Connection	Library Services	\$9,000.00	\$8,080.00
Bethany House Ministries	Pre-School Program		\$91,000.00
Food Bank	Food Distribution		\$9,709.00
YouthPlaces, Inc.	Sports and Mentoring Program		\$99,000.00
Sub-Total		\$9,000.00	\$389,320.50
<b>High Rise Community</b>	<b>Service Provided</b>	<b>HACP Cost</b>	<b>In Kind Cost</b>
<b>Auburn Towers</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Food Bank	Food Distribution		\$7,356.00
Ursuline Senior Services, Inc.	Relocation Services	\$10,000.00	\$13,604.00
Sub-Total		\$21,538.00	\$30,960.00
<b>Caliguiri Plaza</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Ursuline Senior Services	Relocation Services		\$13,604.00
UPMC Living At Home Program	Health Screening		\$28,800.00
Sub-Total		\$11,538.00	\$52,404.00
<b>Carrick Regency</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Food Bank	Food Distribution		\$10,216.00
Sub-Total		\$11,538.00	\$20,216.00
<b>Finello Pavilion</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
UPMC Living At Home Program	Health Screening		\$15,300.00
Sub-Total		\$11,538.00	\$25,300.00

<b>Glen Hazel High Rise</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Food Bank	Food Distribution		\$9,635.00
CitiParks	Senior Center Activity		\$65,044.00
Ursuline Senior Services, Inc.	Relocation Services	\$5,000.00	\$13,604.00
UPMC Living At Home Program	Health Screening		\$18,800.00
Sub-Total		\$16,538.00	\$117,083.00
<b>Gualtieri Manor</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
UPMC Living At Home Program	Health Screening		\$11,720.00
Sub-Total		\$11,538.00	\$21,720.00
<b>Lou Mason</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Food Bank	Food Distribution		\$8,347.00
Ursuline Senior Services, Inc.	Relocation Services	\$5,000.00	\$13,604.00
Sub-Total		\$16,538.00	\$31,951.00
<b>Mazza Pavilion</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
UPMC Living At Home Program	Health Screening		\$15,300.00
Sub-Total		\$11,538.00	\$25,300.00
<b>Morse Gardens</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
UPMC Living At Home Program	Health Screening		\$18,000.00
Sub-Total		\$11,538.00	\$28,000.00
<b>Murray Towers</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Agewell, Inc.	Health Screenings		\$6,851.00
Sub-Total		\$11,538.00	\$16,851.00

<b>Northview Heights High Rise</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
CitiParks	Senior Center Activity		\$56,126.00
Sub-Total		\$11,538.00	\$66,126.00
<b>Pennsylvania Bidwell</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Lutheran Service Society	Senior Center Activity		\$54,000.00
Primary Health Care	Medical Center		\$51,486.00
Sub-Total		\$11,538.00	\$115,486.00
<b>Pressley</b>			
Senior Living Enhancement Program	Service Coordination	\$11,538.00	\$10,000.00
Food Bank	Food Distribution		\$8,912.00
Sub-Total		\$11,538.00	\$18,912.00
<b>GRAND TOTALS</b>		<b>\$364,994.00</b>	<b>\$5,239,909.50</b>

## 10.0

### REAL ESTATE PROGRAMS

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#### HOMEOWNERSHIP PROGRAM

In FY 2007, the HACP continued the HACP's agency-wide Moving To Work Homeownership Program. This included HUD approval of a revised Homeownership Plan, release from an old Section 5(H) Homeownership Plan and inclusion of those identified units into the HACP's MTW Homeownership Plan.

The HACP's Homeownership Program provided the means for HACP residents to purchase a primary residence by offering favorable terms to accumulate at least 20 percent homeownership equity. In 2007 the HACP provided potential low-income homebuyers with a single point of contact for assistance through the home buying process. The program informed residents of homeownership opportunities, arranged homebuyer education and credit counseling, provided savings support (through escrow accounts) and mortgage assistance, assisted during homeownership closings and provided a foreclosure reserve fund to reduce the risk of mortgage defaults.

The HACP worked with a number of outside agencies to assist HACP residents in the Homeownership Programs. Neighborhood Housing Services, Inc., a HUD approved housing counseling agency enrolled participants for credit counseling services and homebuyer education classes. The HACP also partnered with Dollar Bank, PNC Bank, Huntington Bank, Wells Fargo Bank, National City Mortgage Corporation, and Dwelling House Savings and Loan to provide Homeownership Program participants with mortgage pre-approval letters and mortgage loans.

Financial Assistance offered to program participants during 2007 included a variety of components including (a) downpayment assistance, (b) closing cost assistance, (c) subordinate mortgages, (d) direct financing, (e) below-market financing, (f) soft-second mortgage financing for public housing buyers, and (g) monthly mortgage assistance payments for Housing Choice Voucher Program participant buyers. Closing cost assistance was provided to cover expenses which may have included the following: (a) home, pest, survey, mold and radon inspections, (b) home appraisal, loan application and origination fees, (c) document processing, filing fees, courier services and notary stamps, (d) flood insurance, (e) buyer's portion of Pennsylvania real estate transfer tax, (f) settlement company closing fee, (g) three years property and casualty insurance, (h) three-year home warranty policy, (i) six months foreclosure prevention fund, and (j) sewer dye tests.

During 2007, 158 families completed the Homebuyer Education Class, 125 families participated in credit counseling, and 6 HACP families purchased homes through the HACP Homeownership Program. These purchases included one HACP home sold to a public housing resident and five private market homes sold to three Housing Choice Voucher and two public housing families. All of the purchases were outright sales with one time assistance.

The decline in enrollments in the program and in the homebuyer education classes and credit counseling are a result of a declining pool of eligible but not already participating public housing and Housing Choice Voucher participants. The decline in the number of families completing home purchases, and for the difference between projected and actual home purchases, is due primarily to two factors. First, the more restrictive financial assistance guidelines utilized by the HACP in 2007 to conserve funding, which reduced the maximum amount of assistance that could be provided on any one transaction, made achieving the required income and down payment levels more difficult for low-income families. Second, turbulence in the mortgage industry resulted in lenders increasing borrower's interest rates and tightening underwriting guidelines and thus they were less able to extend mortgages to low-income low-credit score buyers.

The HACP MtW Homeownership Program demonstrated its success in 2007 as no participants have lost their home due to foreclosure. This is especially notable when compared to the current 17.31 percent delinquency loan rate for the U.S. sub prime mortgage industry. Program participants are eligible for Foreclosure Prevention support for three years from the date of their closing. One family utilized the HACP Foreclosure Prevention program to help them avoid foreclosure and keep their home.

From July 2004 through December 2007, HACP has helped 54 first-time homebuyers purchase homes within the City of Pittsburgh.

## **11.0 OTHER INITIATIVES**

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### **ASSET MANAGEMENT SYSTEM**

In 2005, HACP implemented an asset management system for the oversight of all of HACP’s communities, including those owned and operated by private entities. This new system included organizational re-structuring from a centralized property management and maintenance system to a site-based property management and maintenance system. It also brought oversight of directly managed and privately managed properties together under the authority of the Real Estate Asset Managers. In 2006 and 2007, the HACP continued to develop its Asset Management and Site Based Management systems, policies, and procedures to streamline operations and improve performance.

Under the HACP’s asset management system a Real Estate Asset Manager monitors each community. Each of HACP’s three Real Estate Asset Managers has a mixed portfolio of both HACP operated properties and privately managed properties. The Real Estate

Asset Managers and the HACP use a standardized system of monitoring measures, performance goals, and regular reporting. This asset management system provides HACP with the capability of managing these divergent communities consistently. The initial phase of Asset Management System implementation used a limited number of key data elements, and efforts continue to align the content and format for indicator reporting from all communities, both HACP managed and privately managed.

It must be emphasized that the HACP does not control daily operations at privately managed sites. Each of these communities are staffed by non-HACP personnel reporting to private property management companies (most of which are nationally based). HACP's management of its subsidy and capital investment in these communities (asset management) consists of the careful and consistent application of monitoring measures, performance goals and regular reporting at each property. The HACP has monitored these properties adequately since their initial occupancy. The new asset management system expands the range of measures monitored in each community and makes these performance evaluations readily available to HACP management through consistent procedures as well as readily comparable to each other and all communities managed by HACP personnel.

In 2007 HACP continued to develop its Asset and Site Management system that responds to local needs and conditions.

### **SITE-BASED MANAGEMENT**

Under the HACP's site-based management organizational structure, site managers are fully responsible for the day-to-day management of each respective HACP community. Each site manager leads teams of site-based maintenance and property management personnel at each HACP community and is directly responsible for maintenance, HUD regulatory compliance and leasing levels at their respective communities. The site managers are involved in all long range modernization and development planning in their communities as well as in necessary coordination with social services provided to the residents of their communities.

The performance of each site-manager is gauged primarily by the performance of their respective communities as measured by a variety of criteria. Initially performance measures were limited to a few criteria. As the new system has become established and impacts on performance measures resulting from transition activities declined, additional criteria were added during 2006 and continued to be refined in 2007. Site performance criteria now includes occupancy levels, recertification rates, rent delinquency rates, physical conditions (as measured by REAC inspections), work order completion times, physical and housekeeping inspections completed, and budget vs. actual financial performance of each site. We expect to see continuing improvement in property performance as the new criteria, reporting systems and mechanisms (including conversion to upgraded software which will provide



enhanced reporting options) become more firmly established, the accuracy of system data is improved, and management responses to this information can be implemented.

The HACP's organizational structures for site-based management consists of largely autonomous site managers operating within 3 separate regional groupings of communities each the responsibility of a single regional Real Estate Asset Manager. Each site manager has site-based maintenance personnel under their supervision to provide routine maintenance.

In 2007 the HACP's Facilities Services Department continued to provide certain specialized maintenance services that would be impractical or less efficient to provide at each community. These services included pest control, systems engineering, and additional specialized maintenance tasks.

The HACP's Occupancy Department continued to provide admissions processing for all HACP communities (and the HCVP), and remains primarily responsible for management of the Site-Based Waiting List (see below). Under site-based management, however, site managers are responsible for maintaining adequate occupancy levels in their communities.

### **SITE-BASED MANAGEMENT – PROJECT-BASED ACCOUNTING/BUDGETING (PBA/PBB)**

Project-based accounting and project-based budgeting (PBA/PBB) are essential to the full operational implementation of site-based management. Under PBA/PBB, each site manager is responsible for creating and implementing an efficient and workable budget for their respective communities. Services provided by outside departments (Facilities Services, Communications, etc.) and contractors are charged against the budget of recipient communities. The performance of the site manager in meeting budgetary requirements is a monitoring measure.

The full implementation of PBA/PBB required substantial redesign of the HACP's accounting systems, and ultimately a conversion to upgraded software modules. The HACP contracted with qualified consultants to assist in the necessary redesign of HACP's accounting system and the development of initial site budgets in 2005 and 2006. Site Managers, with assistance from Real Estate Asset Managers and the Finance department, developed specific site-based FY 2007 budgets in 2006. For the first time, in 2006, the HACP operated with site-based budgets rather than solely with department-based budgets. During 2007 HACP improved its systems for tracking and charging staff and materials costs to sites for work performed by centralized functions. This experience has led to additional adjustments that will result in improved accuracy of site based budgets and accounting in 2008.

In conjunction with the effort to implement PBA/PBB, in 2006 the HACP began the process of re-engineering procurement and inventory control systems. This effort continued into 2007. These systems affect the mechanisms and authority site managers have and use to access goods and services; the levels and types of inventory maintained at each community and how records are kept among other basic property management functions. Substantial work was completed in 2006 to move requisitioning responsibility to the site management offices, to determine existing inventory levels and put in place systems for recording where specific inventory items were used. In 2007, planning, preparation, and solicitation occurred to prepare for implementation a system of procuring supplies with a requirement for just in time delivery of materials directly to the site. This approach, which will reduce the amount of inventory required to be kept on hand and eliminate some receiving and delivery labor costs, will be implemented in 2008 and is expected to reduce costs and improve accuracy of accounting for materials ordered and used.

#### **SITE-BASED MANAGEMENT – SITE-BASED WAITING LISTS**

Working with HUD/FHEO and local HUD staff HACP finalized policies and procedure and completed full implementation of site-based waiting lists in FY 2006. The centralized Occupancy Department continues to be the applications center for HACP managed properties as well as for Section 8 Housing Choice Vouchers. This department receives and processes applications, conducts appropriate background and landlord checks according to policy, and determines eligibility of applicants. Applicants are able to select up to three communities where they would prefer to live, or may choose the first available option.

The site based waiting list system continues to reduce the wait time for applicants and increase the unit acceptance rate for families offered units. Further procedural adjustments and clarifications were made in 2007 to further improve unit turnaround time and reduce applicant wait times for vacant units. Additional information on site-based waiting lists is included in earlier chapters.

#### **SITE-BASED MANAGEMENT – MONITORING MEASURES**

During FY 2005, 2006, and 2007, the HACP has maintained centralized monitoring of basic property management indicators including occupancy, rent collection, vacant unit turnaround and work orders among other indicators (also see above). In addition, monthly, de-centralized reporting by community was fully implemented in October 2005 and continued in 2006 and 2007. Testing and improvement of these monthly community status reports is ongoing.

During FY 2007, HACP site managers regularly reviewed reports for their communities' status in a variety of monitoring measures. Continuous improvement is expected at all sites. Performance reports, and actions in response to those reports, are reviewed at least monthly to ensure progress towards achieving high performance levels at every site.

### **ASSET MANGEMENT MONITORING MEASURES**

In FY 2006, HACP completed the successful transition of performance monitoring of the HACP's privately managed communities from procured contractors to HACP's regional Real Estate Asset Managers. The HACP applies standard property performance measures to each privately managed community. In addition, reviews for regulatory compliance are conducted at least twice per year, including on site visits and file reviews. The annual budget review and approval process, as well as the year end reconciliation process, were completed with improved efficiency and timeliness in 2007.

It should be noted that past years' MtW plans and reports often referred to asset management as well as site-based management. The terms have not been and are not used interchangeably. Asset management refers to the regular performance monitoring and goal setting for low-income public housing (LIPH) assisted communities regardless of the internal management or ownership structure of the communities. Site-based management refers specifically to the organizational structure of a decentralized property management entity in which individual property managers are given extensive control of operations at their respective communities with support from centralized service and administrative functions. At the beginning of the MtW demonstration project, the HACP (like most public housing agencies) managed individual LIPH communities through multiple centralized departments. The HACP has transitioned from a centralized property management system to a site-based property management system. This transition is, arguably, the largest organizational change in the history of the HACP.

An important part of the HACP's asset management/site-based management systems is the monitoring measures put into place to assess the operational performance of individual communities. These measures are consistent across all HACP-managed communities and HACP privately managed communities. Monitoring measures for HACP privately managed communities also include measures (such as specific income tier requirements) that are unique to the operating agreements of each of these communities.

The initial set of monitoring measures generally fall into the following two categories:

- **Operational** – This category captures the basic measures normally captured in best practice private property management including: occupancy related measures, work order related measures, and rent collection related measures. In addition areas of

regulatory compliance unique to public housing are also monitored including file maintenance, re-certifications completed, and UPCS inspections completed. Standardized monthly reporting helps identify areas of concern and serves to evaluate the performance of property managers.

- **Financial** – The implementation and continuing improvement of project-based accounting and project-based budgeting (PBA/PBB) systems allows the HACP to assess the financial performance of individual HACP communities. In 2007, HACP site managers helped establish budgets for their sites and were expected to operate within the bounds of those budgets. Regular reporting of budget vs. actual information was provided on a monthly basis and helps site managers, Real Estate Asset Managers, and senior management staff to identify potential problem areas. These reports are also used in evaluation of the performance of both the property and the site manager.

Additional monitoring measures were phased in during the course of 2006 and 2007 (please see the section sub-titled Site Based Management, above). Continual review and improvement of Asset Management measures and strategies will occur during 2008.

### **COMPLIANCE WITH HUD ASSET MANAGEMENT REQUIREMENTS**

Under Moving To Work, HACP embarked on a strategy to implement site-based management and Asset Management prior to HUD's determination that this would be required of all housing authorities. HACP has worked cooperatively with HUD so that HUD can benefit from our experience in designing guidelines and mechanisms to assist other housing authorities in completing this difficult transition. HACP has also closely following the development of guidelines for implementation of the new Operating Fund Rule, and the Asset Management guidance that HUD has issued. HACP continues to develop its own Asset Management system and will continue to adjust its site-based, asset management, project based budgeting and accounting policies, procedures, and practices to achieve an effective and efficient model for the effective use and management of federal public housing assistance.

### **CREATION OF ENTITIES FOR DEVELOPMENT PURPOSES**

HACP has proceeded with a variety of planning and preparation steps to establish appropriate affiliate entities, such as an affiliate non-profit corporation and/or a limited liability partnership (LP), in order to leverage tax credit investments and complete development activities. Additional planning and preparation was completed and executed in 2007 to create a general-purpose development and management entity that can be utilized to leverage funds and facilitate completion of a variety of development initiatives. Specifically, in 2007 HACP established the Allies and Ross Management and Development Corporation. Allies & Ross

Management and Development Corporation is a Pennsylvania non-profit, non-stock corporation created by the Housing Authority of the City of Pittsburgh ("HACP"). The purpose of the corporation is to provide housing opportunities and housing related activities and other activities permissible for a 501 © 3 tax-exempt organization. On August 2, 2007 Allies & Ross was notified by the Internal Revenue Service that its status as a 501 (c) 3 tax-exempt organization had been established.

During 2007, HACP negotiated an option with the developer of its Garfield Heights mixed-finance development for Allies & Ross to participate in the management of the development. Going forward, a similar role is contemplated for Allies & Ross in other future HACP mixed-finance developments.