

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

## **Moving to Work Demonstration Year 8 (FY 2008) Annual Report**

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## OVERVIEW: THE HOUSING AUTHORITY OF THE CITY OF PITTSBURGH MOVING TO WORK DEMONSTRATION 2008

### **Summary: FY 2008 MtW (Moving to Work) Demonstration**

#### **Introduction**

In FY 2008, HACP numbers of families served declined from the previous year (9,361 households on January 1, 2008 vs. 9,791 households on January 1, 2007 or a decline of 430 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 third year of decline, however, the rate of decline has decreased (430 during 2008 vs. 850 during 2007). This decline largely is due to the decline in the number of Section 8 voucher holders. A secondary factor 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, 2009, the number of households served by the HACP was 9,361 households, about 2.3% more than were served at the start of the MtW demonstration program. In 2008 the number of households served by the Section 8 program was 34.5% higher than in 2001, from 3899 households on January 1, 2001 to 5247 households on January 1, 2009. LIPH occupancy of 4114 on January 1, 2008 was 21.5% lower than the 5246 households in LIPH on January 1, 2001.

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 below and 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 (963 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 2008, 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 2008, 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 also occurred in 2008.

In 2008, HACP continued to operate with site-based budgets rather than solely with centralized, department-based budgets, continuing to improve 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 on the materials ordering and supply program. Public Housing Management Software upgrade implementations continued in 2008, with additional elements planned for 2009 and 2010.

Also in 2008, HACP continued its site-based waiting list system implemented in 2006 for all HACP communities. The site-based waiting list system continued to increase the unit acceptance rate for applicants offered units.

HACP also implemented modifications made to its Admissions and Continued Occupancy Policy and public housing lease in 2007. These changes include a working preference for admissions to housing programs, shortened eviction notice periods for certain categories of lease violations, and a requirement for able bodied non-elderly residents to either work, participate in Family Self-Sufficiency Programming, or pay a rental amount of at least \$150.00 per month.

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

During FY 2008, 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 2008, the HACP and its development partners obligated a total of \$44,960,100 (\$28,705,626 in HACP funds and \$16,254,474 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 \$35,665,516 for development and redevelopment activities (\$15,645,640 in HACP/HUD funds and \$20,019,876 in leveraged private, state, and local funds). See Chapter 6 for discussion of development and redevelopment activities in HACP communities. These amounts are in addition to HACP funds expended for capital improvement projects and private funds expended for energy improvements in HACP communities via an Energy Performance Contract. See Chapter 7 for a more detailed discussion these activities.

In FY 2008, the HACP continued closeout activities on the Manchester Hope VI development and the Allequippa Terrace Hope VI project (Oak Hill Phase I). HACP also completed development of Phase II and continued on the homeownership phase and Phase III of Bedford Hill, another Hope VI project. HACP also began the redevelopment of the Garfield Heights community, completing Phase 1 demolition activities and initiating construction. Substantial planning and relocation in preparation for Phase 2 of Garfield Heights redevelopment was also completed in 2008.

Redevelopment planning for 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. Complete redevelopment of Addison Terrace is still considered the best long term option for that property.

At Northview Heights, HACP completed a viability assessment, as Northview was a Potential Required Conversion candidate. The assessment, reviewed on site with HUD staff and consultants, resulted in a determination that continued operation of Northview Heights as public housing was more cost-effective than a voucher option. As such HACP proceeded and initiated Energy Service Contract based improvements at Northview Heights. ESCO based improvements were also initiated at most other HACP properties.

At St. Clair, assessment and analysis of various options continued during 2008, including completion of the Required Conversion Calculator. No scenarios could be identified in which continued operation as public housing would be cost effective when compared to the cost of providing vouchers to existing residents. Development of an appropriate conversion plan is underway. The Auburn Towers and Addison Lou-Mason Jr. High-Rises were demolished in 2008.

In addition to managing the extensive capital development projects noted above, the HACP expended \$6,722,862 for modernization and UFAS conversion projects in existing HACP communities and obligated additional funds on these

activities. (See Chapter 7 for additional information on HACP modernization activities.)

During FY 2008, the HACP completed 51 additional fully UFAS compliant accessible housing units, for a total of 165 certified UFAS accessible units as of 12/31/2008.

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

In 2008, 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 continued 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 and the Pennsylvania Department of Public Welfare across all program areas were also significant focus areas in 2008.

HACP Resident Self-Sufficiency and Youth Programs achieved the majority of program performance goals set for 2008. See Chapter 9 for additional information on HACP resident self-sufficiency programs.

In 2008 the HACP also continued to successfully utilize MtW flexibility to provide incentives and support to families wishing to become homeowners. Despite the unprecedented declines in the housing market in the later part of 2008, 7 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 2008.

The following pages include data and discussion of many specific elements of HACP's 2008 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 9,361 households on January 1, 2009, an increase of 2% in the number of low-income households served.
- During this same period, HACP LIPH occupancy decreased by 22% from 5246 households to 4114 households and Section 8 occupancy increased by 35% from 3899 households to 5247 households.
- LIPH occupancy declined during 2008 from 4228 households on January 1, 2008 to 4114 households on January 1, 2009 (a loss of 114 households).
- In FY 2008, the Garfield family community, currently undergoing redevelopment, lost 100 occupied units in total (as compared to the 114 unit net occupancy loss in HACP LIPH units as a whole for the year).
- On January 1, 2009, 91% of the households (LIPH and Section 8) served by the HACP had incomes under 51% of the Area Median Income (AMI) using 2008 AMI definitions versus 94% in 2001 using 2000 AMI definitions.
- The racial composition of HACP's total resident population (LIPH and Section 8) has remained relatively constant through MtW Year 8 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, 2008 to January 1, 2009 by 1585 applicants (from 6052 applicants to 4467). The Section 8 waiting list declined by 1820 applicants and the LIPH waiting list increased by 233 applicants. These waiting list changes are largely a result of the continued closure of the Section 8 waiting list throughout 2008. 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 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.
- The number of LIPH households reporting a disabled head of household increased by 15.6% in 2008, from 1154 on January 1, 2008 to 1334 on January 1, 2009. During this same period, the count of disabled heads of household in Section 8 remained almost constant (1980 on January 1, 2008 vs. 1969 on January 1, 2009). The HACP attributes some of this increase to greater occupancy of residents with disabilities as HACP brings new UFAS compliant units online. In addition, HACP implemented a new

working/elderly/disabled preference, resulting in increased occupancy by persons with disabilities.

- PIC data issues for Northview Heights have been corrected.
- Oak Hill PIC issues are intertwined with the 50058 submission issues. Reporting rates by the private management companies have improved. HACP continues to

work with the companies to achieve further gains in this area. In addition, HACP is working to transition 50058 submission for both HACP managed and privately managed sites to the MTW 50058 Module.

**Table 2-1 – Unit Sizes of Households Served, Jan. 1, 2001 - Jan. 1, 2008 - Jan. 1, 2009**

**Public Housing**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 568           | 547   | 550   | 1434      | 1123  | 1131  | 1427      | 1045  | 960   | 300       | 236   | 228   | 84          | 66    | 50    | 3813  | 3017  | 2919  |
| <b>Elderly</b> | 1146          | 1129  | 1111  | 287       | 82    | 84    | 0         | 0     | 0     | 0         | 0     | 0     | 0           | 0     | 0     | 1433  | 1211  | 1195  |
| <b>Total</b>   | 1714          | 1676  | 1661  | 1721      | 1205  | 1215  | 1427      | 1045  | 960   | 300       | 236   | 228   | 84          | 66    | 50    | 5246  | 4228  | 4114  |

**Section 8**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 669           | 1245  | 1151  | 1418      | 1783  | 1640  | 1119      | 1544  | 1487  | 207       | 310   | 313   | 27          | 72    | 60    | 3440  | 4954  | 4651  |
| <b>Elderly</b> | 325           | 437   | 429   | 118       | 142   | 137   | 15        | 27    | 27    | 1         | 3     | 2     | 0           | 0     | 1     | 459   | 609   | 596   |
| <b>Total</b>   | 994           | 1682  | 1580  | 1536      | 1925  | 1777  | 1134      | 1571  | 1514  | 208       | 313   | 315   | 27          | 72    | 61    | 3899  | 5563  | 5247  |

**Total Public Housing and Section 8**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 1237          | 1792  | 1701  | 2852      | 2906  | 2771  | 2546      | 2589  | 2447  | 507       | 546   | 541   | 111         | 138   | 110   | 7253  | 7971  | 7570  |
| <b>Elderly</b> | 1471          | 1566  | 1540  | 405       | 224   | 221   | 15        | 27    | 27    | 1         | 3     | 2     | 0           | 0     | 1     | 1892  | 1820  | 1791  |
| <b>Total</b>   | 2708          | 3358  | 3241  | 3257      | 3130  | 2992  | 2561      | 2616  | 2474  | 508       | 549   | 543   | 111         | 138   | 111   | 9145  | 9791  | 9361  |

**HACP - LIPH and Section 8 Occupancy 01/01/01 to 01/01/09**

|                          | 01/01/01    | 01/01/02    | 01/01/03    | 01/01/04    | 01/01/05     | 01/01/06     | 01/01/07     | 01/01/08    | 01/01/09    |
|--------------------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|-------------|-------------|
| <b>LIPH Family</b>       | 3813        | 3489        | 3612        | 3573        | 3437         | 3280         | 3135         | 3017        | 2919        |
| <b>LIPH Elderly</b>      | 1433        | 1355        | 1313        | 1248        | 1219         | 1218         | 1269         | 1211        | 1195        |
| <b>Section 8 Family</b>  | 3440        | 3891        | 3973        | 4496        | 4786         | 6076         | 5649         | 4954        | 4651        |
| <b>Section 8 Elderly</b> | 459         | 472         | 555         | 581         | 560          | 592          | 588          | 609         | 596         |
| <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>9791</b> | <b>9361</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, 1/1/09



**Table 2-2 – Income of Households Served, Jan. 1, 2001 - Jan. 1, 2008 – Jan. 1, 2009**

**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                | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01        | 01/08 | 01/09 |
| <b>Number</b>  | 3867                 | 3101  | 3044  | 1047                  | 786   | 703   | 273                   | 293   | 312   | 53                    | 48    | 55    | 5246         | 4228  | 4114  |
| <b>Percent</b> | 74%                  | 73%   | 74%   | 20%                   | 19%   | 17%   | 6%                    | 7%    | 8%    | 1%                    | 1%    | 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                | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01         | 01/08 | 01/09 |
| <b>Number</b>  | 2723                 | 4175  | 4075  | 980                   | 1144  | 1008  | 192                   | 237   | 159   | 4                     | 7     | 5     | 3899          | 5563  | 5247  |
| <b>Percent</b> | 70%                  | 75%   | 78%   | 25%                   | 21%   | 19%   | 5%                    | 4.3%  | 3%    | 0.1%                  | 0.1%  | 0.1%  | 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                | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01                 | 01/08 | 01/09 | 01/01         | 01/08 | 01/09 |
| <b>Number</b>  | 6590                 | 7276  | 7119  | 2027                  | 1930  | 1711  | 471                   | 530   | 471   | 57                    | 55    | 60    | 9145          | 9791  | 9361  |
| <b>Percent</b> | 72%                  | 74%   | 76%   | 22%                   | 20%   | 18%   | 5%                    | 6%    | 5%    | 1%                    | 1%    | 1%    | 100%          | 100%  | 100%  |

Source: HACP MIS archived rent roll profile of 1/1/01, 1/1/07, 1/1/08, 1/1/09

**Table 2-3 – Pittsburgh Area (Allegheny County) Median Family Income Levels by Family Size - 2008**

|               | <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 | \$12,600        | \$14,400         | \$16,200         | \$18,000         | \$19,450         | \$20,900         |
| 50% of Median | \$21,000        | \$24,000         | \$27,000         | \$30,000         | \$32,400         | \$34,800         |
| 80% of Median | \$33,600        | \$38,400         | \$43,200         | \$48,000         | \$51,850         | \$55,700         |
| Median        | \$42,000        | \$48,000         | \$54,000         | \$60,000         | \$64,450         | \$69,150         |

**Table 2-4– Race / Ethnicity of Households Served, Jan. 1, 2001 - Jan. 1, 2008 – Jan. 1, 2009**

**Public Housing**

|                | Black |       |       | White |       |       | Hispanic |       |       | Asian |       |       | Other |       |       | Total |       |       |
|----------------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01    | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 3636  | 2771  | 2668  | 165   | 154   | 85    | 2        | 32    | 34    | 2     | 1     | 3     | 8     | 4     | 6     | 3813  | 2962  | 2796  |
| <b>Elderly</b> | 1008  | 921   | 997   | 399   | 327   | 296   | 22       | 15    | 17    | 1     | 2     | 5     | 3     | 1     | 3     | 1433  | 1266  | 1318  |
| <b>Total</b>   | 4644  | 3692  | 3665  | 564   | 481   | 381   | 24       | 47    | 51    | 3     | 3     | 8     | 11    | 5     | 9     | 5246  | 4228  | 4114  |

**Section 8**

|                | Black |       |       | White |       |       | Hispanic |       |       | Asian |       |       | Other |       |       | Total |       |       |
|----------------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01    | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 2336  | 3912  | 3700  | 800   | 971   | 896   | 7        | 43    | 40    | 3     | 12    | 1     | 294   | 16    | 17    | 3440  | 4954  | 4602  |
| <b>Elderly</b> | 183   | 347   | 354   | 265   | 253   | 233   | 2        | 3     | 3     | 1     | 3     | 0     | 8     | 3     | 3     | 459   | 609   | 645   |
| <b>Total</b>   | 2519  | 4259  | 4054  | 1065  | 1224  | 1129  | 9        | 46    | 43    | 4     | 15    | 1     | 302   | 19    | 20    | 3899  | 5563  | 5247  |

**Total Public Housing and Section 8**

|                | Black |       |       | White |       |       | Hispanic |       |       | Asian |       |       | Other |       |       | Total |       |       |
|----------------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01    | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 5972  | 6683  | 6368  | 965   | 1125  | 981   | 9        | 75    | 74    | 5     | 13    | 4     | 302   | 20    | 23    | 7253  | 7916  | 7450  |
| <b>Elderly</b> | 1191  | 1268  | 1351  | 664   | 580   | 529   | 24       | 18    | 20    | 2     | 5     | 5     | 11    | 4     | 6     | 1892  | 1875  | 1911  |
| <b>Total</b>   | 7163  | 7951  | 7719  | 1629  | 1705  | 1510  | 33       | 93    | 94    | 7     | 18    | 9     | 313   | 24    | 29    | 9145  | 9791  | 9361  |

Source: HACP MIS archived rent roll profile of 1/1/01, 1/1/07, 1/1/08, 1/1/09

**Table 2-5 – Number of Households on the Wait List, Jan. 1, 2001 - Jan. 1, 2008 – Jan. 1, 2009**

**Public Housing**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 109           | 1100  | 1236  | 86        | 646   | 783   | 45        | 322   | 294   | 8         | 89    | 108   | 4           | 15    | 20    | 252   | 2172  | 2441  |
| <b>Elderly</b> | 18            | 284   | 256   | 0         | 22    | 14    | 0         | 4     | 3     | 0         | 0     | 1     | 0           | 0     | 0     | 18    | 310   | 274   |
| <b>Total</b>   | 127           | 1384  | 1492  | 86        | 668   | 797   | 45        | 326   | 297   | 8         | 89    | 109   | 4           | 15    | 20    | 270   | 2482  | 2715  |

**Section 8**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 585           | 1738  | 829   | 592       | 1070  | 571   | 275       | 488   | 207   | 63        | 95    | 39    | 0           | 16    | 7     | 1515  | 3407  | 1653  |
| <b>Elderly</b> | 93            | 131   | 72    | 8         | 26    | 18    | 1         | 4     | 7     | 0         | 2     | 2     | 0           | 0     | 0     | 102   | 163   | 99    |
| <b>Total</b>   | 678           | 1869  | 901   | 600       | 1096  | 589   | 276       | 492   | 214   | 63        | 97    | 41    | 0           | 16    | 7     | 1617  | 3570  | 1752  |

**Total Public Housing and Section 8**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 694           | 2838  | 2065  | 678       | 1716  | 1354  | 320       | 810   | 501   | 71        | 184   | 147   | 4           | 31    | 27    | 1767  | 5579  | 4094  |
| <b>Elderly</b> | 111           | 415   | 328   | 8         | 48    | 32    | 1         | 8     | 10    | 0         | 2     | 3     | 0           | 0     | 0     | 120   | 473   | 373   |
| <b>Total</b>   | 805           | 3253  | 2393  | 686       | 1764  | 1386  | 321       | 818   | 511   | 71        | 186   | 150   | 4           | 31    | 27    | 1887  | 6052  | 4467  |

**HACP - LIPH and Section 8 Wait List 01/01/01 to 01/01/09**

|                          | 01/01/01    | 01/01/02    | 01/01/03   | 01/01/04    | 01/01/05    | 01/01/06    | 01/01/07    | 01/01/08    | 01/01/09    |
|--------------------------|-------------|-------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>LIPH Family</b>       | 252         | 411         | 445        | 1107        | 2079        | 1531        | 1915        | 2172        | 2441        |
| <b>LIPH Elderly</b>      | 18          | 52          | 80         | 90          | 374         | 132         | 250         | 310         | 274         |
| <b>Section 8 Family</b>  | 1515        | 830         | 337        | 1661        | 4433        | 1982        | 4325        | 3407        | 1653        |
| <b>Section 8 Elderly</b> | 102         | 35          | 21         | 77          | 364         | 108         | 237         | 163         | 373         |
| <b>Totals</b>            | <b>1887</b> | <b>1328</b> | <b>883</b> | <b>2935</b> | <b>7250</b> | <b>3753</b> | <b>6727</b> | <b>6052</b> | <b>4467</b> |

Source: HACP Occupancy Department

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 - January 1, 2009**

**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            |   | 736          |   |     |     |
|                                  | <b>Waiting List 01-09</b> |  | 0             | 0 | 207           | 122 | 6             | 23 | 2             | 3 | 8             | 10 | 6             | 8 | 0            | 0 | 229 | 166 |

| <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             |   | 420          |   |     |     |
|                              | <b>Waiting List 01-09</b> |  | 0             | 0 | 235           | 184 | 13            | 28 | 4             | 22 | 0             | 0 | 0             | 0 | 0            | 0 | 252 | 234 |

| <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             |   | 143          |   |     |     |
|                              | <b>Waiting List 01-09</b> |  | 0             | 0 | 195           | 163 | 24            | 19 | 0             | 0 | 0             | 0 | 0             | 0 | 0            | 0 | 219 | 182 |

| <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             |   | 73            |     | 199           |    | 0             |   | 0             |   | 0             |   | 270          |   |     |     |
|                                | <b>Waiting List 01-09</b> |  | 0             | 0 | 218           | 206 | 25            | 21 | 0             | 0 | 0             | 0 | 0             | 0 | 0            | 0 | 243 | 227 |

| <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            |   | 357          |   |    |    |
|                              | <b>Waiting List 01-09</b> |  | 0             | 0 | 0             | 0 | 10            | 16 | 5             | 3 | 9             | 8 | 3             | 2 | 0            | 0 | 27 | 29 |

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 – January 1, 2009**

| <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 01-09</b>    | 0           | 0 | 0             | 0 | 14            | 15 | 10            | 1 | 2             | 5 | 2             | 2 | 0             | 0 | 28           | 23 |

| <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 01-09</b>   | 0           | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0            | 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 01-09</b>  | 0           | 0 | 0             | 0 | 23            | 39 | 4             | 7 | 2             | 6 | 0             | 0 | 0             | 1 | 29           | 53 |

| <b>1-22 and 1-39 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> |     |
|--------------------------------------|-------------|---|---------------|---|---------------|-----|---------------|----|---------------|----|---------------|----|---------------|---|--------------|-----|
| <b>Standing Units</b>                | 0           |   | 0             |   | 45            |     | 178           |    | 14            |    | 0             |    | 0             |   | 237          |     |
| <b>Waiting List 01-09</b>            | 0           | 0 | 0             | 0 | 127           | 175 | 41            | 73 | 37            | 53 | 12            | 13 | 0             | 0 | 217          | 314 |

(Includes 1-22, 1-39, 1-42, 1-50, 1-51, 1-52 1-88 & 1-90)

| <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> |     |
|---------------------------------|-------------|---|---------------|-----|---------------|----|---------------|----|---------------|----|---------------|---|---------------|---|--------------|-----|
| <b>Standing Units</b>           | 0           |   | 16            |     | 34            |    | 58            |    | 20            |    | 0             |   | 0             |   | 128          |     |
| <b>Waiting List 01-09</b>       | 0           | 0 | 207           | 190 | 55            | 79 | 14            | 40 | 15            | 25 | 0             | 0 | 0             | 0 | 291          | 334 |

| <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 01-09</b>   | 0           | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0            | 0 |

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 – January 1, 2009**

**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 01-09</b>      | 0           | 0 | 23            | 7 | 1             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 24           | 7 |

| <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           |   | 100           |   | 20            |   | 0             |   | 0             |   | 0             |   | 0             |   | 120          |   |
| <b>Waiting List 01-09</b> | 0           | 0 | 33            | 7 | 2             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 35           | 7 |

| <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 01-09</b> | 0           | 0 | 39            | 27 | 3             | 1 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 42           | 28 |

| <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>     | 38          |   | 28            |     | 2             |   | 0             |   | 0             |   | 0             |   | 0             |   | 68           |     |
| <b>Waiting List 01-09</b> | 0           | 0 | 109           | 101 | 2             | 5 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 112          | 106 |

| <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>            | 0           |   | 90            |   | 7             |   | 0             |   | 0             |   | 0             |   | 0             |   | 97           |   |
| <b>Waiting List 01-09</b>        | 0           | 0 | 23            | 7 | 0             | 1 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 23           | 8 |

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 – January 1, 2009**

| <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 01-09</b> | 0   0       | 41   0        | 0   0         | 0   0         | 0   0         | 0   0         | 0   0         | 41   0       |

| <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 01-09</b> | 0   0       | 29   17       | 0   0         | 0   0         | 0   0         | 0   0         | 0   0         | 29   17      |

| <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           | 60            | 0             | 0             | 0             | 0             | 0             | 60           |
|                           | <b>Waiting List 01-09</b> | 0   0       | 89   82       | 0   0         | 0   0         | 0   0         | 0   0         | 0   0         | 89   82      |

| <b>1-45 Morse Gardens</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           | 70            | 0             | 0             | 0             | 0             | 0             | 70           |
|                           | <b>Waiting List 01-09</b> | 0   0       | 93   96       | 3   2         | 0   0         | 0   0         | 0   0         | 0   0         | 96   98      |

| <b>1-46 Carrick Regency</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           | 66            | 0             | 0             | 0             | 0             | 0             | 66           |
|                             | <b>Waiting List 01-09</b> | 0   0       | 49   59       | 0   0         | 0   0         | 0   0         | 0   0         | 0   0         | 49   59      |

| <b>1-47 Gualtieri 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>     | 4           | 27            | 0             | 0             | 0             | 0             | 0             | 31           |
|                             | <b>Waiting List 01-09</b> | 0   0       | 34   39       | 0   0         | 0   0         | 0   0         | 0   0         | 0   0         | 34   39      |

**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 – January 1, 2009**

**Mixed Finance**

| <b>1-64 New Pennley Place</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           |   | 21            |     | 16            |     | 2             |    | 0             |   | 0             |   | 0             |   | 39           |     |
| <b>Waiting List 01-09</b>     | 0           | 0 | 262           | 252 | 157           | 157 | 52            | 52 | 0             | 0 | 0             | 0 | 0             | 0 | 471          | 461 |

| <b>1-66 Oak Hill</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           |   | 196           |     | 139           |     | 85            |    | 10            |   | 0             |   | 0             |   | 430          |     |
| <b>Waiting List 01-09</b> | 0           | 0 | 223           | 283 | 153           | 173 | 70            | 56 | 16            | 8 | 0             | 0 | 0             | 0 | 462          | 520 |

| <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> |     |
|---------------------------|-------------|---|---------------|----|---------------|----|---------------|----|---------------|----|---------------|---|---------------|---|--------------|-----|
| <b>Standing Units</b>     | 0           |   | 24            |    | 20            |    | 18            |    | 4             |    | 0             |   | 0             |   | 86           |     |
| <b>Waiting List 01-09</b> | 0           | 0 | 9             | 26 | 105           | 39 | 115           | 33 | 10            | 10 | 0             | 0 | 0             | 0 | 239          | 108 |

| <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 01-09</b>     | 0           | 0 | 0             | 6 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0            | 6 |

| <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 01-09</b> | 0           | 0 | 30            | 33 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 30           | 33 |

| <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> |     |
|---------------------------|-------------|---|---------------|-----|---------------|-----|---------------|----|---------------|----|---------------|---|---------------|---|--------------|-----|
| <b>Standing Units</b>     | 0           |   | 10            |     | 42            |     | 18            |    | 4             |    | 0             |   | 0             |   | 74           |     |
| <b>Waiting List 01-09</b> | 0           | 0 | 169           | 187 | 67            | 186 | 30            | 63 | 16            | 25 | 0             | 0 | 0             | 0 | 282          | 461 |



**Table 2-5A – Number of Households on the Wait List by Community and Bedroom Size – January 1, 2008 – January 1, 2009**

| <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 01-09</b> | 0           | 0 | 23            | 15 | 1             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 24           | 15 |

| <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 01-09</b> | 0           | 0 | 43            | 17 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 43           | 17 |

| <b>1-87 The Legacy</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           |   | 90            |     | 0             |   | 0             |   | 0             |   | 0             |   | 0             |   | 90           |     |
| <b>Waiting List 01-09</b> | 0           | 0 | -             | 105 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | 0             | 0 | -            | 105 |

**Table 2-6 –Households Containing Disabled Residents – January 1, 2008 - January 1, 2009**

**Public Housing**

|                | <b>Total</b> |       |
|----------------|--------------|-------|
|                | 01/08        | 01/09 |
| <b>Family</b>  | 533          |       |
| <b>Elderly</b> | 621          |       |
| <b>Total</b>   | 1154         | 1334  |

**Section 8**

|                | <b>Total</b> |       |
|----------------|--------------|-------|
|                | 01/08        | 01/09 |
| <b>Family</b>  | 1575         | 1530  |
| <b>Elderly</b> | 405          | 439   |
| <b>Total</b>   | 1980         | 1969  |

**Total Public Housing and Section 8**

|                | <b>Total</b> |       |
|----------------|--------------|-------|
|                | 01/08        | 01/09 |
| <b>Family</b>  | 2108         |       |
| <b>Elderly</b> | 1026         |       |
| <b>Total</b>   | 3134         | 3303  |

Source: HACP MIS rent roll profile of 01/01/09

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 2-8– Income of Disabled Households Served – Jan. 1, 2007 - Jan. 1, 2009**

**Public Housing Disabled Households**

|                | Under 30% AMI |       |       | 30% to 50% AMI |       |       | 51% to 80% |       |       | 81% or Greater |       |       | Total |       |       |
|----------------|---------------|-------|-------|----------------|-------|-------|------------|-------|-------|----------------|-------|-------|-------|-------|-------|
|                | 01/07         | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07      | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07 | 01/08 | 01/09 |
| <b>Number</b>  | 812           | 923   | 1190  | 205            | 198   | 200   | 59         | 34    | 44    | 8              | 2     | 11    | 1084  | 1157  | 1445  |
| <b>Percent</b> | 75%           | 80%   | 82%   | 19%            | 17%   | 14%   | 5%         | 3%    | 3%    | 1%             | 0%    | 1%    | 100%  | 100%  | 100%  |

**Section 8 Disabled Households**

|                | Under 30% AMI |       |       | 30% to 50% AMI |       |       | 51% to 80% |       |       | 81% or Greater |       |       | Total |       |       |
|----------------|---------------|-------|-------|----------------|-------|-------|------------|-------|-------|----------------|-------|-------|-------|-------|-------|
|                | 01/07         | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07      | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07 | 01/08 | 01/09 |
| <b>Number</b>  | 1373          | 1609  | 1653  | 302            | 341   | 291   | 305        | 28    | 25    | 4              | 2     | 0     | 1984  | 1980  | 1969  |
| <b>Percent</b> | 69%           | 81%   | 84%   | 15%            | 17%   | 15%   | 15%        | 1%    | 1%    | 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 |       |       |
|----------------|---------------|-------|-------|----------------|-------|-------|------------|-------|-------|----------------|-------|-------|-------|-------|-------|
|                | 01/07         | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07      | 01/08 | 01/09 | 01/07          | 01/08 | 01/09 | 01/07 | 01/08 | 01/09 |
| <b>Number</b>  | 2185          | 2532  | 2843  | 507            | 539   | 491   | 364        | 62    | 69    | 12             | 4     | 11    | 3068  | 3137  | 3414  |
| <b>Percent</b> | 71%           | 81%   | 83%   | 17%            | 17%   | 14%   | 12%        | 2%    | 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.

### **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 Admissions and Continued Occupancy Policy (ACOP), the HACP implemented site-based waiting lists.

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/elderly/disabled preference for admission to public housing.
- Establishment of a working/elderly/disabled 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.

HACP did not experience any significant impacts from these changes.

Also, in FY 2007, after appropriate public comment periods, the HACP modified its lease and ACOP as required by the Violence Against Women Act (VAWA) of 2005.

In FY 2008, again after an appropriate public comment period, the HACP modified the HACP lease and the HACP ACOP in order to improve the enforceability of lease provisions, provide additional incentives for families to become self-sufficient, improve the efficiency of HACP management practices, stabilize communities, deconcentrate poverty and reduce crime in HACP communities. Additional minor adjustments to the ACOP to make technical corrections and/or to further improve program operations, incentives for family self-sufficiency, and housing choices for low-income families may be considered in 2009.

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

In FY 2008, again after appropriate public comment periods, the HACP modified its lease and ACOP to require that all heads of household who are not elderly or disabled and are not working must pay a minimum rent of one hundred fifty dollars (\$150.00). Heads of household who are not working and are paying less than \$150.00 per month will be required to participate in a Family Self-Sufficiency program.

For administrative purposes, this has been presented as a new minimum rent of \$150 per month with the following exceptions:

- Tenant actively participating in HACP, Department of Public Welfare, or other approved self-sufficiency program.
- Tenant is age 62 or older.
- Tenant is blind or otherwise disabled and unable to work.
- Tenant is engaged in at least 15 hours of work per week.
- Tenant has applied for a hardship exemption.

All other elements of rent calculation remain unchanged, and those in one of the categories listed above may have rents of less than \$150.00 per month but not less than \$25.00 per month.

HACP may grant a hardship exemption from the rent, including the \$25.00 per month minimum required of those exempted from the \$150.00 minimum rent, under the following circumstances:

- When the family is awaiting an eligibility determination for a government assistance program;
- When the income of the family has decreased because of loss of employment;
- When a death has occurred in the family; and
- When other such circumstances occur that would place the family in dire financial straits such that they are in danger of losing housing. Such other circumstances will be considered and a determination made by the HACP.

When a family request a hardship exemption, the HACP will determine if the hardship is temporary or long term. If the hardship is verified to be temporary (less than 90 days), when the hardship ceases, the HACP will reinstate the prior rent amount for the hardship period and offer the family a reasonable repayment agreement in accordance with the HACP Re-Payment Policy for the period the rent was suspended. Failure to comply with a reasonable repayment agreement under these circumstances may result in eviction.

If the hardship is verified to be long-term (lasting more than 90 days), the minimum rent will be suspended until the hardship ceases. Members of the family who are of working age and are not age 62 or older and are not blind or otherwise disabled may be required to participate in the Family Self-Sufficiency Program in order to qualify for the rent suspension. Although a family may not be evicted for failing to pay the minimum rent while the hardship is occurring, families who are required to participate in a Family Self-Sufficiency Program may be evicted for failure to actively participate and maintain in good standing with the FSS program during that time period.

If the Housing Authority determines there is no qualifying financial hardship, prior rent will be reinstated back to the time of suspension. The family may use the formal and/or informal grievance procedure to appeal the Housing Authority's determination regarding the hardship. No escrow deposit will be required in order to access the grievance procedure.

These new policies are expected to have a number of positive impacts on the HACP and HACP residents, including, but not

limited to, increased rent collections by the HACP, a changed environment where work by adults is the norm, reduction in crime, an increased level of active participation in the HACP self-sufficiency program and, of course, added incentive for residents to become self-sufficient.

A full evaluation is premature at this time, as the new policy has only been in effect for a limited period of time. However, HACP can report the following:

- HACP did not receive any hardship exemption requests in 2008;
- HACP has experienced an increase in enrollments in the Family Self-Sufficiency Program (see Chapter 9).
- An increase in the number of head of households reporting as disabled is being investigated.

In addition, in an effort to further reduce crime in HACP communities, the eviction notification period for lease violations that threaten the health and safety of other resident families and/or HACP employees was reduced to 15 days, the minimum allowable under the laws of the Commonwealth of Pennsylvania. This speeds the process for removing criminals from HACP communities and improves the safety and quality of life for HACP families.

In 2009 HACP will continue to consider the impacts of revising recertification requirements so that families on fixed incomes, primarily families with a member who is elderly or is a person with a disability, will only be required to complete a full recertification every second year rather than every year. This change would reduce administrative costs and reduce unnecessary office visits by residents.

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

Several HACP Scattered Sites Communities (PA-22, PA-38, PA-39, PA-50 and PA-51) are approved for disposition under HACP's Homeownership Program. Residents of these communities not desiring to buy their current units are not required to vacate the unit. However, as units in these communities are vacated, the HACP offers the vacated units for occupancy by new residents, who may then choose to participate in the HACP homeownership program to purchase their unit, or may choose to continue to rent the unit.

### **Demographic Changes in HACP Communities Following the Implementation of Site-Based Waiting Lists**

In July 2006, the HACP implemented site-based waiting lists at all communities managed directly by the HACP. (The HACP also has mixed finance communities managed by private management companies and these communities have always used site-based waiting lists.) See Table A-1 and Table A-2 in Appendix A of this report for data comparing income and racial/ethnicity composition of HACP households on July 15, 2006 (immediately prior to the implementation of site-based waiting lists) and on January 1, 2009, approximately 2-1/2 years after the implementation of site-based waiting lists.

Generally, site-based waiting lists have had minimal impact on the racial/ethnic composition of HACP family communities. During the July 15, 2006 to January 1, 2009 time period, only the Arlington Heights family community changed more than 4% in the percentage of any racial/ethnic within the

community. During this period, the black households in Arlington Heights increased by 6% and white households declined by 5%. The HACP does not consider these changes to constitute an adverse impact of site-based waiting lists, but will continue to monitor demographic data in these communities.

In HACP elderly communities, during this same period, there was a more pronounced racial shift in four of HACP's newer and senior communities. In HACP's elderly communities of Caligiuri, Morse Gardens, Carrick Regency and Gualtieri Manor, the percentage of black residents increased by at least 12% (13% at Carrick Regency) creating greater racial balance in these communities. Racial demographics at other elderly communities remained relatively stable.

Income distribution in HACP communities also remained relatively stable during this time period. In all HACP communities (family and elderly) the percentage of households with incomes less than 50% of AMI remained above 85% with the exception of two communities, Scattered Sites (1-22/1-39) and Glen Hazel Low Rise. Scattered Sites remained stable with 77% of households under 50% AMI throughout the period. Glen Hazel Low Rise declined from 83% of households under 50 % AMI to 77% under 50 % AMI. The HACP does not consider these changes to constitute an adverse impact of site-based waiting lists, but will continue to monitor income distribution data in these communities.

## 4.0 CHANGES IN THE HOUSING STOCK

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### Discussion

In 2008, the HACP demolished two senior high rises, Lou Mason (Addison Addition) and Auburn Towers, with 149 and 294 units respectively. The HACP Homeownership Program sold four HACP units to HACP residents (950 Rivermont Ave., 1406 Steuben St., 254 Amber St. and 970 Johnston Ave.). UFAS conversions completed in 2008 resulted in a reduction of 14 units in the Glen Hazel High Rise and 10 units in the Pennsylvania-Bidwell High Rise. (UFAS conversions at the Arlington and Allegheny family communities were completed in 2007.)

During 2008, the HACP acquired an additional 20 scattered sites units to house Broadhead residents displaced by flooding in 2005. The scattered sites acquisitions in 2008 bring the total number of units acquired for former Broadhead residents to 33 and completes the effort to re-house affected Broadhead

residents. In addition, HACP completed construction of 58 mixed finance units in the Bedford Hills II community.

During FY 2008, an additional 51 HACP units were certified as UFAS compliant and were counted towards meeting HACP Voluntary Compliance Agreement (VCA) objectives. To date, 165 units have been certified as UFAS compliant in 25 HACP communities.

Also during FY 2008, the HACP Section 8 program declined in size by 316 units. However, from January 1, 2001 to January 1, 2009, the Section 8 program increased in size by 1,348 units (34.5%). During the same period, the number of units in the LIPH inventory declined by 2,817 units (35.1%).



**Table 4-1 – Units in the Inventory - January 1, 2001 - January 1, 2008 – January 1, 2009**

**Public Housing**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 1102          | 622   | 641   | 2653      | 1409  | 1432  | 1894      | 1411  | 1441  | 403       | 284   | 289   | 121         | 88    | 88    | 6173  | 3814  | 3891  |
| <b>Elderly</b> | 1429          | 1516  | 1214  | 423       | 268   | 103   | 0         | 0     | 0     | 0         | 0     | 0     | 0           | 0     | 0     | 1852  | 1784  | 1317  |
| <b>Total</b>   | 2531          | 2138  | 1855  | 3076      | 1677  | 1535  | 1894      | 1411  | 1441  | 403       | 284   | 289   | 121         | 88    | 88    | 8025  | 5598  | 5208  |

**Section 8**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 669           | 1245  | 1151  | 1418      | 1783  | 1640  | 1119      | 1544  | 1487  | 207       | 310   | 313   | 27          | 72    | 60    | 3440  | 4954  | 4651  |
| <b>Elderly</b> | 322           | 437   | 429   | 118       | 142   | 137   | 15        | 27    | 27    | 1         | 3     | 2     | 0           | 0     | 1     | 456   | 609   | 596   |
| <b>Total</b>   | 990           | 1682  | 1580  | 1526      | 1925  | 1777  | 1134      | 1571  | 1514  | 208       | 313   | 315   | 27          | 72    | 61    | 3896  | 5563  | 5247  |

**Total Units in the Inventory - January 1, 2001 - January 1, 2008 – January 1, 2009**

|                | Eff/1 Bedroom |       |       | 2 Bedroom |       |       | 3 Bedroom |       |       | 4 Bedroom |       |       | 5+ Bedrooms |       |       | Total |       |       |
|----------------|---------------|-------|-------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|-------------|-------|-------|-------|-------|-------|
|                | 01/01         | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01     | 01/08 | 01/09 | 01/01       | 01/08 | 01/09 | 01/01 | 01/08 | 01/09 |
| <b>Family</b>  | 1771          | 1867  | 1792  | 4071      | 3192  | 3072  | 3013      | 2955  | 2928  | 610       | 594   | 602   | 148         | 160   | 148   | 9613  | 8768  | 8542  |
| <b>Elderly</b> | 1751          | 1953  | 1643  | 541       | 410   | 240   | 15        | 27    | 27    | 1         | 3     | 2     | 0           | 0     | 1     | 2308  | 2393  | 1913  |
| <b>Total</b>   | 3522          | 3820  | 3435  | 4612      | 3602  | 3312  | 3028      | 2982  | 2955  | 611       | 597   | 604   | 148         | 160   | 149   | 11921 | 11161 | 10455 |

Source: HACP MIS archived rent-roll profile 1/1/01, 1/1/08, 1/1/09

**Table 4-2 - Change in the Inventory - January 1, 2001 through January 1, 2009**

|                | <b>2008 to 2009</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>1/1/2009</b> | <b>Change</b> |
| Public Housing |                     |                  |                  |                  |                 |                 |                 |                 |                 |               |
| Conventional   | 7600                | 6203             | 6114             | 6114             | 6024            | 5626            | 5005            | 4667            | <b>4219</b>     | <b>-448</b>   |
| Mixed Finance  | 425                 | 504              | 543              | 655              | 791             | 791             | 841             | 931             | <b>989</b>      | <b>+58</b>    |
| Section 8      | 3896                | 4272             | 4528             | 5077             | 5346            | 6668            | 6237            | 5563            | <b>5247</b>     | <b>-316</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>11,161</b>   | <b>10,455</b>   | <b>-706</b>   |

**Table 4-3 -Components of Change in the Mixed Finance Inventory - January 1, 2001 through January 1, 2009**

|              |                    |                 |                  |                  |                  |                 |                 |                 |                 |                 | <b>2008 to 2009</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>1/1/2008</b> | <b>1/1/2009</b> | <b>Change</b>       |
| PA-1-64      | New Pennley Place  | 38              | 38               | 38               | 39               | 39              | 39              | 39              | 39              | 39              | --                  |
| PA-1-66      | Oak Hill MROP      | 0               | 99               | 80               | 80               | 80              | 80              | 80              | 80              | 80              | --                  |
| PA-1-68      | Oak Hill 1A        | 97              | 97               | 97               | 97               | 97              | 97              | 97              | 97              | 97              | --                  |
| PA-1-72      | Manchester I       | 20              | 20               | 20               | 20               | 20              | 20              | 20              | 20              | 20              | --                  |
| PA-1-73      | Christopher Smith  | 25              | 25               | 25               | 25               | 25              | 25              | 25              | 25              | 25              | --                  |
| PA-1-74      | Manchester II      | 25              | 25               | 25               | 25               | 25              | 25              | 25              | 25              | 25              | --                  |
| PA-1-75      | Manchester III     | 18              | 18               | 18               | 18               | 18              | 18              | 18              | 18              | 18              | --                  |
| PA-1-76      | Oak Hill 1B        | 101             | 101              | 101              | 101              | 101             | 101             | 101             | 101             | 101             | --                  |
| PA-1-78      | Manchester IVA     | 0               | 23               | 23               | 23               | 23              | 23              | 23              | 23              | 23              | --                  |
| PA-1-79      | Oak Hill 1C        | 0               | 56               | 96               | 96               | 96              | 96              | 96              | 96              | 96              | --                  |
| PA-1-80      | Silver Lake        | 0               | 0                | 0                | 75               | 75              | 75              | 75              | 75              | 75              | --                  |
| PA-1-81      | Oak Hill 1D        | 0               | 0                | 20               | 56               | 56              | 56              | 56              | 56              | 56              | --                  |
| PA-1-82      | Bedford Hills 1A   | 0               | 0                | 0                | 0                | 24              | 24              | 24              | 24              | 24              | --                  |
| PA-1-83      | Bedford Hills 1B   | 0               | 0                | 0                | 0                | 50              | 50              | 50              | 50              | 50              | --                  |
| PA-1-85      | North Aiken        | 0               | 0                | 0                | 0                | 62              | 62              | 62              | 62              | 62              | --                  |
| PA-86        | Fairmont           | 0               | 0                | 0                | 0                | 0               | 0               | 50              | 50              | 50              | --                  |
| PA-87        | The Legacy         | 0               | 0                | 0                | 0                | 0               | 0               | 0               | 90              | 90              | --                  |
| PA-89        | Bedford II         | 0               | 0                | 0                | 0                | 0               | 0               | 0               | 0               | <b>58</b>       | <b>+58</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>989</b>      | <b>+58</b>          |

## 5.0 SOURCES AND USES OF FUNDS

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|                  |   |             |
|------------------|---|-------------|
| <b>FY 2008</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 2008 .....</b> | <b>.5-2</b> |
| <b>TABLE 5-2</b> | <b>USES OF FUNDS – CONSOLIDATED BUDGET &amp; UNAUDITED ACTUALS FOR FY 2008 .....</b>    | <b>.5-4</b> |
| <b>TABLE 5-3</b> | <b>RECONCILIATION – CONSOLIDATED BUDGET &amp; UNAUDITED ACTUALS FOR FY 2008.....</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 2008 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 2008 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 2008**

| <b>Description</b>        | <b>COCC</b>       | <b>Non-Dept</b>   | <b>AMPS</b>       | <b>HCVP</b>       | <b>CFP/RHF</b>    | <b>HOPE VI/Other Capital</b> | <b>Totals Ops</b>  |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|--------------------|
| Subsidy                   |                   | 17,334,246        | 18,775,462        |                   |                   |                              | 36,109,708         |
| Subsidy-Fees              | 4,112,773         |                   |                   |                   |                   |                              | 4,112,773          |
| Subsidy-Capital           |                   |                   |                   |                   |                   |                              | -                  |
| Subsidy-Transfer          |                   |                   |                   |                   |                   |                              | -                  |
| Dwelling Rent             |                   |                   | 7,701,120         |                   |                   |                              | 7,701,120          |
| Excess Utilities          |                   |                   |                   |                   |                   |                              | -                  |
| Non-Dwelling              |                   |                   |                   |                   |                   |                              | -                  |
| Other                     | (262,606)         | 2,135,222         | (813,126)         | 798,604           | -                 | 1,993,679                    | 3,851,773          |
| Sect 8-Fees               | 1,208,123         |                   |                   |                   |                   |                              | 1,208,123          |
| Sect 8-MtW                |                   |                   |                   | 41,335,142        |                   |                              | 41,335,142         |
| Sect 8-Reserves           |                   |                   |                   |                   |                   |                              | -                  |
| Sect 8-Non-MtW-HAP        |                   |                   |                   | 1,768,545         |                   |                              | 1,768,545          |
| Sect 8-Non-MtW-Admin Fees |                   |                   |                   | 146,028           |                   |                              | 146,028            |
| CFP-Fees                  | 1,232,098         |                   |                   |                   |                   |                              | 1,232,098          |
| CFP-Soft                  |                   |                   |                   |                   | 8,895,176         |                              | 8,895,176          |
| CFP-Hard                  |                   |                   |                   |                   | 15,755,837        |                              | 15,755,837         |
| RHF-Fees                  | 124,429           |                   |                   |                   |                   |                              | 124,429            |
| RHF-Soft                  |                   |                   |                   |                   | -                 | -                            | -                  |
| HOPE VI/Other - Soft      |                   |                   |                   |                   |                   | 2,424,497                    | 2,424,497          |
| HOPE VI/Other - Hard      |                   |                   |                   |                   |                   | 572,250                      | 572,250            |
| Fee for Service-Legal     | 508,197           |                   |                   |                   |                   |                              | 508,197            |
| Fee for Service-MIS       | 141,138           |                   |                   |                   |                   |                              | 141,138            |
| Fee for Service-FSS       | 2,412,331         |                   |                   |                   |                   |                              | 2,412,331          |
| Frontline Revenue         | 4,300,188         |                   |                   |                   |                   | -                            | 4,300,188          |
| <b>Total Revenues</b>     | <b>13,776,671</b> | <b>19,469,468</b> | <b>25,663,456</b> | <b>44,048,319</b> | <b>24,651,013</b> | <b>4,990,426</b>             | <b>132,599,353</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, 2008 numbers, and are still subject to change.

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

This discussion of funding variances is intended to provide additional information on significant variances and key funding sources. It is not a comprehensive discussion of all revenue variances. The major variances are as follows:

### **Operating Subsidy**

The 2008 MtW Plan called for \$35,007,774 in Operating Subsidy. The actual subsidy received was \$36,109,707 or \$1,101,933 more than anticipated. This is due to a slight increase in funding received from HUD.

### **Dwelling Rent**

The 2008 MtW Plan anticipated \$8,294,593 in rental income. Actual rent receipts for 2008 were \$7,701,120 or \$593,473 under the anticipated amount, as a result of fewer public housing apartments occupied than anticipated during the course of 2008. In addition, Excess Utilities, Non-dwelling rent, and tenant fees and maintenance charges revenues were \$455,742 below projected amounts.

### **Other Income – Site Management**

Various Fees and costs associated with site-based management, including property management fees, asset management fees,

bookkeeping fees, Fee-for Service charges from departments, and frontline costs resulting in revenues of \$3,851,608 above budgeted amounts.

### **Section 8 Housing Choice Voucher**

The MtW Plan projected \$42,761,250 in MtW HCVP revenue for FY 2008. Actual income received was \$44,048,319. The increase was the result of higher than anticipated HUD funding as well as admin fees earned by HACP.

### **Capital Funding**

The 2008 MtW Plan projected \$21,470,987 of Capital Fund grant revenue. Actual Capital Fund grant revenue was \$24,651,012, a variance of \$3,180,025. The overage is due to increased use of Capital Fund Program funds during the course of the fiscal year. Overall capital revenues from all sources, including HOPE VI, Replacement Housing Factor, and other sources was below projected amounts by \$6,786,610, and HACP also recording program income revenues of \$4,249,586 above budgeted amounts. The net variance of all capital funding items is revenues in excess of budgeted amounts by \$643,001.

**Table 5-2 Uses of Funds - Consolidated Budget & Unaudited Actuals FY 2008**

| Description                  | COCC             | Non-Dept     | AMPS              | HCVP             | CFP/RHF          | HOPE VI/Other Capital | HACP Totals       |
|------------------------------|------------------|--------------|-------------------|------------------|------------------|-----------------------|-------------------|
| Administrative               |                  |              |                   |                  |                  |                       |                   |
| Salaries                     | 5,202,673        |              | 1,472,272         | 1,170,934        |                  |                       | 7,845,879         |
| Benefits                     | 1,397,037        |              | 414,602           | 373,417          |                  |                       | 2,185,056         |
| Fee for Service - Legal      |                  |              |                   |                  |                  |                       | -                 |
| Outside Legal Contracts      |                  |              |                   |                  |                  |                       | -                 |
| Legal Other                  | (92,967)         |              | 621,893           | 99,154           |                  |                       | 628,080           |
| Staff Training               | 76,841           |              | 15,438            | 19,105           |                  |                       | 111,384           |
| Travel                       |                  |              |                   |                  |                  |                       | -                 |
| Property Management Fees     | -                |              | 3,925,386         | 1,395,512        | 1,356,527        |                       | 6,677,425         |
| Bookkeeping Fee              |                  |              |                   |                  |                  |                       | -                 |
| Accounting Fees              |                  |              |                   |                  |                  |                       | -                 |
| Asset Management Fee         |                  |              |                   |                  |                  |                       | -                 |
| Auditing Fees                | 6,943            |              | 28,492            | 51,430           |                  | (200)                 | 86,665            |
| Telephone                    |                  |              |                   |                  |                  |                       | -                 |
| Office Supplies              |                  |              |                   |                  |                  |                       | -                 |
| Postage & Duplicating        |                  |              |                   |                  |                  |                       | -                 |
| Computer Equipment           |                  |              |                   |                  |                  |                       | -                 |
| Office Furniture & Equip     |                  |              |                   |                  |                  |                       | -                 |
| Equipment Rental & Maint     |                  |              |                   |                  |                  |                       | -                 |
| Administrative Contracts     |                  |              |                   |                  |                  |                       | -                 |
| Office Rent                  |                  |              |                   |                  |                  |                       | -                 |
| Other Sundry                 | 2,507,713        | 2,483        | 122,499           | 1,161,406        |                  |                       | 3,794,101         |
| Fee for Service - IT         |                  |              |                   |                  |                  |                       | -                 |
| Front-line Rent Collect/TARS |                  |              | 29,376            |                  |                  |                       | 29,376            |
| Front-line Occupancy         |                  |              | 770,558           |                  |                  |                       | 770,558           |
| Front-line Other Depts       |                  |              | 1,739,193         |                  |                  |                       | 1,739,193         |
| Private Management Subsidy   |                  |              | 2,900,634         |                  |                  |                       | 2,900,634         |
| <b>Administrative Total</b>  | <b>9,098,240</b> | <b>2,483</b> | <b>12,040,343</b> | <b>4,270,958</b> | <b>1,356,527</b> | <b>(200)</b>          | <b>26,768,351</b> |

| Description                  | COCC             | Non-Dept     | AMPS              | HCVP          | CFP/RHF          | HOPE VI/Other Capital | HACP Totals       |
|------------------------------|------------------|--------------|-------------------|---------------|------------------|-----------------------|-------------------|
| Tenant Services              |                  |              |                   |               |                  |                       |                   |
| Salaries                     | 829,488          |              |                   |               |                  | 23,123                | 852,611           |
| Benefits                     | 282,810          |              |                   |               |                  | 9,212                 | 292,022           |
| Recreation,Publication,Other | 545,607          | (350)        |                   |               |                  |                       | 545,257           |
| Contracts & Training         |                  |              |                   | 15,513        |                  |                       | 15,513            |
| Front-line                   |                  |              | 1,920,259         |               |                  |                       | 1,920,259         |
| <b>Tenant Services Total</b> | <b>1,657,905</b> | <b>(350)</b> | <b>1,920,259</b>  | <b>15,513</b> | <b>-</b>         | <b>32,335</b>         | <b>3,625,662</b>  |
| Utilities                    |                  |              |                   |               |                  |                       | -                 |
| Water                        | 414              | 1,719        | 1,945,386         |               |                  |                       | 1,947,519         |
| Electricity                  | 4,603            |              | 2,233,155         |               |                  |                       | 2,237,758         |
| Gas                          | 5,229            |              | 4,763,316         |               |                  |                       | 4,768,545         |
| Sewer                        | 228              | 639          | 1,341,614         |               |                  |                       | 1,342,481         |
| Other                        |                  |              |                   |               |                  |                       | -                 |
| <b>Utilities Total</b>       | <b>10,474</b>    | <b>2,358</b> | <b>10,283,471</b> | <b>-</b>      | <b>-</b>         | <b>-</b>              | <b>10,296,303</b> |
| Maintenance                  |                  |              |                   |               |                  |                       | -                 |
| Labor                        | 1,491,530        |              | 4,064,209         |               |                  |                       | 5,555,739         |
| Benefits                     | 559,204          |              | 1,562,978         |               |                  |                       | 2,122,182         |
| Materials                    | 132,554          | 134          | 1,725,980         |               |                  |                       | 1,858,668         |
| Maintenance Equipment        |                  |              |                   |               |                  |                       | -                 |
| Outside Contracts            | 8,825            | (142)        | 2,918,403         |               |                  |                       | 2,927,086         |
| Fee for Service - FSS        |                  |              |                   |               |                  |                       | -                 |
| <b>Maintenance Total</b>     | <b>2,192,113</b> | <b>(8)</b>   | <b>10,271,570</b> | <b>-</b>      | <b>-</b>         | <b>-</b>              | <b>12,463,675</b> |
| Protective Services          |                  |              |                   |               |                  |                       | -                 |
| Labor                        | 4,764            |              | 1,133             |               | 9,636            |                       | 105,533           |
| Benefits                     | 24,875           |              |                   |               | 23,287           |                       | 48,162            |
| Materials                    |                  |              |                   |               |                  |                       | -                 |
| Contract Cost                |                  |              | 300               |               | 2,961,040        |                       | 2,961,340         |
| <b>Protective Services</b>   | <b>29,639</b>    | <b>-</b>     | <b>1,433</b>      | <b>-</b>      | <b>3,083,963</b> | <b>-</b>              | <b>3,115,035</b>  |

| Description                        | COCC              | Non-Dept       | AMPS              | HCVP              | CFP/RHF           | HOPE VI/Other Capital | HACP Totals        |
|------------------------------------|-------------------|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|
| General                            |                   |                |                   |                   |                   |                       |                    |
| Compensated Absences               | 35,267            |                | 75,155            | (72,295)          |                   |                       | 38,127             |
| Insurance                          | 415,459           | 23,469         | 1,990,053         | 8,971             |                   |                       | 2,437,952          |
| Bad Debt - Tenants                 |                   | 18             | 405,086           |                   |                   |                       | 405,104            |
| Other General                      | 2,281             | 155,250        | 11,322            |                   |                   | 499,635               | 668,488            |
| Housing Assistance Payments        |                   |                |                   | 29,454,238        |                   |                       | 29,454,238         |
| <b>General Total</b>               | <b>453,007</b>    | <b>178,737</b> | <b>2,481,616</b>  | <b>29,390,914</b> | <b>-</b>          | <b>499,635</b>        | <b>33,003,909</b>  |
| Other Financial Items              |                   |                |                   |                   |                   |                       | -                  |
| Casualty Losses                    |                   |                |                   |                   |                   |                       | -                  |
| Bad Debt Mortgages                 |                   |                |                   |                   |                   |                       | -                  |
| Extraordinary Maintenance          | 21,225            |                | 9,040             |                   |                   |                       | 30,265             |
| Depreciation Expense               |                   |                |                   |                   |                   |                       | -                  |
| Capital Expenditures               |                   |                |                   |                   | 20,210,522        | 4,195,784             | 24,406,306         |
| Operating Transfers In             |                   |                |                   |                   |                   |                       | -                  |
| Operating Transfers Out            |                   |                |                   |                   |                   |                       | -                  |
| <b>Other Financial Items Total</b> | <b>21,225</b>     | <b>-</b>       | <b>9,040</b>      | <b>-</b>          | <b>20,210,522</b> | <b>4,195,784</b>      | <b>24,436,571</b>  |
| <b>Total Uses</b>                  | <b>13,462,603</b> | <b>183,220</b> | <b>37,007,732</b> | <b>33,677,385</b> | <b>24,651,012</b> | <b>8,977,139</b>      | <b>117,959,091</b> |

|                                   |                |                   |                     |                   |          |                |                   |
|-----------------------------------|----------------|-------------------|---------------------|-------------------|----------|----------------|-------------------|
| <b>Net Budgeted Profit/(Loss)</b> | <b>314,068</b> | <b>19,286,248</b> | <b>(11,344,276)</b> | <b>10,370,934</b> | <b>0</b> | <b>262,872</b> | <b>18,889,847</b> |
|-----------------------------------|----------------|-------------------|---------------------|-------------------|----------|----------------|-------------------|

|                                       |                |                   |                     |                   |          |                  |                   |
|---------------------------------------|----------------|-------------------|---------------------|-------------------|----------|------------------|-------------------|
| <b>Net Unrestricted Profit/(Loss)</b> | <b>314,068</b> | <b>16,773,490</b> | <b>(11,344,276)</b> | <b>10,309,859</b> | <b>0</b> | <b>(220,444)</b> | <b>15,832,698</b> |
|---------------------------------------|----------------|-------------------|---------------------|-------------------|----------|------------------|-------------------|



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

### Administration

The budget for FY 2008 Salaries (revised) was \$7,316,632 and actual expenses were \$7,845,879. The amount over budget is \$529,247 attributable to increased usage of temporary labor while employees were out on leave.

### Tenant Services

The budget for FY 2008 Total Tenant Services (revised) was \$2,762,363, and actual expenses were \$3,625,662. This is an overage of \$863,299. The majority of this increase is the result of guidelines relating to accounting for frontline expenses.

### Maintenance

Total maintenance expenditures were budgeted at \$11,370,073, while actual expenses were \$12,463,679, or \$1,093,606 over budget. This was the result of an increase in hours worked by site staff.

### Utilities

Utilities were budgeted for \$11,518,726 and actual expenses were \$10,296,303 or \$1,222,423 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 \$138,705 and actual expenses were \$105,533 or \$33,178 under budget. The Non-Personnel Protective Services Contracts were budgeted at \$2,600,000 and actual expenses were \$2,961,340 or over budget by \$361,340. This is mostly due to increased usage of the protective services contracts.

### General Expense (excluding HAP)

General Expenses were budgeted at \$2,048,586 and actual expenses were \$3,549,671, or \$1,501,085 over budget. This is a result of multiple factors including a charge for prepaid insurance that the Authority expensed in 2008 as a result of an audit adjustment, added insurance expense for additional coverage, and higher than anticipated collection losses.

### Other Expenses- Housing Assistance Payments (HAP)

HAP payments were budgeted at \$34,587,126 and actual expenditures were \$29,454,238, or \$5,132,888 under budget. This was due to higher than projected attrition rates that resulted in greater than planned reductions in voucher leasing levels.

### Capital Expenditures

HACP expenses for Capital Budget items from all sources was approximately \$6.7 million less than budgeted. This was the result of various project specific issues, including delays on some projects.

**Table 5-3 Reconciliation - Consolidated Unaudited Actuals for FY 2008**

| Income Statement          | BUDGET           | PUBLIC           | HCVP              | CFP        | MTW               | HOPE VI/Other  | HACP              | HACP              |
|---------------------------|------------------|------------------|-------------------|------------|-------------------|----------------|-------------------|-------------------|
|                           |                  | HOUSING          |                   |            | TOTAL             |                | TOTAL             | VARIANCE          |
| <b>Total Revenues</b>     | 130,482,379      | 58,909,595       | 44,048,319        | 24,651,013 | 127,608,927       | 9,240,011      | 136,848,938       | 6,366,559         |
| <b>Total Expenditures</b> | 127,142,435      | 50,653,555       | 33,677,385        | 24,651,012 | 108,981,952       | 8,977,139      | 117,959,091       | -9,183,344        |
| <b>Surplus (Deficit)</b>  | <b>3,339,944</b> | <b>8,256,040</b> | <b>10,370,934</b> | <b>1</b>   | <b>18,626,975</b> | <b>262,872</b> | <b>18,889,847</b> | <b>15,549,903</b> |

**Table 5-4 Reconciliation - Unaudited Unrestricted Net Assets for FY 2008**

| Unrestricted Net Assets        |                    | PUBLIC HOUSING | MTW SEC 8  | CFP | MTW TOTAL  | HOPE VI OTHER | HACP TOTAL |
|--------------------------------|--------------------|----------------|------------|-----|------------|---------------|------------|
| <b>Unrestricted Net Assets</b> | <b>1/1/2008</b>    | 19,534,925     | 7,399,921  | 0   | 26,934,846 | 730,461       | 27,665,307 |
| <b>Change In Net Assets</b>    | <b>01/01-12/31</b> | 5,743,282      | 10,309,859 | 1   | 16,053,142 | -220,444      | 15,832,698 |
| <b>Unrestricted Net Assets</b> | <b>12/31/2008</b>  | 25,278,207     | 17,709,780 | 1   | 42,987,988 | 510,017       | 43,498,005 |
|                                |                    |                |            |     |            |               |            |

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 2008, the HACP and its development partners obligated a total of \$44,960,100 (\$28,705,626 in HACP funds and \$16,254,474 in leveraged private, state and local funds) for capital development. The sections below describe these activities, including HOPE VI projects, non-HOPE VI, full and partial redevelopment, demolitions, Senior Housing development, special housing as well as HACP's energy savings initiatives.

**HOPE VI SUPPORTED REDEVELOPMENT ACTIVITIES** – In 2008 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. Six modular units, of which 3 were UFAS compliant were completed and occupied by the end of 2007. HACP is currently working with the private developer of the Chatham apartment building to convert 2-3 existing units into UFAS compliant units. There were no further expenses during 2008 and HACP has been focussed on closing out this grant.

### **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 I 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. Oak Hill Phase I has achieved a Preliminary Closeout status, and is awaiting a final determination that all federal requirements were satisfied before the grant is officially closed.

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 phase of Phase II and plans currently consist of 86 residential units with 45 low-income housing tax credit (LIHTC) units and 41 market rate units. The total number of units and the number of low-income and market rate units were reduced from the initial plan, reflecting the pervasive economic challenges domestically and worldwide. 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. In May 2008, PHFA issued a tax credit reservation to the Oak Hill Phase II developer for 9% tax credits. Total construction financing for the Wadsworth phase is now projected at \$28,135,832, reflecting the decrease in total planned units. This includes a \$9,077,000 HACP loan and bank financing of \$4,500,000, tax credit equity of \$9,912,045 and \$4,646,787 from other sources. Final financing and other details are expected to be completed in 2009.

HACP projected expenditures of \$250,000 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 2008.

**Bedford / Middle Hill HOPE VI**

FY 2008 activities included the completion of construction of Phase II - 116 mixed-income rental units (58 Public Housing, 33 Tax Credit, 25 Market Rate); financial closing (March 25, 2008) and construction start on Bedford Phase III consisting of 88 Tax Credit Affordable rental units, 48 of which will be Public Housing replacement; Bedford Homeownership completion of 8 stage 2 units in September, 2008, and sale of additional 9 units to bring the total number of units sold to 14, comprising all of the 8 stage 1 units and 6 of the stage 2 units. The chart below represents combined total expenditures for Phase II, Phase III and Homeownership. HACP projected combined expenditures of \$10,958,000 for Bedford Phases in 2008. Actual HACP expenditures were \$10,260,163.

| <b>Bedford/Middle Hill Hope VI</b> | <b>2008 Obligations</b> | <b>2008 Actual Expenditures</b> |
|------------------------------------|-------------------------|---------------------------------|
| HACP Capital                       | \$9,242,580             | \$8,896,474                     |
| HOPE VI/ Other HUD                 | \$609,430               | \$1,363,689                     |
| City of Pittsburgh/PWSA            | \$0                     | \$720,994                       |
| Private Investment                 | \$9,325,000             | \$19,298,882                    |
| <b>TOTAL SOURCES</b>               | <b>\$19,177,010</b>     | <b>\$30,280,039</b>             |
| <b>USES</b>                        |                         |                                 |
| Site Preparation                   | \$0                     | \$78,784                        |
| Public Improvements                | \$0                     | \$1,987,806                     |
| Construction                       | \$19,177,010            | \$28,213,449                    |
| <b>TOTAL USES</b>                  | <b>\$19,177,010</b>     | <b>\$30,280,039</b>             |

**REDEVELOPMENT – COMPREHENSIVE** – In 2008, HACP continued planning and development activities for the comprehensive redevelopment of some of HACP’s most severely distressed public housing communities, Addison Terrace and Additions and Garfield Heights. Persistent funding constraints during 2008 limited HACP’s ability to embark upon any significant redevelopment activities at Addison Terrace. During 2008 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 PHASE 1**

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.

Demolition of the existing public housing units in the Phase I site was completed in March 2008, and in August, 2008 site preparation activities began. In December of 2008 the Phase I Development financial closing/construction start took place, and HACP entered into a Cooperation Agreement with the Pittsburgh Urban Redevelopment Authority for construction of public improvements and water and sewer lines. 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. HACP projected expenditures of \$3,433,000 in 2008.

|                         | <b>2008 Obligations</b> | <b>2008 Actual Expenditures</b> |
|-------------------------|-------------------------|---------------------------------|
| <b>Garfield Phase I</b> |                         |                                 |
| HACP Capital            | \$18,007,761            | \$2,981,154                     |
| HOPE VI / Other HUD     |                         |                                 |
| City of Pittsburgh      | \$1,161,150             |                                 |
| Private Investment      | \$5,768,324             |                                 |
| <b>TOTAL SOURCES</b>    | <b>\$24,937,235</b>     | <b>\$2,981,154</b>              |
| <b>USES</b>             |                         |                                 |
| Public Improvements     | \$2,947,127             | \$0                             |
| Site Preparation        | \$2,621,684             | \$1,479,554                     |
| Development Costs       | \$19,368,424            | \$1,501,600                     |
| <b>TOTAL USES</b>       | <b>\$24,937,235</b>     | <b>\$2,981,154</b>              |

## **GARFIELD PHASE II**

Additionally, the proposed Phase II development was awarded a tax credit reservation in May, 2008 in the amount of \$604,919, and in December of 2008 the developer applied for an additional reservation of \$177,590 in tax credits. 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. Relocation of residents from the Phase II site was completed in December of 2008. Final financing and other details are expected in 2009.

## **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. Demolition of the Lou Mason, Jr. senior high-rise was completed in June 2008. Construction of the replacement building was completed in June 2007 and is fully occupied. It has since been renamed "The Legacy".

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. Due to the enormous financial resources that would be required to redevelop this property, there was minimal further development effort. HACP is currently working on rehabilitating three existing units into UFAS compliant units (see chapter 7). Costs of demolition of the Lou Mason, Jr. High Rise are included in the chart for demolition activities near the end of this chapter.

**REDEVELOPMENT – PARTIAL** – In 2008 the HACP continued development planning and analysis activities for the possible partial redevelopment of Northview Heights and St. Clair Village. Previously planned redevelopment considerations for St. Clair Village were discontinued due to persistent funding constraints, continued low performance of the community across a wide range of indicators, such as occupancy levels and crime, and the results of analysis using HUD's calculator for potential required conversion candidates. Thus preliminary steps towards development of a conversion plan for St. Clair Village were initiated. Northview Heights also underwent analysis using HUD's potential required conversion candidates calculator, and it resulted in a determination to continue operation of Northview Heights as low income public housing. This assessment was reviewed on site by representatives of HUD's Special Applications Center.

### **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 501 family dwelling units in 78 family buildings. In addition, Northview contains a 91 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. Demolition of 72 units was completed in 2006, and in 2007, in light of existing funding constraints and other analysis, prioritized creation of UFAS in 2008 and other property improvements.

During 2008, HACP began work on the creation of UFAS units and began implementing a number of energy savings measures (ECMs) under our energy savings initiative, which is described further in a subsequent section of this report. HACP will convert five (5) existing units in the Northview highrise into UFAS complaint units, as well as convert 52 units of the family community into 26 UFAS compliant units and 26 standard units. (See Chapter 7).

Under the energy savings initiative, the Northview highrise and family communities will be fitted with new residential and common area lighting as well as new toilet, bath and kitchen fixtures. Equally significantly, the Northview community will become one of the first public housing communities in the country to install leading edge geothermal heating and cooling energy savings measures.

### **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. In 2006, HACP received approval to demolish an additional 325 units, and the eventual major rehabilitation of 120 units and the new construction of 62 units. (Demolition of 99 of the 325 units occurred in 2007). These redevelopment designs proposed activities at a cost exceeding \$23 million. HACP recognized that funding would not be available in the near term for this project and that higher occupancy levels, rent collections, and reduced crime would be required in order to stabilize this community and demonstrate viability. Despite a variety of efforts by the HACP, residents, and community partners, no progress was made in improving occupancy, crime or perceptions of crime. Demand remained extremely low, and analysis using HUD's potential required conversion candidates cost calculator indicated that development of a conversion plan was the appropriate next step for this community.

## **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. HACP received Disaster Grant funds from HUD in 2004 in the aggregate amount of \$4,193,588 to cover damages caused by the flood. The flood also exposed fatal flaws with the Broadhead Manor site, dictating the exploration of alternatives to on-site redevelopment.

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 to the local HUD office 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 than actually occurred. Expenditures in 2007 were reported at \$2,949,500. Similarly, HACP projected 2008 expenditures of \$2,800,000, but higher than anticipated expenditures occurred in 2007 thus reducing 2008 spending.

In 2008 expenditures totaled \$544,088, which was the balance of the Natural Disaster Grant received from HUD after the flood of Broadhead Manor. Greater than projected spending in 2007 led to less than projected spending in 2008.



| <b>Broadhead</b>            | <b>2008 Obligations</b> | <b>2008 Actual Expenditures</b> |
|-----------------------------|-------------------------|---------------------------------|
| HACP Capital                |                         |                                 |
| HOPE VI / Other HUD         |                         |                                 |
| City of Pittsburgh          |                         |                                 |
| Private Investment          |                         |                                 |
| HUD Distaster Relief Grant  |                         | \$544,088                       |
| <b>TOTAL SOURCES</b>        | <b>\$0</b>              | <b>\$544,088</b>                |
| <b>USES</b>                 |                         |                                 |
| Scattered sites acquisition |                         | \$544,088                       |
| Planning/Predevelopment     |                         |                                 |
| Demolition                  |                         |                                 |
| Construction                |                         |                                 |
| <b>TOTAL USES</b>           | <b>\$0</b>              | <b>\$544,088</b>                |

**REPLACEMENT SENIOR HOUSING** – During 2008, HACP did not initiate any new development activities involving replacement of senior housing.

**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. While HACP projected expenditure of \$200,000 associated with completion of demolition, demolition of the Kelly Street High-rise and all associated expenditures were completed in 2007.

HACP continues to pursue avenues to finance replacement of the Kelly Street High-rise. However, there were no expenditures related to this activity during 2008.

**Demolition Activity (Addison High Rise, Garfield, Auburn Towers)**

During 2008, HACP continued work related to the demolition of obsolete, non-viable housing stock. These demolition activities included the Addison Highrise, which commenced in December 2007 and was completed in June 2008; 105 units in the Phase I area of the Garfield Family Community, which commenced in December 2007 and was completed in April 2008; Auburn Towers, which commenced abatement in late 2007 and completed demolition in August 2008. The figures below comprise demolition expenditures in 2008 for Auburn Towers and the Lou Mason, Jr. highrise building. HACP projected expenditures in 2008 of \$1,647,000 for this activity.

| <b>Auburn, Lou Mason Jr.</b> | <b>2008 Obligations</b> | <b>2008 Actual Expenditures</b> |
|------------------------------|-------------------------|---------------------------------|
| <b>Demolition Activity</b>   |                         |                                 |
| HACP Capital                 |                         |                                 |
| HOPE VI / Other HUD          | \$845,855               | \$1,860,235                     |
| City of Pittsburgh           |                         |                                 |
| Private Investment           |                         |                                 |
| <b>TOTAL SOURCES</b>         | <b>\$845,855</b>        | <b>\$1,860,235</b>              |
| <b>USES</b>                  |                         |                                 |
| Planning / Predevelopment    |                         |                                 |
| Demolition                   | \$845,855               | \$1,860,235                     |
| Construction                 |                         |                                 |
| <b>TOTAL USES</b>            | <b>\$845,855</b>        | <b>\$1,860,235</b>              |

**Demolition Activity - Scattered Sites Demolition**

HACP projected spending \$100,000 for demolition or disposition of fire damaged or structurally unsound scattered site units. This item was not completed due in part to delays in securing required approvals. The item has been included in Chapter 7 of the HACP 2009 Moving To Work Annual Plan.

## **Energy Savings Initiative**

In 2007 HACP embarked on an ambitious energy savings initiative designed to not only cut down the Authority's escalating utility expenses, but also to bring HACP to the forefront of responsible energy utilization. In order to carry this task, HACP solicited for qualified firms in mid-2007 and after a competitive process selected Honeywell, Inc. to conduct an investment grade audit and, subsequently, retained their services to implement the recommendations of the audit.

Estimated at approximately \$25 Million, the recommendations consisted primarily of replacing obsolete incandescent lights (interior and exterior) with superior energy savings lights and fixtures; retrofitting of toilets, bathrooms and aerators as a part of the water conservation measures; replacement of several hundred refrigerators; building envelope tightening via weather-stripping; and installation of geothermal heating and cooling systems in three of our communities, namely Northview Heights, Arlington Heights and Homewood North. As a part of its obligation to HACP, Honeywell, Inc. has guaranteed all the savings to HACP thus ensuring that the project costs are paid for entirely from the resultant savings, and not from HACP capital funds.

## 7.0 CAPITAL PROGRAM – HOUSING PRESERVATION

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The HACP was successful in implementing several Housing Preservation Program goals for 2008. Limited funding forced prioritization of modernization and housing preservation activities.

The majority of work completed in 2008 related to the completion of 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 Glen Hazel High Rise, Bedford

Dwellings, Morse Gardens, Northview Heights High-rise and at numerous other HACP's projects. Limited balcony repair, and work on mechanical systems including elevators, 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 2009 and 2010.

### **Table 7-1A FY 2008 Housing Preservation Capital Program Summary Update**

In the tables on the following pages, the *2008 Planned Expenditures* reflects the amount that HACP projected would be expended during 2008 and the *Actual Expenditure 2008* reflects actual payments, regardless of when the obligation of funds occurred. This chart reports on all planned and implemented modernization work for 2008. Work included in the 2007 Annual Plan but not completed or cancelled as reported on in the 2007 Annual Report were included as planned activities in the 2008 Annual Plan and are reported on below, except for Arlington Heights site work which was completed in 2008.

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

As amended July 31, 2009

| Community   | Scope of Work                       | 2008 Planned Expenditures | Actual Expenditure 2008 | Variance 2008 Planned vs Actual Expenditures | Comments  |
|---|-------------------------------------|---------------------------|-------------------------|--|---|
| <b>Region I</b>   |                                     |                           |                         |  |   |
| <b>Bedford Dwellings 1-2</b>                              | 504/UFAS                            | \$1,450,000               | \$789,037               | \$660,963                                    | Work started in 2008 to convert twenty-eight (28) units into twenty one-(21) 504/UFAS compliant units. Completion of 6 units occurred 2008, with the remaining 15 to be completed in 2009. Completion of work and processing of invoices was behind schedule, resulting in less than projected expenditures.  |
| <b>PA Bidwell 1-15</b>                                    | 504/UFAS & Code Upgrades            | \$1,550,000               | \$1,542,653             | \$7,347                                      | The work started in 5/07 and the improvements include combining thirty (30) units into twenty (20) 504/UFAS compliant units plus code upgrades. The work was completed in 2008.   |
| <b>Region II</b>  |                                     |                           |                         |  |   |
| <b>Northview Heights High-rise 1-9</b>                    | 504/UFAS                            | \$690,000                 | \$163,538               | \$526,462                                    | Commence work to make 5 units UFAS compliant in the highrise. Inadequate competition led to required rebidding of the HVAC and electrical portions of the work, resulting in delays, and less than projected expenditures. The project will be completed by April 30, 2009.   |
| <b>Northview Heights High-rise 1-9</b>                    | Balcony Repair                      |                           | \$136,000               | -\$136,000                                   | A hazardous condition developed requiring immediate action. Work was initiated and completed in 2008.   |
| <b>Allegheny Dwellings 1-5</b>                            | 504/UFAS                            | \$250,000                 | \$339,864               | -\$89,864                                    | The work at Allegheny Dwellings to convert units into 14 UFAS/504 compliant units was substantially completed in 2007 and was closed out in 2008.   |
| <b>Region III</b>   |                                     |                           |                         |  |   |
| <b>Glen Hazel High-rise 1-33</b>                          | Partial Comprehensive Modernization | \$2,330,000               | \$1,487,781             | \$842,219                                    | The renovations and improvements started in February 2007 including conversion of twenty-four (24) units into seventeen (17) units fully compliant with 504/UFAS and partial comp mod activities. Also seven (7) hard to lease efficiency units were converted into ninety-eight (98) fully accessible 504/UFAS storage bins. The work was completed in 2008. This work results in a net loss of 14 units. More expenditures occurred in 2007 than projected. |
| <b>Carrick Regency 1-46</b>                               | UFAS                                | \$21,000                  | \$21,000                | \$0  | Perform work to convert 2 units into UFAS compliant units, where two units were previously completed. The work was completed and closed out in 2008.  |
| <b>Mazza Pavilion 1-40</b>                                | Elevator                            | \$70,000                  | \$70,000                | \$0  | Work to completely overhaul and modernize the elevators began in 2007 and was completed and closed out in 2008.   |
| <b>Mazza Pavilion (1-40) &amp; Carrick Regency (1-46)</b> | Roof Replacement                    | \$100,000                 | \$118,179               | -\$18,179                                    | Work to replace the roofs at Mazza and at Carrick (bid under one contract) began in 2007 and was completed and closed out in 2008.  |
| <b>Morse Gardens 1-45</b>                                 | Elevator                            | \$275,000                 | \$113,333               | \$161,667                                    | Work to refurbish and upgrade the elevators was substantially completed in 2008 and will be closed out during the 1st quarter of 2009. The initial procurement produced inadequate competition, and the work had to be re-procured, resulting in delays and extending the work into 2009.   |
| <b>Morse Gardens 1-45</b>                                 | UFAS                                | \$552,000                 | \$187,638               | \$364,362                                    | Perform work to convert 4 units into UFAS compliant units at the Morse Gardens Senior Facility. The work was completed in 2008.   |
| <b>Finello Pavilion 1-44</b>                              | UFAS                                | \$552,000                 | \$617,674               | -\$65,674                                    | Perform work to convert 4 units into UFAS compliant unit at Finello Pavilion. Final designs resulted in less than projected costs. The work was completed in 2008.  |
| <b>Finello Pavilion 1-44</b>                              | Elevator, HVAC, and site work       | \$368,000                 | \$104,781               | \$263,219                                    | The elevator work started in 2008 and is scheduled to be completed in 2009. The initial procurement for the elevator work produced inadequate competition, and the work had to be re-procured, resulting in delays and extending the work into 2009. The HVAC (chiller replacement) and site work (retaining wall replacement) was postponed until 2009.  |

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

As amended July 31, 2009

|                                      |                                 |                                  |                                |   |  |
|--------------------------------------|---------------------------------|----------------------------------|--------------------------------|---|--|
| <b>Scattered Sites 1-22 and 1-39</b> | Partical Modernization 504/UFAS | \$200,000                        |                                | \$200,000   | Convert 4 homes acquired to replace Broadhead Manor units into UFAS accessible units. Work on 2 units at Flowers and Mapledale has started and will be completed in 2009. Work on 2 units at Coleridge and Balver are planned to start in 2009. An ownership change of the assigned A/E firm (requiring re-assignment of the work to a new A/E firm) and delays in securing various required permits and zoning variances resulted in delays in commencing consturction and thus less than projected expenditures. |
| <b>Community</b>                     | <b>Scope of Work</b>            | <b>2008 Planned Expenditures</b> | <b>Actual Expenditure 2008</b> | <b>Variance 2008 Planned vs Actual Expenditures</b> | <b>Comments</b>  |
|                                      |                                 | <b>Authority-Wide</b>            |                                |   |  |
| <b>Authority-wide</b>                | Hazardous Materials Abatement   | 500,000                          | \$60,520                       | \$439,480   | Remediation of Lead and other hazardous materials as necessary. Limited lead remediation work was completed at Addison Terrace.  |
| <b>Authority-wide</b>                | A/E Services                    | 1,000,000                        | \$1,032,451                    | -\$32,451   | A/E and professional services associated with modernization projects, including UFAS unit conversion work, was completed via a variety of task orders during 2008.   |
|                                      | <b>TOTALS</b>                   | <b>9,908,000</b>                 | <b>\$6,784,449</b>             | <b>\$3,123,551</b>                                  |  |

|                  |                                |                                      |                                |  |
|------------------|--------------------------------|--------------------------------------|--------------------------------|--|
| <b>Community</b> | <b>Scope of Work</b>           | <b>Total Projected Project Costs</b> | <b>Actual Expenditure 2008</b> | <b>Comments</b>  |
| Authority-Wide   | Energy Performance Contracting | \$25,110,801                         | \$9,115,259                    | HACP Executed an Energy Savings Agreement with Honeywell, Inc. in 2008. Work to install Energy Conservation Measures (ECMs) began in 2008. ECMs being installed include water/sewer conservation, lighting, building envelope improvements, temperature controls, HVAC improvements including geothermal heating and cooling systems at some locations. As with all ESA's, costs will be bourne by the contracted entity and repaid from energy related savings which are guarunnted under the terms of the contract. Work is scheduled to be completed in 2009. |

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

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

In FY 2008, the HACP continued to reduce the size of HACP's leased (Section 8) program through attrition. In 2008, the Section 8 waiting list remained closed and HCV voucher holders leaving the program were not replaced. During 2008, the HACP's Section 8 program was reduced by 316 households from 5563 on January 1, 2008 to 5247 on January 1, 2009. The HACP continues to monitor the MtW Voucher leasing levels and overall HACP occupancy and to adjust leasing levels as appropriate. The HACP anticipates offering vouchers to applicants already on the Section 8 waiting list during 2009 as required to maintain appropriate Section 8 program levels.

In 2008, HACP implemented a revised Leased Housing Program Administrative Plan that makes both major and minor changes to policies governing HACP's Leased Housing Program (also referred to in this plan as the Section 8 and/or Housing Choice Voucher Program). Published for public comment separately, these changes were approved by the HACP Board on September 27, 2007.

The major changes include the following:

- Admissions and eligibility provisions relating to past criminal activity of applicants and household members were modified to be consistent with the Low Income Public Housing Admissions and Continued Occupancy Policies (See Chapter 3). This included changes to the list of crimes for which a person is permanently denied

housing assistance. For Section 8/HCV assistance, this list now includes Manufacturing Methamphetamines (added as required by law) and Lifetime Sex Offender.

- Local preferences were modified to add a working preference, including persons with disabilities and elderly persons. This did not have any significant impact in 2008.
- Residents may only be required to compete a re-certification bi-annually (once every two years) to reduce administrative costs, unnecessary work by staff, and unnecessary time spent by program participants. Rent re-determination, based on Upfront Income Verification System information or other income information sources will still be completed annually.
- Participants paying less than minimum rent through a long-term hardship exemption will be referred to the Family Self-Sufficiency (FSS) Program. Such persons, excluding elderly/disabled persons, must actively participate in the FSS program or they will be subject to termination of assistance.

### **Ensuring Rent Reasonableness**

In 2008, additional Contract and Leasing Section staff have continued to be assigned the responsibility of gathering rental data on a regular basis so that rental rate information remains current. In 2008, Housing Inspectors were removed from the process of negotiating rents, but to provide assessments of rental properties as requested within the Section 8 Department.

**Expanding Housing Opportunities into Exception Payment Standards Areas:**

Efforts to contain expenditures for the HCVP continued to limit the HACP's use of Exception Payment Standards for FY 2008 to only those instances relating to reasonable accommodations for persons with disabilities. However, the Section 8 Department continued outreach efforts to landlords owning properties outside areas of poverty or minority concentration areas as well as landlords with accessible homes through networking with landlord associations including ACRE-Pittsburgh and the Western Pennsylvania Real Estate Investors' Association. In addition, HACP staff continued to work with neighborhood groups to foster relationships in the community and dispel misconceptions about the HCVP.

**Leased (Section 8) Units Inspections**

| <b>Category:</b>                 | <b>FY 2007 Completed Inspections</b> | <b>FY 2008 Completed Inspections</b> |
|----------------------------------|--------------------------------------|--------------------------------------|
| Annual HQS inspections           | 7,536                                | 7885                                 |
| Pre-contract HQS inspections     | 1,440                                | 1651                                 |
| HQS Quality Control Inspections: | 159                                  | 912                                  |

In 2008 HACP resolved issues with the inspection module hardware and software, and is utilizing these tools. HACP also contracted with a consultant to assist with inspections, focusing on quality control inspections. These initiatives have contributed to improved inspection completion and accuracy.

**HQS Enforcement**

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

**HACP Owned and Managed Units**

**Rent Collections**

See Table 8-4 for Rent Collection data from FY 2001 through FY 2008.

Rents uncollected for all HACP supported low income public housing units in FY 2008 were 3.74%, a decrease in rent collections of 1.01% from FY 2007 (2.73%). During FY 2008, rent collections in HACP-managed communities decreased by 1.67% over FY 2007 (4.12% rents uncollected in FY 2008 vs. 2.45% rents uncollected in FY 2007) and rent collections in HACP privately managed communities increased by 2.36% (1.51% rents uncollected in FY 2008 vs. 3.87% rents uncollected in FY 2007.) 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. The HACP attributes the significant decline in rent collections in HACP-managed communities to more aggressive use of the EIV system to identify rental fraud resulting in back charges added to HACP resident accounts. It is also possible that the general decline in the national economy is already reflected in HACP rent collections.

### **Work Order Turnaround**

During FY 2008, the HACP completed 47,142 total routine work orders with an average completion time of 3.91 days (vs. 2.85 days average completion time in FY 2007). (Routine work orders do not include cyclical or vacant unit turnaround work orders.) During this same period, the HACP completed or abated 2013 emergency work orders for the year in less than 24 hours. 31 emergency work orders took more than 24 hours to complete.

The HACP continues to carefully monitor emergency work order completion times. HACP property managers are also required to accurately record the completion times for all work orders, including emergency work orders. Emergency work orders requiring more than 24 hours to complete are reviewed with property managers by supervisory personnel (Regional Asset Managers). Performance in completing emergency work orders is considered in property managers' annual job performance assessments.

No new procedures were implemented in 2008 to ensure completion of all emergency work orders in 24 hours or less. Instead, HACP focused on additional monitoring to ensure that existing procedures are followed. This includes making reports

on emergency work order status more easily accessible to managers so they can more easily track the status of emergency work orders.

### **Annual Inspections**

The HACP completed 100% of its unit and systems inspections for FY 2008.

### **Results of FY 2008 PHAS/REAC Physical Inspections**

HACP FY 2008 PHAS/REAC physical inspections are the most recent yearly inspections completed at HACP. Table 8-3 provides PHAS/REAC physical inspections scores for FY 2000, 2001, 2003, 2004, 2005, 2006, 2007 and 2008. The HACP agency-wide inspection score for FY 2008 was 65.9 vs. 63.2 in FY 2007.

### **Safety and Security**

As of May 18, 2007 an agreement was signed with the city to dissolve the Housing Authority Police Department. As part of this agreement, the Pittsburgh Police Department is required to provide 200 man hours of "above baseline" police services in HACP communities each week. Above baseline services are defined as those services (surveillance, serving warrants, patrolling on foot, etc.) that go beyond a simple response to an emergency 911 call. HACP security staff carefully monitor all Pittsburgh police activity relevant to HACP communities. During each shift, every patrolling city police officer is required to complete a daily activity log describing criminal incidents that occurred during the shift. By arrangement with the Pittsburgh Police Department, the HACP receives copies of

ALL of these logs. HACP security staff review these reports and HACP-related criminal activity is highlighted. HACP works with the city police as necessary to be certain that criminal activity in HACP communities is fully investigated. If criminal incident reports indicate that an HACP resident is involved in violent crime or drug-related activity, termination notices for the resident are prepared. HACP security staff notifies HACP property managers of identified criminal activity issues in HACP communities.

**Abandoned cars** – Each Pittsburgh city police zone has an officer specifically assigned to removing abandoned cars. If a car has been abandoned on HACP property, HACP property managers, working with the abandoned car officer, are usually able to have the car removed in 3 – 4 days.

#### **HACP Security Initiatives include:**

**Cameras** – The Pittsburgh Housing Authority Public Safety Department is in the process training City of Pittsburgh Police Officers on the use of surveillance cameras within our Communities. Officers are using these cameras to view real time activity, conduct special investigation and to solve crimes.

Currently, HACP is working with the city of Pittsburgh to have the HACP camera system integrated into police patrol cars around the city allowing the police to use the system as a proactive tool.

In 2009, HACP plans to purchase and install cameras in the remainder of HACP's family communities. This will include Bedford Dwellings, Arlington Heights and Allegheny

Dwellings. HACP is in the process of completing camera installation at HACP's Homewood North community.

Cameras continue to be an effective tool in police investigations and everyday police work.

#### **Tip Line & Silent Complaint Forms**

The Housing Authority continues to use a tip line and silent complaint forms to facilitate HACP resident involvement in community security. Silent Complaint forms and information about the tip line are given out at all community and resident meetings. Silent Complaint forms are also available at all management offices. The Silent Complaint Forms and Tip Line are convenient anonymous tools for HACP residents to use to report criminal activity in their communities.

**Exclusion List** – The HACP continues to maintain an HACP Exclusion List. This list identifies non-residents that are not permitted on HACP property. This list is shared with all public safety entities to use as a tool in securing HACP communities.

**Guards** – In 2007 HACP moved from in-house security guards to hiring an outside contractor. HACP residents benefit from the professionalism of the contracted guards. Currently HACP has guards at all HACP senior buildings as well as HACP gatehouses at Northview Heights Estates. The HACP continues to enforce a policy requiring the showing of identification by all guests at HACP's gatehouse at Northview Heights Estates. On a daily basis, as part of the contracted guard agreement, HACP receives a written account of activity that occurs at all guard locations. From these reports, the HACP assesses any inappropriate activity that has occurred and

takes remedial action. Remedial action may include mediation, warning letters or eviction.

The HACP continues to retain four (4) in-house security personnel working at HACP senior high rises.

### **Community Meeting and interaction with the City Police**

Quarterly meetings are held with HACP Security staff and other senior HACP officials and the Chief of Police and all his designated staff. Monthly meetings are held with all City Zone Commanders and their staff at a Public Safety Community Meeting. Housing Staff and Residents attend the community meetings to meet one-on-one with the Police Commander and Community Relations Officer in charge of that area. They have direct communication to bring to the table issues that affect them on a day-to-day basis. In addition, HACP staff and residents attend two (2) City Wide Public Safety Meetings during the year.

### **Data Collection and Documentation**

HACP continues to work with the City of Pittsburgh Police to identify, collect and share appropriate crime related data. This effort is ongoing. At the current time, data available to the HACP regarding criminal activities in its communities is not provided in any aggregated form. This makes analysis of the available information difficult, time intensive, and ultimately inconclusive.

Existing information sharing mechanisms, as described above, are very valuable in assisting security, law enforcement, management, and human service personnel to follow up on specific situations. They are, however, not as effective as a tool for measuring crime levels or security perception. At this time there is significant anecdotal evidence indicating benefits of new security arrangements. HACP will continue to work with in house staff, City of Pittsburgh Police, and other parties to identify, develop, share and provide additional specific data for use in analysis of criminal activity and crime trends in HACP communities.

It is also worth noting that utilizing the private security firm to provide security guard services has improved that service. This includes improved reports to management by security guards that are used to document issues and provide warning notices to residents when behavior that violates lease terms occurs.

Overall the information available to the HACP indicates that the change to private security guards and the other security changes have been successful in improving the security, and sense of security, of residents.

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

|                                    | January 1, 2001 |                     |            | January 1, 2006 |                     |            | January 1, 2007 |                     |            | January 1, 2008 |                     |            | January 1, 2009 |                     |            |
|------------------------------------|-----------------|---------------------|------------|-----------------|---------------------|------------|-----------------|---------------------|------------|-----------------|---------------------|------------|-----------------|---------------------|------------|
|                                    | Total Units     | Number/<br>Occupied | %          | Total Units     | Number/<br>Occupied | %          | Total Units     | Number/<br>Occupied | %          | Total Units     | Number/<br>Occupied | %          | Total Units     | Number/<br>Occupied | %          |
| 1-1 Addison Terrace                | 781             | 575                 | 75%        | 691             | 589                 | 85%        | 691             | 569                 | 82%        | 691             | 507                 | 73%        | <b>736</b>      | <b>544</b>          | <b>74%</b> |
| 1-2 Bedford Dwellings              | 420             | 372                 | 88%        | 420             | 379                 | 90%        | 420             | 372                 | 89%        | 420             | 361                 | 86%        | <b>420</b>      | <b>352</b>          | <b>84%</b> |
| 1-4 Arlington Heights              | 516             | 104                 | 20%        | 150             | 133                 | 89%        | 150             | 132                 | 88%        | 143             | 131                 | 92%        | <b>143</b>      | <b>130</b>          | <b>91%</b> |
| 1-5 Allegheny Dwellings            | 282             | 240                 | 85%        | 282             | 231                 | 82%        | 282             | 235                 | 83%        | 270             | 241                 | 89%        | <b>272</b>      | <b>235</b>          | <b>86%</b> |
| 1-7 St. Clair Village              | 680             | 278                 | 41%        | 456             | 220                 | 48%        | 456             | 173                 | 38%        | 357             | 165                 | 46%        | <b>357</b>      | <b>165</b>          | <b>46%</b> |
| 1-8 Bedford Addition               | 460             | 386                 | 84%        | 460             | 0                   | 0%         | 0               | 0                   | 0%         | 0               | 0                   | 0%         | -               | -                   | -          |
| 1-9 Northview Heights              | 687             | 488                 | 71%        | 579             | 388                 | 67%        | 501             | 382                 | 76%        | 501             | 365                 | 73%        | <b>501</b>      | <b>346</b>          | <b>69%</b> |
| 1-10 Glen Hazel Cove Place         | 39              | 35                  | 90%        | 39              | 0                   | 0%         | 0               | 0                   | 0%         | 0               | 0                   | 0%         | -               | -                   | -          |
| 1-11 Hamilton-Larimer              | 30              | 14                  | 47%        | 30              | 29                  | 97%        | 30              | 28                  | 93%        | 30              | 29                  | 97%        | -               | -                   | -          |
| 1-12 Garfield Family               | 326             | 276                 | 85%        | 326             | 301                 | 92%        | 326             | 252                 | 77%        | 221             | 186                 | 84%        | <b>221</b>      | <b>86</b>           | <b>39%</b> |
| 1-13 Addison Addition              | 45              | 44                  | 98%        | 45              | 43                  | 96%        | 45              | 40                  | 89%        | 45              | 39                  | 87%        | -               | -                   | -          |
| 1-20 Homewood North                | 135             | 120                 | 88%        | 135             | 100                 | 74%        | 135             | 103                 | 76%        | 135             | 104                 | 77%        | <b>135</b>      | <b>111</b>          | <b>82%</b> |
| 1-22 Scattered Sites               | 82              | 77                  | 94%        | 81              | 65                  | 80%        | 81              | 62                  | 77%        | 81              | 72                  | 89%        | <b>156</b>      | <b>114</b>          | <b>73%</b> |
| 1-32 Glen Hazel Low Rise           | 104             | 97                  | 93%        | 104             | 103                 | 99%        | 104             | 101                 | 97%        | 104             | 103                 | 99%        | <b>128</b>      | <b>126</b>          | <b>98%</b> |
| 1-38 Glen Hazel Homes              | 15              | 14                  | 93%        | 14              | 0                   | 0%         | 10              | 0                   | 0%         | 10              | 2                   | 20%        | <b>9</b>        | <b>1</b>            | <b>11%</b> |
| 1-39 Scattered Sites               | 59              | 55                  | 93%        | 58              | 47                  | 81%        | 57              | 45                  | 79%        | 57              | 49                  | 86%        | <b>129</b>      | <b>105</b>          | <b>81%</b> |
| 1-42 Renova                        | 18              | 16                  | 89%        | 18              | 15                  | 83%        | 18              | 17                  | 94%        | 18              | 17                  | 94%        | -               | -                   | -          |
| 1-43 Scattered Sites               | 4               | 4                   | 100%       | 4               | 4                   | 100%       | 4               | 3                   | 75%        | 4               | 4                   | 100%       | -               | -                   | -          |
| 1-50 Scattered Sites               | 25              | 23                  | 92%        | 25              | 19                  | 76%        | 25              | 19                  | 76%        | 25              | 22                  | 88%        | -               | -                   | -          |
| 1-51 Scattered Sites               | 25              | 23                  | 92%        | 23              | 19                  | 83%        | 23              | 13                  | 57%        | 23              | 22                  | 96%        | -               | -                   | -          |
| 1-52 Scattered Sites               | 30              | 30                  | 100%       | 30              | 26                  | 87%        | 30              | 22                  | 73%        | 28              | 27                  | 96%        | -               | -                   | -          |
| 1-57 Glen Hazel Disabled           | 6               | 6                   | 100%       | 6               | 6                   | 100%       | 6               | 6                   | 100%       | 6               | 6                   | 100%       | -               | -                   | -          |
| 1-62 Broadhead Manor               | 64              | 57                  | 89%        | 64              | 12                  | 19%        | 64              | 8                   | 13%        | 64              | 1                   | 2%         | <b>64</b>       | <b>0</b>            | <b>0%</b>  |
| <b>1-88 Manchester IVB</b>         | 0               | 0                   | 0%         | 0               | 0                   | 0%         | 0               | 0                   | 0%         | 6               | 6                   | 100%       | -               | -                   | -          |
| <b>1-90 Broadhead Acquisitions</b> | 0               | 0                   | 0%         | 0               | 0                   | 0%         | 0               | 0                   | 0%         | 13              | 8                   | 62%        | -               | -                   | -          |
| <b>Total</b>                       | <b>4833</b>     | <b>3334</b>         | <b>69%</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> | <b>3271</b>     | <b>2315</b>         | <b>71%</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, 2006 |                    |            | January 1, 2007 |                    |            | January 1, 2008 |                    |     | January 1, 2009 |                    |      |
|---------------------------|-----------------|--------------------|------------|-----------------|--------------------|------------|-----------------|--------------------|------------|-----------------|--------------------|-----|-----------------|--------------------|------|
|                           | 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%        | 91              | 79                 | 88%        | <b>91</b>       | <b>78</b>          | <b>86%</b> | <b>91</b>       | 88                 | 97% | <b>91</b>       | 80                 | 88%  |
| 1-11 Auburn Tower         | 294             | 146                | 49%        | 294             | 100                | 34%        | <b>294</b>      | <b>71</b>          | <b>24%</b> | <b>294</b>      | 0                  | 0%  | -               | -                  | -    |
| 1-12 Garfield Elderly     | 275             | 116                | 42%        | 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             | 89                 | 60%        | <b>149</b>      | <b>86</b>          | <b>58%</b> | <b>149</b>      | 0                  | 0%  | -               | -                  | -    |
| 1-14 Kelly St.            | 165             | 89                 | 55%        | 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             | 106                | 82%        | <b>130</b>      | <b>79</b>          | <b>61%</b> | <b>130</b>      | 93                 | 72% | <b>120</b>      | 93                 | 78%  |
| 1-17 Pressley St.         | 212             | 186                | 88%        | 212             | 189                | 89%        | <b>211</b>      | <b>197</b>         | <b>93%</b> | <b>211</b>      | 199                | 94% | <b>211</b>      | 198                | 94%  |
| 1-29 East Hills           | 157             | 52                 | 33%        | 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              | 63                 | 90%        | <b>68</b>       | <b>66</b>          | <b>97%</b> | <b>68</b>       | 65                 | 96% | <b>68</b>       | 66                 | 97%  |
| 1-33 Glen Hazel High Rise | 111             | 94                 | 85%        | 111             | 95                 | 86%        | <b>111</b>      | <b>81</b>          | <b>73%</b> | <b>111</b>      | 70                 | 63% | <b>97</b>       | 84                 | 87%  |
| 1-40 Brookline            | 30              | 26                 | 87%        | 30              | 26                 | 87%        | <b>30</b>       | <b>26</b>          | <b>87%</b> | <b>30</b>       | 25                 | 83% | <b>30</b>       | 0                  | 0%   |
| 1-41 Caligiuri            | 104             | 101                | 97%        | 104             | 102                | 98%        | <b>104</b>      | <b>103</b>         | <b>99%</b> | <b>104</b>      | 103                | 99% | <b>104</b>      | 103                | 99%  |
| 1-44 Finello Pavilion     | 60              | 58                 | 97%        | 60              | 56                 | 93%        | <b>60</b>       | <b>49</b>          | <b>82%</b> | <b>60</b>       | 47                 | 78% | <b>60</b>       | 54                 | 90%  |
| 1-45 Morse Gardens        | 70              | 67                 | 96%        | 70              | 69                 | 99%        | <b>70</b>       | <b>68</b>          | <b>97%</b> | <b>70</b>       | 67                 | 96% | <b>70</b>       | 64                 | 91%  |
| 1-46 Carrick Regency      | 66              | 62                 | 94%        | 66              | 63                 | 95%        | <b>66</b>       | <b>62</b>          | <b>94%</b> | <b>66</b>       | 61                 | 92% | <b>66</b>       | 66                 | 100% |
| 1-47 Gualtieri Manor      | 31              | 26                 | 84%        | 31              | 23                 | 74%        | <b>31</b>       | <b>27</b>          | <b>87%</b> | <b>31</b>       | 30                 | 97% | <b>31</b>       | 28                 | 90%  |
| <b>Total</b>              | <b>2114</b>     | <b>1370</b>        | <b>65%</b> | <b>1706</b>     | <b>1060</b>        | <b>62%</b> | <b>1547</b>     | <b>993</b>         | <b>64%</b> | <b>1415</b>     | 848                | 60% | <b>948</b>      | 836                | 88%  |

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, 2006 |            |            | January 1, 2007 |            |            | January 1, 2008 |          |          | 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%       | -               | -        | -        |
| 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              | 76         | 95%        | 80              | 77         | 96%        | 80              | 75       | 94%      | 430             | 415      | 97%      |
| 1-68 Oak Hill Phase 1A | 97              | 97         | 100%        | 97              | 96         | 99%        | 97              | 97         | 100%       | 97              | 97       | 100%     | -               | -        | -        |
| 1-72 Manchester I      | 20              | 20         | 100%        | 20              | 20         | 100%       | 20              | 18         | 90%        | 20              | 20       | 100%     | 86              | 82       | 95%      |
| 1-73 Christopher Smith | 25              | 25         | 100%        | 25              | 25         | 100%       | 25              | 24         | 96%        | 25              | 25       | 100%     | 25              | 20       | 80%      |
| 1-74 Manchester II     | 25              | 25         | 100%        | 25              | 25         | 100%       | 25              | 25         | 100%       | 25              | 25       | 100%     | -               | -        | -        |
| 1-75 Manchester III    | 18              | 18         | 100%        | 18              | 28         | 100%       | 18              | 18         | 100%       | 18              | 18       | 100%     | -               | -        | -        |
| 1-76 Oak Hill Phase 1B | 101             | 101        | 100%        | 101             | 99         | 98%        | 101             | 100        | 99%        | 101             | 99       | 98%      | -               | -        | -        |
| 1-78 Manchester IVA    | 23              | 23         | 100%        | 23              | 22         | 96%        | 23              | 23         | 100%       | 23              | 21       | 91%      | -               | -        | -        |
| 1-79 Oak Hill Phase 1C | 0               | 0          | 0%          | 96              | 94         | 98%        | 96              | 93         | 97%        | 96              | 96       | 100%     | -               | -        | -        |
| 1-80 Silver Lake       | 0               | 0          | 0%          | 75              | 73         | 97%        | 75              | 74         | 99%        | 75              | 69       | 92%      | 75              | 75       | 100%     |
| 1-81 Oak Hill Phase 1D | 0               | 0          | 0%          | 56              | 55         | 98%        | 56              | 56         | 100%       | 56              | 53       | 95%      | -               | -        | -        |
| 1-82 Bedford Phase 1A  | 0               | 0          | 0%          | 24              | 24         | 100%       | 24              | 24         | 100%       | 24              | 24       | 100%     | 74              | 74       | 100%     |
| 1-82 Bedford Phase 1B  | 0               | 0          | 0%          | 50              | 50         | 100%       | 50              | 50         | 100%       | 50              | 50       | 100%     | -               | -        | -        |
| 1-85 North Aiken       | 0               | 0          | 0%          | 62              | 60         | 97%        | 62              | 61         | 98%        | 62              | 62       | 100%     | 62              | 61       | 98%      |
| 1-86 Fairmont          | 0               | 0          | 0%          | 0               | 0          | 0%         | 50              | 50         | 100%       | 50              | 50       | 100%     | 50              | 49       | 98%      |
| <b>1-87 The Legacy</b> | 0               | 0          | 0%          | 0               | 0          | 0%         | 0               | 0          | 0%         | 90              | 90       | 100%     | 90              | 90       | 100%     |
| <b>1-89 Bedford II</b> | 0               | 0          | 0%          | 0               | 0          | 0%         | 0               | 0          | 0%         | 0               | 0        | 0%       | 58              | 58       | 100%     |
| <b>Total</b>           | <b>530</b>      | <b>530</b> | <b>100%</b> | <b>791</b>      | <b>786</b> | <b>99%</b> | <b>841</b>      | <b>829</b> | <b>99%</b> | <b>931</b>      | 913      | 98%      | <b>989</b>      | 963      | 97%      |

**Table 8-3 FY 2000 - 2008 REAC Inspection Scores**

|                              | 2000 | 2001 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|------------------------------|------|------|------|------|------|------|------|------|
| 1-1 Addison Terrace          | 46c  | 78c  | 69c  | 54c  | 69c  | 61c  | 51c  | 66c  |
| 1-2 Bedford Dwellings        | 70c  | 86c  | 62c  | 46c  | 70b  | 61c  | 60c  | 48c  |
| 1-4 Arlington Heights        | 64c  | 89b  | 81b  | 60b  | 73c  | 83c  | 55c  | 98b  |
| 1-5 Allegheny Dwellings      | 56c  | 93b  | 68b  | 50c  | 81c  | 66c  | 63c  | 58b  |
| 1-7 St. Clair Village        | 50c  | 76c  | 69c  | 46c  | 70b  | 70b  | 49c  | 50c  |
| 1-8 Bedford Addition         | 49c  | 81c  | 50c  | 49c  | -    | -    | -    | -    |
| 1-9 Northview Heights        | 41c  | 84c  | 68b  | 48c  | 68c  | 35c  | 59c  | 55c  |
| 1-10 Glen Hazel Heights      | 70c  | 67c  | 60c  | -    | -    | -    | -    | -    |
| 1-11 Hamilton-Larimer/Auburn | 44c  | 94b  | 41b  | 40c  | 64c  | 75b  | 34c  | -    |
| 1-12 Garfield Heights        | 28c  | 87b  | 67b  | 26c  | 55c  | 39c  | 35c  | 46c  |
| 1-13 Addison Addition        | 39c  | 82b  | 69c  | 56c  | 62c  | 61c  | 32c  | -    |
| 1-14 Kelly Street            | 61c  | 93c  | 72b  | 73c  | -    | -    | -    | -    |
| 1-15 PA-Bidwell              | 74c  | 94c  | 71b  | 67c  | 83b  | 96b  | 85b  | 67b  |
| 1-17 Pressley Street         | 45c  | 97b  | 97a  | 76c  | 96a  | 91b  | 74c  | 74b  |
| 1-20 Homewood North          | 43c  | 82c  | 67c  | 51c  | 47c  | -    | -    | 43c  |
| 1-22 Scattered Sites         | 66c  | 86c  | 60b  | 61c  | 76c  | 52c  | 57c  | 63b  |
| 1-29 East Hills              | 43c  | 88c  | -    | -    | -    | -    | -    | -    |
| 1-31 Murray Tower            | 83b  | 93b  | 95b  | 80b  | 79b  | 80b  | 43b  | 72b  |
| 1-32 Glen Hazel Low Rise     | 62c  | 85b  | 61b  | 74c  | 57c  | 45c  | 63c  | 57c  |
| 1-33 Glen Hazel High Rise    | 58b  | 67c  | 85c  | 78c  | 81b  | 65b  | 63b  | 84b  |
| 1-38 Glen Hazel Homes        | 72c  | 75c  | 100a | -    | -    | -    | 81b  | 96a  |
| 1-39 Scattered Sites         | 57c  | 94c  | 56c  | 55c  | 60c  | 88b  | 77c  | 64b  |
| 1-40 Frank Mazza Pavilion    | 88a  | 99a  | 98b  | 76c  | 78b  | 95b  | 68b  | -    |
| 1-41 Caligiuri               | 69c  | 98b  | 88b  | 60c  | 66c  | 86b  | 74c  | 75b  |
| 1-42 Renova                  | 63b  | 90b  | 78c  | 78c  | 73b  | 81b  | 73b  | -    |
| 1-43 Scattered Sites         | 94a  | 90b  | 93a  | 89b  | 76c  | 63b  | 74a  | -    |
| 1-44 Finello Pavilion        | 85c  | 96b  | 88a  | 77c  | 82b  | 67b  | 78b  | 67b  |
| 1-45 Morse Gardens           | 72b  | 99c  | 79a  | 63c  | 75c  | 58c  | 65c  | 72c  |
| 1-46 Carrick Regency         | 95b  | 83b  | 82b  | 82b  | 86a  | 82b  | 89b  | 94a  |

**Note:** 2008 REAC inspection scores are arranged by AMP number not Project number.

**Table 8-3 FY 2000 – 2008 REAC Inspection Scores (continued)**

|                              | <b>2000</b> | <b>2001</b> | <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1-47 Gualtieri Manor         | 53c         | 96b         | 91b         | 33b         | <b>88b</b>  | <b>58b</b>  | <b>62b</b>  | <b>30c</b>  |
| 1-50 Scattered Sites         | 67c         | 91b         | 54c         | 58c         | <b>59c</b>  | <b>54c</b>  | <b>52b</b>  | -           |
| 1-51 Scattered Sites         | 83c         | 80c         | 77b         | 54c         | <b>74c</b>  | <b>70b</b>  | <b>49c</b>  | -           |
| 1-52 Scattered Sites         | 74b         | 89b         | 71b         | 47c         | <b>56c</b>  | <b>39c</b>  | <b>66b</b>  | -           |
| 1-57 Glen Hazel - Wheelchair | 74a         | 93a         | 87b         | 76c         | <b>92a</b>  | <b>88b</b>  | <b>76a</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>  | <b>79a</b>  | <b>90b</b>  |
| 1-66 Oak Hill MROP           | -           | 89b         | 96b         | 82c         | <b>85b</b>  | <b>72c</b>  | <b>79b</b>  | <b>79b</b>  |
| 1-68 Oak Hill Phase 1A       | 77c         | 98a         | 99a         | 86b         | <b>86b</b>  | <b>88b</b>  | <b>82b</b>  | -           |
| 1-72 – Manchester I          | 79b         | 99a         | 89b         | 96a         | <b>77b</b>  | <b>65c</b>  | <b>83b</b>  | <b>85b</b>  |
| 1-73 Christopher Smith       | 93b         | 98a         | 99a         | 91b         | <b>74b</b>  | <b>66a</b>  | <b>94a</b>  | <b>94a</b>  |
| 1-74 Manchester II           | 72c         | 95b         | 84b         | 75c         | <b>69c</b>  | <b>75c</b>  | <b>86b</b>  | -           |
| 1-75 Manchester III          | -           | 100b        | 94b         | 87c         | <b>83c</b>  | <b>71b</b>  | <b>94b</b>  | -           |
| 1-76 Oak Hill Phase 1B       | 70c         | 99b         | 98b         | 97c         | <b>90c</b>  | <b>82c</b>  | <b>82b</b>  | -           |
| 1-78 Manchester IVA          | 76c         | 97a         | 89b         | 71c         | <b>62c</b>  | <b>52c</b>  | <b>69b</b>  | -           |
| 1-79 Oak Hill Phase 1C       | -           | -           | 99b         | 92c         | <b>88c</b>  | <b>96a</b>  | <b>80b</b>  | -           |
| 1-80 Silver Lake             | -           | -           | -           | 94c         | <b>99a</b>  | <b>95b</b>  | <b>99a</b>  | <b>99a</b>  |
| 1-81 Oak Hill Phase 1D       | -           | -           | -           | 99a         | <b>92b</b>  | <b>98b</b>  | <b>90b</b>  | -           |
| 1-82 Bedford Hills Phase 1A  | -           | -           | -           | 99a         | <b>96b</b>  | <b>95b</b>  | <b>96b</b>  | <b>98a</b>  |
| 1-83 Bedford Hills Phase 1B  | -           | -           | -           | 99b         | <b>98a</b>  | <b>88b</b>  | <b>97b</b>  | -           |
| 1-85 North Aiken             | -           | -           | -           | -           | <b>94a</b>  | <b>91b</b>  | <b>99a</b>  | <b>98a</b>  |
| 1-86 Fairmont                | -           | -           | -           | -           | -           | -           | -           | <b>99a</b>  |
| <b>1-87 The Legacy</b>       | -           | -           | -           | -           | -           | -           | -           | <b>99a</b>  |
| <b>1-88 Manchester IVb</b>   | -           | -           | -           | -           | -           | -           | -           | <b>99b</b>  |
| <b>1-89 Bedford II</b>       | -           | -           | -           | -           | -           | -           | -           | -           |
| <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> | <b>63.2</b> | <b>65.9</b> |

**Note:** 2008 REAC inspection scores are arranged by AMP number not Project number.



**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%         |
| <b>FY2008</b>      | 9,541,232       | 9,184,408              | 96.26%             | 3.74%                | 100%         |

## **9.0 RESIDENT PROGRAMS**

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In 2008, 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 and the Pennsylvania Department of Public Welfare, was a priority area. Continuing implementation of the Community Planning model and further development of programs targeting youth were also significant focus areas in 2008.

### **Resident Self Sufficiency Programming Goals for 2008**

- Increase Homeownership enrollments by 25%
- Increase the Outcome Rate in Self Sufficiency by 5%
- Increase collaboration with outside agencies for in-kind services
- Maximize Section 3 employment in HACP funded projects
- Require able-bodied participants to work or participate in Family Self-Sufficiency program
- Expand use of technology in providing Self-Sufficiency services
- Implement Resident Orientations programs for new Section 8 and LIPH participants

### **REAL – Realizing Economic Attainment for Life – Family Self-Sufficiency (FSS) Program**

#### Program Improvements:

- Progress made on final conversion of Emphasys Elite and implementation of the Tracking at a Glance case management software systems.
- The improved contact system allowed REAL staff to respond to approximately 400 referrals from the sites: ~ 300 general referrals and ~ 100 crisis response requests.
- Data Link made with Department of Public Welfare to obtain resident workforce and income information/
- Caseload goals are tracked on a continuous, real-time basis and reports can now be generated across a broad spectrum of search parameters.

Program Accomplishments:

| <b>REAL - LIPH FSS</b>                            | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|---|-------------|-------------|-------------|-------------|
| Residents enrolled in FSS.                        | 658         | 835         | 347         | 599         |
| Residents assisted with recertification.          | 337         | 782         | 527         | 6           |
| Residents enrolled in home ownership.             | 123         | 75          | 38          | 6 (new)     |
| Residents employed (of FSS participants)          | 181         | 222         | 254         | 167         |
| Residents actively accruing Escrow Account funds* | 29          | 42          | 50          | 111         |
| Total Accrued Escrow Account funds*               | \$ 13,514   | \$ 29,941   | \$61,861    | \$354,826   |
| Residents purchased a home                        | 0           | 1           | 2           | 1           |

| <b>REAL - Section 8 HCV FSS</b>                   | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|---|-------------|-------------|-------------|-------------|
| Residents enrolled in FSS.                        | 316         | 314         | 262         | 502         |
| Residents enrolled in home ownership.             | 170         | 107         | 95          | 20 (new)    |
| Residents employed (of FSS participants)          | 161         | 222         | 174         | 252         |
| Residents actively accruing Escrow Account funds* | 66          | 44          | 126         | 82          |
| Total Accrued Escrow Account funds*               | \$ 360,242  | \$ 296,846  | \$250,713   | \$239,732   |
| Residents purchased a home                        | 9           | 12          | 11          | 4           |

\* Note: During 2008, a review of all escrow accounts, including recalculation of escrow amounts, was completed. This resulted in the closing of dormant accounts (especially on the Section 8 HCV side), and changes to calculated escrow amounts.

Also:

- 152 participants increased earned income
- 459 participated in training

- A Resident Orientation program for new Section 8 and LIPH residents was successfully implemented through a collaboration of the Resident Self Sufficiency and Occupancy departments. (30 Resident Orientations sessions were held in 2008.)
- Additional collaborative efforts between Resident Self-Sufficiency and the Operations Department’s Housing Choice Voucher/Section 8 Program resulted in the successful start of service teams to address resident issues. As part of this new programmatic thrust, REAL service coordinators were embedded twice per week in the Section 8 offices resulting in approximately (200) new HCV program participants being enrolled in the REAL FSS program.
- All current REAL Service Coordinators successfully completed the Nan McKay Family Self-Sufficiency Program training course.

**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 chart below provides information on program accomplishments.

**Participant Placement Data**

**Year-to-date (176)**

|    |                               |   |                        |   |                         |
|----|-------------------------------|---|------------------------|---|-------------------------|
| 1  | Dietary Aide                  | 7 | Bus Driver             | 2 | Banquet Houseperson     |
| 23 | Home Health Aides             | 1 | Valet Parking          | 2 | Child Care Workers      |
| 7  | Driver                        | 3 | Certified Nursing Aide | 4 | Customer Service Worker |
| 17 | Janitorial/Maint. Workers     | 1 | Production Workers     | 1 | Plumber Assistant       |
| 5  | Clerical Assistant            | 2 | Youth Coordinator      | 7 | Security Guard          |
| 7  | Painters Assistant            | 4 | Clerical Assistant     | 3 | Surveyors               |
| 59 | Construction Workers Laborers | 1 | Eligibility Specialist | 2 | Social Service Worker   |
| 2  | Inform. Tech. Trainee/wker.   | 3 | Cook                   | 2 | Dishwasher              |
|    | Correction Officers           | 1 | Landscaper             | 3 | Store Clerk             |

**Resident Employment Program Summary**

|  |     |
|--|-----|
| Total Number of Persons Recruited and Enrolled | 459 |
|--|-----|

|   |     |
|---|-----|
| Total Number of Job Placements                      | 176 |
| Total Number of HACP Residents Enrolled in Training | 459 |
| Total Number of Persons Hired for Section 3         | 54  |

In addition, the Resident Employment Program held or sponsored the following activities:

- Resume/Employment Workshops: 13 sessions with 66 participants.
- Pre-Orientations for the Employment Program: 18 sessions with 375 participants.
- Home Health Aide Classes: 5 courses, 53 participants, 40 placed in employment
- Occupational Health and Safety Administration: 2 sessions, 39 participants, 39 received certification
- Youth Job Seminar and Employment Recruitment: 1 session, 30 participants, 7 placed in employment.
- CPR/First Aide Training: 2 sessions, 12 participants, 12 received certification
- Minority Women’s Educational Labor Agency Carpentry and Dryway union affiliated training: 34 referrals, 10 fully enrolled in pre-apprenticeship program
- Renaissance III 2000 Union affiliated Training program in the Building Trades: 10 referred, 2 fully enrolled in pre-apprenticeship program
- Adult Basic Computer Literacy Courses (207 enrolled) and Computer donation program (33 received computers). See also Computer Program, below.
- Mega Job Fair held with 29 participating employers and 202 job seekers
- Average starting wage rate for all placements was \$10.00/hr.
- 51% 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.
- 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 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.

### **Community Planning Model**

The community-planning model continued as HACP worked with tenant councils to increase council capacity and enhance community life. As a result of this collaboration between the HACP and the tenant councils, the following activities were implemented in 2008:

- 75 % of Tenant Councils compliant with requirements to execute a Memorandum of Understanding with the HACP and with the requirements of those MOU's (hold regular tenant Meetings, create a Welcome Wagon to greet new tenants, and maintaining adequate financial records). All councils except one successfully completed their external audit review without any findings.
- Food Bank programs were added in Garfield Heights and Arlington Heights communities and HACP submitted a proposal to the Pittsburgh Community Food Banks to add food banks in Northview and Caliguiri Plaza, and to add community gardens and farm stands in all family communities. HACP is awaiting notification on its request.
- The Tenant Council Presidents Meeting was reorganized to allow for Asset/Site Managers to meet with tenant leaders by Region.
- The Resident Advisory Board (RAB) agenda was revamped so that action forms were provided to the Executive Director to review progress on site issues.
- The Pennsylvania Association of Resident Councils is working with Resident Relations Staff to prepare a plan to provide representation for Scattered Sites. The goal is to have representatives in place by June 2009.
- The Resident Relations Department worked with Tenant Councils to obtain Festival grants from the CitiParks (City of Pittsburgh Department of Parks and Recreation) for community day activities.
- The yearly Resident Leadership Conference was held in April 2008 and the League of Young Voters, A. Phillip Randolph Institute and City of Pittsburgh Police provided training on Community Mobilization and the need to participate in community efforts beyond HACP boundaries.
- Tenant Leaders participated in education efforts in Delaware, Philadelphia and Washington DC.
- (5) Tenant Councils have formed a LLC and are receiving instruction through the HACP Resident Owned Business training.
- This year the RRS Safety Program worked with the PA Department of Health, the City of Pittsburgh Fire and Paramedics, AED Foundation and the District Attorneys office.

In addition, the Tenant Councils and Site Managers are meeting regularly, usually monthly, to discuss community issues, concerns, goals and plans.

### **Youth Programs**

During FY2008, HACP continued its efforts to provide or leverage significant youth serving programs in HACP communities. This included monitoring of all programs operating on HACP property, and working to enhance collaborations across programs and agencies. These efforts included working closely with the Pittsburgh Foundation to monitor and assist in program development for programs supported by the Youth Services Investment Fund of the Pittsburgh Foundation.

Some special initiatives included the following:

- HACP partnered with agencies whose focus is “strengthening families”. In an effort to offer valuable information to parents about the importance of engaging in positive, healthy, activities for themselves and for the children for whom they are an example. HACP enlisted the services of the YMCA’s “Camp Excel” where 8 families with 13 youth were served through a weekend long retreat. HACP seeks to expand on this effort in 2009 to include job training for unemployed parents.
- HACP expanded Youthsports activities to include collaboration with agencies that provide academic enrichment for youth involved in HACP sponsored sports programs. 125 youth were served through this effort.
- HACP continued cooperation with the Allegheny Midget Football League that included activities geared to violence prevention, community service, and community pride, as well as cheerleading and player skill development clinics. (865 youth were served through this effort).
- HACP also refreshed (3) recreation centers. These facilities were repainted and new chairs/tables, and basketball hoops etc. were added.

HACP also continued and expanded its Creative Arts Corner and Northview Heights and prepared for the opening in 2009 of a new Creative Arts Corner at the Bedford Hope Center.

### **Creative Arts Corner**

HACP’s Creative Arts Corner has provided film, audio, and dance instruction to youth living in HACP communities in 2008. Listed below is a summary of Creative Arts Corner (CAC) activities for 2008.

#### Audio/Video Training and Production:

##### 1. Enrollment

- a. Enrollment for the Northview Heights students was steady throughout the year with 21 students actively participating in the program. Ages range from 9 to 20 years.
- b. One student from this group was dismissed in 2008.
- c. The Bedford/Addison summer program enrollment had 22 participants ranging from 9 to 16 years of age. These students participated in an A/V workshop lasting for the months of July and August.

##### 2. Attendance

- a. For the year of 2008, the NVH program average attendance was nine students a day with an enrollment and attendance ratio of about 42
- b. Due to the overwhelming response of Bedford/Addison students, we had a rotating weekly schedule of six per class in order to accommodate all of the students.



### 3. Training - Audio and Video

- i. The Northview Heights students learned advanced video techniques in the advance video classes. Several students continued to assist the Creative Arts Corner Staff in video projects when available.
- ii. The Bedford/Addison students have had an opportunity to be exposed to an array of artistic programs offered here at the Creative Arts Corner such as audio and video production, basic instrument instruction (drums, guitar, and piano) and use of the dance studio to practice video taping their dance routines. This will provide a good introduction for the students in advance of the Hope Center CAC opening in summer 2009.

In addition, Creative Art Corners staff worked with participating youth on the following projects and activities in 2008:.

1. Bedford and Addison Students - In collaboration with RSS Department, the CAC offered a Audio/Video Summer Camp on Monday, June 23, 2008 through August 26, 2008 to the Bedford and Addison communities. The students were exposed to artistic programs offered at the Creative Arts Corner, including audio and video production, basic instrument instruction (drums, guitar, and piano) and use of the dance studio to practice video taping their dance routines. As their final project, the Bedford/Addison students produce a video from footage of the summer camp.
2. NVH Advance Students - Listed below are video projects that were completed by or contributed on by the Advanced Students. The students assisted in filming, video editing, lighting and producing video projects.
  - a. CAC Black History PSA – Garrett A. Morgan
  - b. CAC Health PSA – Smoking
  - c. CAC Health PSA – Condoms
  - d. HACP Housing Development Video
  - e. Clean Slate 2008 Town Hall Meeting
  - f. Clean Slate 2008 CAC Celebrity Workshop
  - g. Energy Fair 2008
  - h. Gateway – Hints For Healthy Living – Identity Theft Awareness
  - i. Gateway – Hints For Healthy Living – Immunization and Disease Control
3. Misc.. - Listed below are all other projects done through partnerships and/or collaborations
  - a. Archiving of the HACP Video Library.
  - b. Dubbing Section 8 training/informative video to DVD.
  - c. Collaborated with Gateway Health Plan to produce a series of 3 informative videos on Social Security, Identity Theft, and Immunization/Disease Control. They were submitted in December to PCTV 21 to be aired in January 2009.

- d. Film the HACP Resident Advisory Board in November.
- e. Film the Energy Fair 2008 that was hosted by HACP.
- f. Film the African American Heritage Day Parade.
- g. Film the Auburn Towers implosion.
- h. Film the NVH Tenant Council Thanksgiving Dinner.
- i. Produced a HACP Year-End Synopsis Video of all of the HACP events in the past year.

### **Clean Slate**

HACP also continued its successful Clean Slate Program. Participation in Clean Slate events included the following:

- Clean Slate Luncheon/Discussion w/ Kemba Smith, Bedford Hope Center. Attendance: 30 HACP Residents (adults)
- Clean Slate Video Workshop - Northview Heights Estates Creative Arts Corner. Panelists: Jamie Hector, Wesley Jonathon, Cassidy
- Attendance: 20 (HACP Street Team and Creative Arts Corner Students).
- Clean slate Town Hall Meeting, Carnegie Science Center. Panelists: Kemba Smith, Jamie Hector, Wesley Jonathon, Cassidy
- Moderator: Ty Miller. Attendance: 297 (HACP youth age 10-16)
- Public School Tour, CAPA High School - Panelists: Kemba Smith, Jamie Hector, Wesley Jonathon, Cassidy
- Moderator: Ty Miller. Attendance: 226 (CAPA HS Students)

### **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 2008, two awards totaling \$500,000 were made for the 2008 year to two collaboratives – YouthPlaces and One Vision One Life, and Youtworks and Urban Youth Action. The Youth Service Investment Fund’s Grants and Programs Advisory Committee will review the program reports and make recommendations for the next round of program awards.

## **Other Programs**

HACP also expanded and enhanced its Computer Programs, and its Cupboard of Hope program, in 2008.

### **Computer Program Summary**

- HACP Assisted Tenant Councils with obtaining Internet, Citizen Observer and Phone Service
- Provided (30) refurbished computers and instructions to families at the Hamilton Larimer site
- Provided advanced computer instructions to (214) adults and seniors
- Established GED Program in St.Clair Village and Bedford Dwellings communities
- Trained (207) residents in Basic Computer Literacy
- Facilitated YMCA Spring Robotics course and YMCA on Summer Robotics Camp (Served 40 youth)
- Provided (8) refurbished computers and XP software to Glen Hazel homeowners

Additional activities/accomplishments included the following:

| Activity   | Purpose   | # Served    |
|--|---|-------------|
| Open Lab in the following communities:<br>HWN, NVH, CAL, BED | To provide selected communities with access to technology   | 4794 visits |
| Basic Computer Literacy                                      | To equip residents with residents with basic computer literacy skills in HACP communities   | 207         |
| Advanced Computer Literacy                                   | To retain basic literacy students and advance their technical understanding and knowledge   | 214         |
| Tenant Council Support Classes                               | To equip Tenant Council members with the skills and knowledge to communicate using technology   | 50          |
| Set Up Equipment and Purchase Online Learning Software       | To provide a place where adults can utilize educational opportunities   | n/a         |
| Continue to facilitate the Computer Donation Program         | To combat the digital divide by providing HACP residents with refurbished computers for completing specific computer tasks or courses | 24          |
| Assign all Tenant Council an email address                   | To help the councils to communicate with HACP through technology (Will occur in 03-09)  | n/a         |

|  |   |    |
|--|---|----|
| Establish Computer Club for youth (8-13) | To bring kids together to learn about technology science and math | 24 |
|--|---|----|

**Cupboard of Hope**

The Cupboard of Hope provided the following supports for HACP residents:

|  |    |
|--|----|
| Total # of Families receiving Emergency Vouchers Distributed | 51 |
| Total # of Families Computers Distributed                    | 6  |
| Total # of Families receiving Furniture                      | 8  |
| Total # of Families receiving Donated Mattresses             | 45 |
| Total # of Families receiving School Clothes Assistance      | 20 |

In addition:

- An HACP Service Coordinator referred a resident to Roomful Express’s 50 Years and 50 Families Program. This resident received a whole houseful of furniture.
- HACP staff volunteered (200) hours to organize “No Strings Shop” and HACP residents continue to be referred to obtain clothing and household items free of charge.

**2008 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 2008. This report is based on documentation provided by each agency that provides services to residents on HACP property. HACP enters into 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>2008 Leverage Report</b>        |                               |                  |                            |
|------------------------------------|-------------------------------|------------------|----------------------------|
| <b>Family Communities</b>          | <b>Service Provided</b>       | <b>HACP Cost</b> | <b>Agency Contribution</b> |
| One Vision One Life                | Violence Prevention           | \$125,000.00     | \$0.00                     |
| Central Outreach Center            | Drug & Alcohol Counseling     | \$30,000.00      | \$120,940.00               |
| FamilyLinks                        | Mental Health Case Management | \$45,000.00      | \$124,500.00               |
| <b>Addison Terrace</b>             |                               |                  |                            |
| Family Resources - BJWL            | After School Program          |                  | \$167,136.00               |
| Food Bank                          | Food Distribution             |                  | \$27,006.00                |
| Community Connections for Families | Intense Case Management       |                  | \$256,000.00               |
| YouthPlaces, Inc.                  | Sports and Mentoring Program  |                  | \$158,000.00               |
| Sub-Total                          |                               | \$0.00           | \$608,142.00               |
| <b>Allegheny Dwellings</b>         |                               |                  |                            |
| Family Resources - BJWL            | After School Program          |                  | \$167,703.00               |
| Sub-Total                          |                               | \$0.00           | \$167,703.00               |

| <b>Family Community</b>          | <b>Service Provided</b>      | <b>HACP Cost</b> | <b>Agency Contribution</b> |
|----------------------------------|------------------------------|------------------|----------------------------|
| <b>Arlington Heights</b>         |                              |                  |                            |
| P.I.E. Project - PATF            | AIDS Awareness               |                  | \$6,543.01                 |
| Food Bank                        |                              |                  | \$3,116.00                 |
| Sub-Total                        |                              |                  | \$9,659.01                 |
| <b>Bedford Dwellings</b>         |                              |                  |                            |
| Addison Behavioral Care, Inc.    | Case Management              |                  | \$0.00                     |
| Head Start                       | Pre-School Program           |                  | \$127,881.00               |
| Knowledge Connection             | Library Services             | \$10,000.00      | \$10,000.00                |
| Forbes Road and Technolgy Center | GED Preparation              |                  | \$4,000.00                 |
| Family Resources - BJWL          | After School Program         |                  | \$193,607.00               |
| Food Bank                        | Food Distribution            |                  | \$20,891.00                |
| Sub-Total                        |                              | \$10,000.00      | \$356,379.00               |
| <b>Garfield Heights</b>          |                              |                  |                            |
| Family Resources - BJWL          | After School Program         |                  | \$168,521.00               |
| Knowledge Connection             | Library Service              | \$10,000.00      | \$10,000.00                |
| Food Bank                        |                              |                  | \$8,556.00                 |
| P.I.E Project - PATF             | AIDS Awareness               |                  | \$6,543.00                 |
| Sub-Total                        |                              | \$10,000.00      | \$193,620.00               |
| <b>Glen Hazel</b>                |                              |                  |                            |
| Family Resources - BJWL          | After School Program         |                  | \$140,052.00               |
| Food Bank                        | Food Distribution            |                  | \$8,871.00                 |
| YouthPlaces, Inc.                | Sports and Mentoring Program |                  | \$104,000.00               |
| Sub-Total                        |                              | \$0.00           | \$252,923.00               |
| <b>Hamilton-Larimer</b>          |                              |                  |                            |
| Family Resources - BJWL          | After School Program         |                  | \$158,131.00               |
| Knowledge Connection             | Library Services             | \$10,000.00      | \$10,000.00                |
| Sub-Total                        |                              | \$10,000.00      | \$168,131.00               |

| <b>Family Community</b>            | <b>Service Provided</b>      | <b>HACP Cost</b> | <b>Agency Contribution</b> |
|------------------------------------|------------------------------|------------------|----------------------------|
| <b>Homewood North</b>              |                              |                  |                            |
| Family Resources - BJWL            | After School Program         |                  | \$139,983.00               |
| Food Bank                          | Food Distribution            |                  | \$8,438.00                 |
| Sub-Total                          |                              | \$0.00           | \$148,421.00               |
| <b>Northview Heights</b>           |                              |                  |                            |
| Family Resources - BJWL            | After School Program         |                  | \$222,978.00               |
| Food Bank - Family Support Center  |                              |                  | \$16,582.00                |
| Knowledge Connection               | Library Services             | \$10,000.00      | \$10,000.00                |
| YouthPlaces, Inc.                  | Sports and Mentoring Program |                  | \$159,000.00               |
| North Side Christian Health Center | Medical Services             |                  | \$229,139.00               |
| Sub-Total                          |                              | \$10,000.00      | \$637,699.00               |
| <b>Oak Hill</b>                    |                              |                  |                            |
| Food Bank                          | Food Distribution            |                  | \$20,891.00                |
| Matilda Theiss - UPMC              | Medical Services             |                  | \$635,000.00               |
| Matilda Theiss - UPMC              | Child Development Center     |                  | \$778,624.00               |
| Family Resources - BJWL            | After School Program         |                  | \$167,091.00               |
| Sub-Total                          |                              | \$0.00           | \$1,601,606.00             |
| <b>St. Clair Village</b>           |                              |                  |                            |
| Family Resources - BJWL            | After School Program         |                  | \$167,380.00               |
| Knowledge Connection               | Library Services             | \$10,000.00      | \$10,000.00                |
| Bethany House Ministries           | Pre-School Program           |                  | \$125,492.00               |
| Food Bank                          | Food Distribution            |                  | \$10,491.00                |
| YouthPlaces, Inc.                  | Sports and Mentoring Program |                  | \$101,000.00               |
| P.I.E. Project - PATF              | AIDS Awareness               |                  | \$6,543.00                 |
| Sub-Total                          |                              | \$10,000.00      | \$420,906.00               |

| <b>High Rise Community</b>        | <b>Service Provided</b> | <b>HACP Cost</b> | <b>Agency Contribution</b> |
|-----------------------------------|-------------------------|------------------|----------------------------|
| <b>Caliguiri Plaza</b>            |                         |                  |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,091.00       | \$16,168.36                |
| UPMC Living at Home               | Health Screening        |                  | \$200.00                   |
| Sub-Total                         |                         | \$9,091.00       | \$16,368.36                |
| <b>Carrick Regency</b>            |                         |                  |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,091.00       | \$16,168.36                |
| Food Bank                         | Food Distribution       |                  | \$5,771.00                 |
| UPMC Living at Home               |                         |                  | \$100.00                   |
| Sub-Total                         |                         | \$9,091.00       | \$22,039.36                |
| <b>Finello Pavilion</b>           |                         |                  |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,091.00       | \$16,168.36                |
| UPMC Living at Home               | Health Screening        |                  | \$200.00                   |
| Sub-Total                         |                         | \$9,091.00       | \$16,368.36                |
| <b>Glen Hazel High Rise</b>       |                         |                  |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,091.00       | \$16,168.36                |
| Food Bank                         | Food Distribution       |                  | \$5,799.00                 |
| CitiParks                         | Senior Center Activity  |                  | \$50,370.00                |
| Ursuline Senior Services, Inc.    | Relocation Services     | \$4,000.00       | \$0.00                     |
| UPMC Living at Home               | Health Screenings       |                  | \$200.00                   |
| Sub-Total                         |                         | \$13,091.00      | \$72,537.36                |
| <b>Gualtieri Manor</b>            |                         |                  |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,091.00       | \$16,168.36                |
| UPMC Living at Home               | Health Screenings       |                  | \$200.00                   |
| Sub-Total                         |                         | \$9,091.00       | \$16,368.36                |



| <b>High Rise Community</b>         | <b>Service Provided</b> | <b>HACP Cost</b> | <b>Agency Contribution</b> |
|------------------------------------|-------------------------|------------------|----------------------------|
| <b>Mazza Pavilion</b>              |                         |                  |                            |
| Senior Living Enhancement Program  | Service Coordination    | \$9,091.00       | \$16,168.36                |
| UPMC Living at Home                | Health Screenings       |                  | \$100.00                   |
| Ursuline Senior Services, Inc.     | Relocation Services     | \$4,000.00       |                            |
| Sub-Total                          |                         | \$13,091.00      | \$16,268.36                |
| <b>Morse Gardens</b>               |                         |                  |                            |
| Senior Living Enhancement Program  | Service Coordination    | \$9,091.00       | \$16,168.36                |
| UPMC Living at Home                | Health Screenings       |                  | \$200.00                   |
| Ursuline Senior Services, Inc.     | Relocation Services     | \$4,000.00       |                            |
| Sub-Total                          |                         | \$13,091.00      | \$16,368.36                |
| <b>Murray Towers</b>               |                         |                  |                            |
| Senior Living Enhancement Program  | Service Coordination    | \$9,091.00       | \$16,168.36                |
| Agewell, Inc.                      | Health Screenings       |                  | \$7,110.50                 |
| Sub-Total                          |                         | \$9,091.00       | \$23,278.86                |
| <b>Northview Heights High Rise</b> |                         |                  |                            |
| Senior Living Enhancement Program  | Service Coordination    | \$9,091.00       | \$16,168.36                |
| CitiParks                          | Senior Center Activity  |                  | \$58,718.00                |
| Ursuline Senior Services, Inc.     | Relocation Services     | \$4,000.00       |                            |
| Sub-Total                          |                         | \$13,091.00      | \$74,886.36                |
| <b>Pennsylvania Bidwell</b>        |                         |                  |                            |
| Senior Living Enhancement Program  | Service Coordination    | \$9,091.00       | \$16,168.36                |
| Lutheran Service Society           | Senior Center Activity  |                  | \$47,700.00                |
| Ursuline Senior Services, Inc.     | Relocation Services     | \$4,000.00       |                            |
| Sub-Total                          |                         | \$13,091.00      | \$63,868.36                |

| <b>High Rise Community</b>        | <b>Service Provided</b> | <b>HACP Cost</b>    | <b>Agency Contribution</b> |
|-----------------------------------|-------------------------|---------------------|----------------------------|
| <b>Pressley</b>                   |                         |                     |                            |
| Senior Living Enhancement Program | Service Coordination    | \$9,090.00          | \$16,168.36                |
| Food Bank                         | Food Distribution       |                     | \$10,185.00                |
| Sub-Total                         |                         | \$9,090.00          | \$26,353.36                |
|                                   |                         |                     |                            |
|                                   |                         |                     |                            |
| <b>GRAND TOTALS</b>               |                         | <b>\$370,000.00</b> | <b>\$5,175,334.47</b>      |

| <u>Year</u> | <u>HACP Cost</u> | <u>Agency Contribution</u> |
|-------------|------------------|----------------------------|
| 2006        | \$843,600.00     | \$4,187,286.52             |
| 2007        | \$364,994.00     | \$5,239,909.50             |
| 2008        | \$370,000.00     | \$5,175,334.47             |

## **10.0 REAL ESTATE PROGRAMS**

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### **HOMEOWNERSHIP PROGRAM**

In FY 2008, the HACP continued the HACP's agency-wide Moving To Work Homeownership Program.

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 2008 the HACP continued to provide 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. NeighborWorks of Western PA., 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. HACP also cooperated with the Urban Redevelopment Authority of Pittsburgh to make their properties and loan programs available to program participants.

Financial Assistance offered to program participants during 2008 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 2008, 78 families completed the Homebuyer Education Class, 40 families participated in credit counseling, and 6 HACP families purchased homes through the HACP Homeownership Program. This included three HACP homes sold to public housing

residents and four private market homes sold to four Housing Choice Voucher families. Five of the purchases were outright sales with one time assistance. Two of the sales are to Section 8 tenants who are receiving monthly mortgage 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 and 2008 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, changes in the home mortgage market made some lenders more conservative in their underwriting guidelines, to include higher credit scores and therefore are less able to extend mortgages to low-income buyers.

There were no foreclosures in 2008.

From July 2004 through December 2008, HACP has helped over 62 first-time homebuyers purchase homes within the City of Pittsburgh.

**11.0 OTHER INITIATIVES**

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**ASSET MANAGEMENT.....1**

**SITE-BASED MANAGEMENT.....2**

**SITE-BASED MANAGEMENT – PROJECT-BASED ACCOUNTING/BUDGETING (PBA/PBB) .....3**

**SITE-BASED MANAGEMENT – SITE-BASED WAITING LISTS .....4**

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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, 2007, and 2008 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 2008 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. 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 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 2008 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 budget system in 2005 and 2006. Site Managers, with assistance from Real Estate Asset Managers and the Finance department, developed specific site-based FY 2007 budgets. During 2008 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 and 2008. 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. In 2008, work continued with site managers, procurement staff, and suppliers to adjust the system to better meet both property needs and efficient procurement, distribution, and accounting for materials use. This approach has resulted in reduced amounts of inventory required to be kept on hand, reduced receiving and delivery labor costs, reduced materials costs and improved 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. Additional information on site-based waiting lists is included in earlier chapters.

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

During FY 2008, the HACP has continued to 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, decentralized reporting by community was fully implemented in October 2005 and continues. Testing and improvement of these monthly community status reports is ongoing, and additional software upgrades to improve and streamline report production are planned.



During FY 2008, 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 MANAGEMENT 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 and 2008.

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 2008, as 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.

Continual review and improvement of Asset Management measures and strategies is part of HACP's ongoing performance improvement efforts.

### **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. 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. This partnership was further developed in 2008, and may establish a model for future partnerships.

#### ENERGY PERFORMANCE CONTRACTING

In 2008 HACP executed and an Energy Performance Contract with Honeywell, Inc. to implement the recommendations of the investment grade energy audit. Work began to install these energy savings improvements, as noted in Chapters 6 and 7 of this report.

Planned investments valued at approximately \$25 Million, the activities include replacing obsolete incandescent lights (interior and exterior) with superior energy savings lights and fixtures; retrofitting of toilets, bathrooms and aerators as water conservation measures; replacement of several hundred refrigerators with Energy Star models; building envelope tightening via weather-stripping; and installation of geothermal heating and cooling systems in three of our communities: Northview Heights, Arlington Heights and Homewood North. As a part of its obligation to HACP, Honeywell, Inc. has guaranteed all the savings to HACP thus ensuring that the project costs are paid for entirely from the resultant savings, and not from HACP capital funds.

**APPENDIX A: 2006 BASELINE SITE-BASED WAITING LIST DEMOGRAPHICS – JANUARY 1, 2009 DEMOGRAPHICS**

**Table A-1 – Race/Ethnicity of Households Served – July 15, 2006 and January 1, 2009**

| AMP – Family Community    | Black    |          | White    |          | Hispanic |          | Asian    |          | Other    |          |
|---------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|                           | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 |
| 1-1 Addison Terrace       | 97%      | 99%      | 2%       | 1%       | 1%       | 0%       | 0%       | 0%       | 0%       | 0%       |
| 1-2 Bedford Dwellings     | 97%      | 97%      | 2%       | 1%       | 1%       | 1%       | 0%       | 0%       | 0%       | 1%       |
| 1-4 Arlington Heights     | 89%      | 95%      | 10%      | 5%       | 1%       | 1%       | 0%       | 0%       | 1%       | 0%       |
| 1-5 Allegheny Dwellings   | 95%      | 92%      | 5%       | 7%       | 5%       | 1%       | 0%       | 0%       | 0%       | 0%       |
| 1-7 St. Clair Village     | 97%      | 93%      | 3%       | 4%       | 3%       | 3%       | 0%       | 0%       | 0%       | 0%       |
| 1-9 Northview Heights     | 96%      | 95%      | 4%       | 4%       | 4%       | 1%       | 0%       | 0%       | 0%       | 0%       |
| 1-12 Garfield Family      | 100%     | 98%      | 0%       | 1%       | 0%       | 1%       | 0%       | 0%       | 0%       | 0%       |
| 1-20 Homewood North       | 97%      | 96%      | 2%       | 1%       | 2%       | 2%       | 0%       | 0%       | 0%       | 1%       |
| 1-22/1-39 Scattered Sites | 90%      | 87%      | 9%       | 9%       | 9%       | 4%       | 0%       | 0%       | 0%       | 0%       |
| 1-32 Glen Hazel Low Rise  | 92%      | 89%      | 6%       | 7%       | 6%       | 3%       | 0%       | 1%       | 0%       | 0%       |

| AMP – Elderly Community   | Black    |          | White    |          | Hispanic |          | Asian    |          | Other    |          |
|---------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|                           | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 | 07/15/06 | 01/01/09 |
| 1-15 PA-Bidwell           | 83%      | 84%      | 15%      | 13%      | 1%       | 1%       | 0%       | 2%       | 1%       | 0%       |
| 1-17 Pressley St.         | 69%      | 68%      | 30%      | 29%      | 1%       | 2%       | 0%       | 0%       | 0%       | 1%       |
| 1-31 Murray Tower         | 33%      | 39%      | 64%      | 57%      | 3%       | 3%       | 0%       | 0%       | 0%       | 1%       |
| 1-33 Glen Hazel High Rise | 76%      | 73%      | 19%      | 21%      | 5%       | 5%       | 0%       | 1%       | 0%       | 0%       |
| 1-40 Brookline*           | 7%       | ----     | 89%      | ----     | 4%       | ----     | 0%       | ----     | 0%       | ----     |
| 1-41 Caligiuri            | 50%      | 62%      | 48%      | 37%      | 2%       | 2%       | 0%       | 0%       | 0%       | 0%       |
| 1-44 Finello Pavilion     | 67%      | 67%      | 33%      | 33%      | 0%       | 0%       | 0%       | 0%       | 0%       | 0%       |
| 1-45 Morse Gardens        | 30%      | 42%      | 70%      | 58%      | 0%       | 0%       | 0%       | 0%       | 0%       | 0%       |
| 1-46 Carrick Regency      | 11%      | 24%      | 87%      | 75%      | 1%       | 0%       | 0%       | 1%       | 0%       | 0%       |
| 1-47 Gualtieri Manor      | 12%      | 24%      | 84%      | 62%      | 0%       | 10%      | 0%       | 3%       | 4%       | 0%       |

\*Note: The Brookline community was vacated in 2008 and remained vacant on January 1, 2009.

**Table A-2 - Income of Households Served - July 15, 2006 and January 1, 2009**

| AMP – Family Community    | Under 30% AMI |          | 30% to 50% AMI |          | 51% to 80% AMI |          | 81% or Greater |          | Total    |          |
|---------------------------|---------------|----------|----------------|----------|----------------|----------|----------------|----------|----------|----------|
|                           | 07/15/06      | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06 | 01/01/09 |
| 1-1 Addison Terrace       | 88%           | 84%      | 10%            | 11%      | 1%             | 4%       | 0%             | 0%       | 100%     | 100%     |
| 1-2 Bedford Dwellings     | 85%           | 87%      | 10%            | 10%      | 4%             | 3%       | 1%             | 0%       | “        | “        |
| 1-4 Arlington Heights     | 94%           | 84%      | 4%             | 13%      | 1%             | 3%       | 0%             | 0%       | “        | “        |
| 1-5 Allegheny Dwellings   | 92%           | 91%      | 4%             | 6%       | 3%             | 3%       | 0%             | 0%       | “        | “        |
| 1-7 St. Clair Village     | 78%           | 72%      | 16%            | 22%      | 4%             | 5%       | 1%             | 1%       | “        | “        |
| 1-9 Northview Heights     | 82%           | 78%      | 14%            | 16%      | 3%             | 4%       | 1%             | 2%       | “        | “        |
| 1-12 Garfield Family      | 79%           | 77%      | 18%            | 15%      | 3%             | 8%       | 0%             | 0%       | “        | “        |
| 1-20 Homewood North       | 84%           | 77%      | 10%            | 17%      | 6%             | 5%       | 0%             | 2%       | “        | “        |
| 1-22/1-39 Scattered Sites | 53%           | 52%      | 24%            | 25%      | 16%            | 17%      | 7%             | 6%       | “        | “        |
| 1-32 Glen Hazel Low Rise  | 60%           | 60%      | 23%            | 17%      | 12%            | 13%      | 5%             | 10%      | “        | “        |

| AMP – Elderly Community   | Under 30% AMI |          | 30% to 50% AMI |          | 51% to 80% AMI |          | 81% or Greater |          | Total    |          |
|---------------------------|---------------|----------|----------------|----------|----------------|----------|----------------|----------|----------|----------|
|                           | 07/15/06      | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06       | 01/01/09 | 07/15/06 | 01/01/09 |
| 1-15 PA-Bidwell           | 77%           | 80%      | 15%            | 15%      | 6%             | 4%       | 1%             | 1%       | 100%     | 100%     |
| 1-17 Pressley St.         | 82%           | 82%      | 13%            | 12%      | 4%             | 6%       | 1%             | 0%       | “        | “        |
| 1-31 Murray Tower         | 82%           | 82%      | 13%            | 12%      | 3%             | 5%       | 2%             | 2%       | “        | “        |
| 1-33 Glen Hazel High Rise | 74%           | 65%      | 19%            | 21%      | 6%             | 11%      | 1%             | 2%       | “        | “        |
| 1-40 Brookline*           | 44%           | ----     | 33%            | ----     | 22%            | ----     | 0%             | ----     | “        | “        |
| 1-41 Caligiuri            | 77%           | 81%      | 17%            | 15%      | 5%             | 4%       | 0%             | 1%       | “        | “        |
| 1-44 Finello Pavilion     | 84%           | 76%      | 10%            | 20%      | 4%             | 4%       | 2%             | 1%       | “        | “        |
| 1-45 Morse Gardens        | 75%           | 73%      | 17%            | 17%      | 7%             | 9%       | 0%             | 0%       | “        | “        |
| 1-46 Carrick Regency      | 59%           | 61%      | 36%            | 30%      | 5%             | 9%       | 0%             | 0%       | “        | “        |
| 1-47 Gualtieri Manor      | 64%           | 71%      | 28%            | 21%      | 8%             | 7%       | 0%             | 0%       | “        | “        |

\*Note: The Brookline community was vacated in 2008 and remained vacant on January 1, 2009.