

2005 Annual Report Hit the Ground Running



The Housing Authority of the City of Pittsburgh 2005 Annual Report

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Emphasis on Community

**Continued Growth for
The Housing Choice Voucher Program**

Financial Highlights

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**Expanded Housing Options
for Persons with Disabilities**

From the Ground Up...

Hitting the Ground Running The 2005 Housing Authority of the City of Pittsburgh Annual Report

2005 was a year of continued advancement for the HACP as it strives to create safer, more modern and more efficient homes for our residents. Throughout 2005, the HACP maintained its commitment to replacing old, high-density public housing with mixed-income family communities and modern mid-rise facilities for our senior citizens.

A number of milestone events occurred during 2005, including the implosion of the Garfield Heights High Rise and the progression of several new development efforts throughout the city. The 14-story, 275-unit Garfield High Rise was reduced to a pile of rubble as the HACP imploded the vacant structure on Sept. 23, 2005. The implosion was witnessed by a crowd of former residents, who gathered on the grounds of the Commons of North Aiken to witness the historic event.

Development initiatives in the Hill District and Garfield included the initial stages of development for two new mid-rise senior citizens facilities: Fairmont Apartments, on the city's east side, and the Hill District's new Louis Mason apartment building. Construction of the Fairmont Apartments commenced in the spring and has rapidly progressed, as the HACP approaches occupancy of the building in late 2006.

The HACP closed on the financing for the Lou Mason building in December 2005 and is preparing to move forward with construction efforts. Furthermore, the agency continued its comprehensive redevelopment plans for Bedford with the demolition of 17 buildings on Whiteside Road and Francis Street.

In addition to our continued development and modernization efforts, the HACP Housing Choice Voucher Program experienced major growth throughout the year, while our resident-driven programming and initiatives like the Homeownership Program and REAL Program have provided service to a record number of residents.

The HACP provides publicly assisted housing comprised of traditional public housing, scattered sites and Section 8 housing. We currently house more than 20,000 Pittsburghers and manage more than 6,000 public housing units. During 2005, the Housing Choice Voucher Program expanded from serving approximately 5,400 families to more than 6,600 families, far exceeding the agency's leasing goals for the year.

The following report details the major activities and plans initiated by the Housing Authority during 2005 – a year in which the HACP's plans for higher quality affordable housing Hit the Ground Running.

From the Ground Up...

Building Blocks on the Hill – The Housing Authority of the City of Pittsburgh has dedicated itself to doing its part to help revitalize the Hill District. This effort began nearly ten years ago with the commencement of the Bedford HOPE VI redevelopment project and continues today as the HACP moves forward with



Bedford Phase II and the construction of a replacement building for the Lou Mason High Rise.

HACP moved forward with the next step in the overall redevelopment for Bedford. Phase II of the Bedford redevelopment project commenced in September 2005 with the demolition of 220 Units (17 buildings) on Whiteside Road.

The demolition cleared the way for the construction of 171 new housing units. The newly constructed rental units will be comprised of 86 public housing units, 45 low-income tax credit affordable units, and 40 market rate units.

The HACP completed Phase I of the Bedford redevelopment effort approximately two years ago, providing sorely needed and higher quality affordable housing in the Hill District. The continuation of this effort will produce attainable homeownership opportunities for public housing residents and low-income families.

In December 2005, HACP closed on the financing for the construction of 108 assisted living units, which will serve as replacement housing for the Lou Mason Jr. High Rise, currently located in Addison Terrace. HACP continues its revitalization



efforts in the Hill District with the construction of the new mid-rise facility, the Louis Mason Jr. Apartments. The facility, located on the 2100 block of Wylie Avenue, will provide replacement housing for the residents of the current Louis Mason High Rise, located in Addison Terrace.

The development project has been designed with the goal of producing a new community that will enhance the lives of our senior citizens. The facility will have both 3 and 4 stories based on the split architecture of the building, consisting of approximately 90 to 110 new units. Apartments will feature amenities such as a fully equipped kitchen, wall-to-wall carpeting, controlled heat and air conditioning, an emergency call system, and 24-hour emergency maintenance.

Paving the Way in the East End – the Housing Authority was also active in the East End, opening a new mid-rise facility and setting the stage for a comprehensive redevelopment effort in Garfield Heights.

Construction of the Fairmont Apartments commenced on May 3, 2005. The HACP anticipates the building will be completed by late 2006. The community, located on Penn Avenue in Garfield/Friendship,

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will include 60 one-bedroom units of approximately 620 square feet. The new mid-rise facility will offer low-income rental housing for persons age 62 and older.



Units in the Fairmont Apartments will feature amenities such as fully equipped kitchens, wall-to-wall carpeting, controlled heat and air conditioning, an emergency call system, and 24-hour emergency maintenance.

HACP is partnering with Presbyterian SeniorCare, Affirmative Investments and Community Partnerships for Seniors, and working with a number of local community development corporations on the venture.

The Housing Authority imploded the Garfield High Rise in September 2005. The building had been vacant since December 2004, with its residents relocated to the Commons of North Aiken, which was opened in the fall of 2004.

During remarks leading up to the implosion, HACP Executive Director Keith Kinard pointed to the Garfield High Rise as “a clear picture of the past,” in contrast to the state-of-the-art Commons at North Aiken, which he called “the vision of the future.”

Additional demolition work in the eastern region of the city took place in November 2005, as HACP demolished 39 units at Cove Place located in the Glen Hazel Community. Cove Place consisted of three deteriorating walk-up structures, which were isolated and unsuitable for housing.



No Stone Left Unturned: On-Site Enhancements

Starting on March 29, 2005, the HACP rolled out the first of three regions (Region III) of the site-based management system. Regions I & II followed shortly thereafter. Under the new system, along with all other management leasing activities, regional and community-based teams are responsible for all maintenance-related activities within the regions.

Personnel located in the region communities identify and perform everyday maintenance related tasks using the work order tracking system. Specialized support for the three regions is provided by the centralized Facilities Services work force. Facilities Services is responsible for a variety of tasks including equipment repair, appliance repairs, central heating and cooling systems, along with environmental quality issues such as weed control, mold, and pest control.

HACP staff also perform required yearly unit inspections, immediate minor repairs on inspected units and the identification of more extensive work to be completed by other maintenance teams or through modernization contracts. Blanket contracts for vacant unit painting, and tile/cove base installations, initiated in 2004, continue to be cost effective for 2005 and greatly impact unit turnaround times.

WORK REQUESTS AVG.
50,071

TURNAROUND TIME
3.9 DAYS

HUD'S TARGET TIME
5 DAYS

In addition to filling more than 50,000 work requests, the HACP completed more than 2,500 emergency work orders, requiring a response within 24 hours.

The HACP gathered all new unused kitchen cabinets from all HACP sites to inventory and store in one central area. These cabinets are identified and disbursed as requested through the work order system. New ranges, refrigerators, and other commodities are also stored at Lexington for accountability and controlled disbursement.

The Housing Authority takes extra steps each year to ensure that our communities are safe in every sense of the word, which is why the HACP uses environmentally sound materials and practices in order to keep our sites free of pests, mold, weeds and other common nuisances. In order to accomplish this the HACP maintains an environmental quality services staff comprised of pest control, weed control, UPCS inspections and equipment repair, continues to provide a quality, cost effective service to our residents, building grounds, and equipment. A mold remediation program has also been implemented at the recommendation of the Housing Insurance Group. It is anticipated that mold will become one of the leading health issues in public housing in the upcoming years.



Expanded Housing Options for Persons with Disabilities

The HACP recently launched an initiative to expand and improve its housing for persons with disabilities. Working in conjunction with the U.S. Dept. of Housing and Urban Development, under the guidelines set forth in a Voluntary Compliance Agreement (VCA), the HACP has developed a plan to provide individuals with disabilities greater access to appropriate housing, programs, and services.

As part of this plan, HACP will construct or modify 50 certified Uniform Federal Accessibility Standards (UFAS) compliant apartments that will be available for occupancy by December 2006. Facilities Services leads a work force responsible for completing identified UFAS compliance work to meet the Voluntary Compliance Agreement goal of 5 percent of units to be made accessible. Work has taken place in Pressley High-Rise and Glen Hazel with other family communities and high rises to follow.

In June 2005, HACP revised its policies and procedures to provide individuals with disabilities greater access to programs and services. The agreement also calls for the construction of 264 wheel chair accessible apartments in accordance with UFAS by 2010. The HACP has also revised and received HUD approval for several policies and procedures, such as the Effective Communications Policy, Assistance Animal Policy, Reasonable Accommodations Policy, LIPH Application and Lease Addendum.

As part of these revisions, HACP has hosted series of training sessions to familiarize staff with the new policies, hired new staff to coordinate implementation of the agreement, and centralized the reasonable accommodation process through the Section 504/ADA Coordinator's office. In addition, HACP has reviewed the policies of the Private Management Companies for compliance with federal regulations.



Continued Growth for The Housing Choice Voucher Program

The HACP Section 8 Housing Choice Voucher (HCV) Program has become an attractive form of housing for families, who desire living in the private-market while enjoying the benefits of reduced rental payments.

The HCV Program places the choice of housing in the hands of the individual family, who can reside in any neighborhood they choose. As demand for the program increased in 2005, the Section 8 Department advanced its leasing efforts. As a result, the Department has far surpassed its leasing objectives, and provided housing assistance to 6,645 families as of December 31, 2005.

As part of an aggressive leasing initiative that began in July 2004, the Section 8 Department increased the HCV Program size by over 30 percent in fiscal year 2005. Efficiencies created by the HACP's participation in the Moving to Work (MtW) Program enhanced the Section 8 Department's ability to provide over \$34.5 million in subsidy payments for low-income families in 2005.

Success of the Housing Choice Voucher Program reaches far beyond what can be seen by statistics. Although the program, by itself, is a means for many families to attain self-sufficiency, coupling special programs like Homeownership expand the possibilities for success. In 2005, 16 families using Housing Choice Voucher assistance were able to purchase their own homes through participation in the HACP's Homeownership Program.



an attractive form of housing for families

Emphasis on Community

The Housing Authority of the City of Pittsburgh has developed a variety of youth development programs as part of our **Moving to Work Plan**. This includes recreational and educational activities at St. Clair Village and Northview Heights Estates via contracts with YouthPlaces, Inc., and the Allegheny County Violence Prevention Initiative supported in part by the HACP.

In 2004, a planning group identified and proposed services targeting youth ages 13-18 for whom few on-site services are currently available. These services will partially address the goal of developing focused intervention to decrease violence in families and in the community. These programs also improve strategic collaborations with service providers.

This **Youth Development and Intervention Program** will continue to complement our ongoing adult focused Project REAL Self-Sufficiency program and other available supportive service activities. Specifically, the Allegheny County funded Family Support Centers serves families and their children ages 0-5. The Beverly Jewel Wall Lovelace program provides after school and summer programs to children ages 6-12.

In late 2004, five contractors were selected to provide services in the identified communities. The resulting contracts included a variety of program approaches that allow the HACP to match different approaches to the unique characteristics of each location, while also allowing some evaluation of the effectiveness of each approach.

The **Scope of Services** for the Youth Development and Intervention Initiatives programs all include specific performance requirements. Furthermore, the contracts were developed on a performance-funding basis. Contractors are paid for achieving specific goals and benchmarks, including both program output goals and participant achievement goals. The total contract amounts represent the amounts that will be paid if 100 percent of fee-schedule goals are achieved. If a lower level of achievement is attained, lower level of payment results.

YouthPlaces, Inc. provides services to resident youth living in the communities of St. Clair Village and Northview Heights Estates. With a history of providing services in these

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locations, YouthPlaces has established relationships in these communities and built upon these relationships to jumpstart participant recruiting. YouthPlaces served 449 youth, which exceeded the goal of 250.

Family Resources provides services at Addison Terrace and Bedford Dwellings, where they oversee both the Bedford Family Support Center and the BJWL program. Family Resources served 35 youth living in these communities.

Garfield Jubilee Association has a long history of providing services to 47 youth living in Garfield Heights.

Glade Run Lutheran Services was contracted to provide services to 17 youth at Homewood North. Glade Run is new to direct service to Housing Authority communities.

Urban Youth Action, Inc. (UYA) managed the work experiences for 75 youth living in Housing Authority of the City of Pittsburgh (HACP) communities of Addison Terrace, Bedford Dwellings, Garfield Heights, Homewood North, Northview Heights and St. Clair Village.

UYA provided services for the summer youth employment program to youth ages 14 – 16 with the opportunities for career exploration and skill development. This program held 6-week sessions for 6 youth per community at 25 hours a week. In school youth ages 16 – 18 developed an individual educational and career plan, workshops on resume writing, life skills, work ethics and budgeting. This 8-week program held was offered to six youth per community for 25 hours each week. Out of school youth ages 17 – 21 received work experiences that were designed to provide exposure to an experience in the work force. This program assisted youth in acquiring the personal attributes, knowledge, and skills needed to obtain a job and advance in employment.

The Bedford HOPE VI Program continued to move forward in its main objective of providing supportive services to the members of the HOPE VI caseload in particular and the Bedford Dwellings community in general on a number of fronts. First, the Bedford Dwellings community site management offices were physically relocated into the Bedford Hope Center. This move was combined with the creation of a formal evaluation and referral process that triggers service referrals for residents who are facing problems with re-certification, eviction or delinquency, to the service coordination staff through

management personnel. The results included fewer residents experiencing problems because of increased intervention and service delivery.

Other key efforts for 2005 included conducting eight successful community-based meetings. Four of which were community task force meetings in which residents made key decisions and plans related to community activities and development. (The task force consists of Bedford Hope VI staff, the HACP HOPE VI program manager, the HOPE VI project developer, representatives of the Bedford Tenant Council and residents.) Four additional meetings were held with service providers based in the Bedford Hope Center or the Bedford Dwellings community in which programs were discussed and activities planned so that joint activities could be planned and service availability maximized. For example, activities with the tenant council, such as an annual “Community Day,” along with Halloween and Christmas festivities were coordinated to generate more exposure for the council’s and Bedford HOPE VI program activities. “Community Walks” within the targeted location created added chances to build relationships and identify service opportunities.

Additionally, the number of programming opportunities available on-site was increased. To this end, an “in-home health aid” training course was added to the center. The course consists of 40 hours of classroom training and includes a job placement secured by the course provider for those successfully completing the program. 87 percent of those who finished the training were working within two weeks.

Another change was precipitated by the inception of the HACP Resident Employment Program. The program is used by HOPE VI service coordinators as an employment resource for program participants and has a “Section 3” component included. (“Section 3” refers to resident employment on housing authority construction projects.) This addition has served to heighten our ability to place residents in both Section 3 and non-Section 3 employment. The coordinator of the program is housed in the Hope Center and participants utilize the employment resource facility and tech lab within the Center as well. Including participants in the on-site GED program, computer classes, family support program, after school computer program, adolescent development activities, substance abuse program, and homeownership workshops, more than 7,000 resident

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visits occurred at the Hope Center in 2005.

Plans are currently underway to bring a mini-library facility into the Bedford Hope Center. Operations are expected to begin by May 2006 to further serve the community.

Hurricane Katrina made landfall on August 29, 2005. In order to assist with the massive national relocation efforts, the Housing Authority volunteered to prepare 150 vacant units for occupancy within 30 days time. The units were completed on schedule and made available for evacuees from regions damaged by Hurricane Katrina. After reaching this goal, 359 total vacant units were made available to assist in meeting increased home selection availability.

At the request of our residents, the Housing Authority coordinated installation of new security surveillance equipment at Northview Heights Estates in 2005. Prior to this, the HACP installed security cameras in Addison Terrace to positive reviews from our residents. Within months of their installation, the security cameras were instrumental in identifying and capturing unwanted activity in Addison Terrace and deterring criminal activity. Following the successful results at Addison, the HACP identified Northview Heights as the next community to receive the cameras. The Housing Authority will install a wireless security camera system in the Glen Hazel community in 2006.



As of Dec. 31, 2005, the Low-Income Public Housing Realizing Economic Attainment for Life (REAL) Program enrolled 658 residents into the program. Of that number, 626 residents signed their Contract of Participation agreements. This number exceeded the goal of 580, which was set for the year 2005. A total of 189 residents are employed, and seven residents enrolled and completed job training. 177 individual client goals were attained and 123 residents had enrolled in the homeownership program. 29 program participants are accruing escrow monies in the escrow savings fund.

The Section 8 REAL Program enrolled 316 residents, all of which signed contract of

participation agreements. This program had a total of 166 residents employed, and six residents were enrolled and completed job-training programs. The client goal attainment was 286 for the year. Out of the total number of participants 173 residents enrolled in the homeownership. From this participation, nine residents are now homeowners. There are 123 participants who have monies in an escrow savings account.

Program service coordinators continued to collaborate with the site managers to reduce the number of evictions due to re-certification issues of resident or lack there of, as well as non payment of rent or various other needs of the resident which would involve referrals to supportive services.

Hours of operation for the REAL Program were extended to 7:00 p.m. for one day a week (Wednesdays), in order to provide the working resident an opportunity to meet with their service coordinator at a time more convenient for them. This new time will also be used to assist the site managers during their re-certification process as well as aide in special projects.

The implementation of the Cupboard of Hope continued to prove itself by providing emergency food assistance to residents not only during the holiday season but when distress situations arise. This program is administered through the REAL Family Self-Sufficiency Program.

In April 2005, the Resident Employment Program was implemented to provide employment and training services to the residents. This program also provides drug and alcohol screening, GED assistance and Section 3 referrals. Service coordinators make referrals to the employment program as needed. During 2005, 44 persons were employed in the private and public sector and eight residents participated in a Certified Nursing Assistant training program.



Financial Highlights

	2005	2004
Operating Revenues:		
Tenant revenue:		
Net tenant rental revenue	\$8,292,815	\$8,777,028
Tenant revenue-other	22,664	28,421
Total tenant revenue	8,315,479	8,805,449
Government grants	83,683,556	85,010,677
Other revenue	3,930,008	4,184,644
Investment income-unrestricted	1,148,692	402,070
Investment income-restricted	287,223	102,580
Fraud recovery	14,463	24,235
Total operating revenues	97,379,421	98,529,655
Operating Expenses:		
Housing assistance payments	38,537,827	31,181,072
Administrative:		
Administrative salaries	6,205,992	6,795,235
Outside management fees	2,676,853	2,031,313
Employee benefit contributions-administrative	1,966,526	1,937,027
Other operating-administrative	22,481,727	18,144,723
Tenant service:	6,569,189	377,637
Utilities:		
Gas	5,227,572	4,354,444
Electricity	2,365,608	2,207,929
Water	3,391,966	3,187,692
Other utilities expense	939,550	2,819,810



Operating Expenses: (cont.)

Ordinary maintenance and operations:		
Ordinary maintenance and operations-labor	6,996,528	7,478,411
Ordinary maintenance and operations-materials & other	1,781,962	1,980,888
Ordinary maintenance and operations-contract costs	1,014,055	1,216,653
Employee benefit contributions-ordinary maintenance	2,373,988	2,588,191
General expenses:		
Insurance premiums	1,576,348	1,769,118
Other general expenses	4,029,883	3,918,579
Total operating expenses	108,135,574	91,988,722
Operating Income	-10,756,153	6,540,933
Non-Operating Revenues (Expenses):		
Casualty loss-non capitalized		(2,106)
HUD capital grants	6,176,746	7,991,736
Gain (loss) on disposition of fixed assets	(2,160,716)	(708,307)
Depreciation and amortization expense	(18,884,470)	(18,463,661)
Total non-operating revenues (expenses)	(14,868,440)	(11,182,338)
Change in Net Assets	(25,624,593)	(4,641,405)
Total net assets - beginning	197,929,917	202,571,322
Total net assets - ending	\$172,305,324	\$197,929,917

Listing of Communities

Addision Terrace
Allegheny Dwellings
Allequipa Terrace
Arlington Heights
Auburn Towers
Bedford Dwellings
Bernice Crawley Manor
Broadhead Manor
Caliguiri Plaza
Carrick Regency
Commons at North Aiken
Finello Pavilion
Garfield Heights
Glen Hazel
Gualtieri Manor
Hamilton-Larimer
Homewood North
Kelly Street
Manchester
Mazza Pavilion
Morse Gardens
Murray Towers
Northview Heights Estates
Northview Heights High Rise
Oak Hill
Pennsylvania/Bidwell
Pressley Street
Silver Lake Commons
St. Clair Village
Scattered Sites

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