

Division of Housing and Community Development
REQUEST FOR PROPOSALS
Affordable Rental and Special-Needs Housing Development

September 2018

The Division of Housing and Community Development (DHCD) is soliciting proposals to finance the development of rental and special needs units designed to serve low- and moderate-income households using funding from the Philadelphia Housing Trust Fund (HTF), federal HOME and Community Development Block Grant (CDBG) funds. This Request for Proposals (RFP) is designed to assist in providing gap financing for rental projects that will seek Low Income Housing Tax Credits (LIHTC) from the Pennsylvania Housing Finance Agency (PHFA). PHFA's deadline to submit LIHTC applications is November 16, 2018.

Please note that any proposal that received a commitment or conditional commitment of HTF, HOME or CDBG funds for LIHTC rental development from DHCD in the past and that has not been awarded LIHTC by PHFA **MUST** submit a new proposal in response to this RFP.

Please note that any development with an existing commitment of a Four Percent or Nine Percent tax credit award from PHFA is NOT eligible for financing under this RFP.

Also note that the development of affordable units for which a developer is receiving a density bonus under the Mixed-Income portion of the Zoning Code is NOT eligible for financing under this RFP.

In an effort to maximize scarce affordable housing resources, the City will be coordinating this RFP with Philadelphia Housing Authority's RFP for public housing operating subsidy under its Annual Contributions Contract (ACC) for projects seeking Nine Percent Low Income Housing Tax Credits.

Proposals received in response to this RFP will be reviewed by an interagency group comprised of representatives of the DHCD, the Commerce Department, the Philadelphia Redevelopment Authority (PRA), the Office of Homeless Services, the Department of Behavioral Health and Intellectual disAbilities (DBHIDS), the Philadelphia City Planning Commission and the Philadelphia Housing Authority (PHA). Proposals submitted to the RFP should be generally consistent with Selection Criteria for Rental and Special-Needs Projects, Appendix pp. 14-21 in the *2018-2019 Annual Action Plan*, available at www.phila.gov/dhdc.

CDBG and HOME funds are available to for-profit developers and nonprofit developers. HTF earnings are available only to nonprofit developers. Since LIHTC developments are structured as for-profit entities, nonprofit entities seeking HTF earnings are eligible only if they meet the HTF partnership requirements and other HTF requirements detailed in Attachment A. The City reserves the right to award funding to developments using the mix of funding sources, including ACCs, it deems most appropriate for the development and to meet the overall goals of the City's affordable housing program.

Development Preferences

In 2016, the City and PHA completed an Assessment of Fair Housing (AFH). This AFH includes the detailed data analysis and comprehensive citizen input used to identify a range of barriers to fair housing and access to opportunity. The City, PHA and a diverse set of stakeholders worked together to create goals and strategies to overcome these barriers (See Attachment D –download the file).

The City has established preferences for certain types of development projects to advance the AFH strategies and to align with PHFA development preferences. All of the development preferences detailed below were selected to improve housing options, increase access to opportunity and create strong neighborhoods. The preferences are consistent with the City's commitment to implement a balanced approach to invest in weak market neighborhoods to strengthen them and to create opportunities for low- and moderate-income households in high-opportunity communities. The list below is not in priority order. Applicants can submit projects that fall into multiple preferences.

1. **Large Families** – Developments providing units with three or more bedrooms for large families.
2. **Senior Occupancy 62+ with Services** – Developments must provide a range of services and access to amenities to promote independent living for seniors.
3. **Homeless and Special Needs Projects** –Developments that provide permanent supportive housing for those individuals and families that meet the HUD's definition of homeless (see Attachment C – Definitions). Depending on HUD funding constraints, preference may be given to those projects seeking to serve a specific subpopulation – generally this refers to households that meet the HUD definition of chronically homeless. Developers are encouraged to implement a Housing First approach (see Attachment C – Definitions) and provide or arrange for supportive services for all participants necessary to maintain their housing and live independently.
4. **Affordable Preservation** – Applications to extend the long-term affordability and habitability of a development and/or to prevent the likelihood of conversion to market-rate housing. These applications must be supported by a market study and capital needs assessment.
5. **Mixed-Use** – Developments designed to revitalize neighborhood commercial corridors, leverage other community-based development and/or private redevelopment projects, and expand the City's employment base. Projects must be located on or near commercial corridors. **Upon completion of the project, the vacancy rate on the block may not exceed 20 percent.** Eligible properties may have a vacant property on one side, but not both sides.
6. **High Opportunity Areas (HOA)** - These represent areas that are currently defined as strong markets with access to a broad range of amenities but have limited or no availability of affordable housing. Also included are areas experiencing a shift from a weak to a strong housing market with loss of affordable housing units, both subsidized and non-subsidized. The HOA Eligibility Map and Census Tracts can be found in Exhibit F.
7. **The City's Place-Based Neighborhoods** – These areas provide funding and leveraging opportunities and include the Sharswood Choice, Norris Choice, 22nd Police District, and the Promise Zone neighborhoods (See Place-Based map boundaries in Exhibit G)

General Program Requirements

Eligible Applicants

Applicants must be for-profit or nonprofit organizations or partnerships. While LIHTC projects are structured as for-profit partnerships in order to syndicate tax credit proceeds, the controlling entity of the partnership must be an eligible nonprofit entity in order to qualify for HTF earnings. Other types of entities are eligible for CDBG or HOME funds, as applicable. CDBG funds cannot be used for new construction developments by a for-profit developer.

Eligible Activities

The goal of the RFP is to identify projects that will create a diverse range of affordable rental and special needs housing opportunities for low- or moderate-income households. Household incomes must also be consistent with the requirements of the LIHTC program, and/or ACC's as applicable.

Under this RFP, gap financing will be provided for the development of eligible projects. Both rehabilitation and new construction housing developments are eligible under this RFP. HTF dollars (but not HOME or CDBG) may be used to support internal rent subsidies to ensure affordability at 30% of median income or below.

Only projects that expect to submit applications for Nine Percent Low Income Housing Tax Credits in the November 2018 round are eligible to apply to this RFP. Applicants should familiarize themselves with PHFA's requirements and submit applications to this RFP that are eligible for funding from PHFA. The proposal submitted to PHFA should be consistent with the proposal submitted to this RFP in location, number of units, development entity, income mix and financing. The City reserves the right to withdraw its commitment of financing to a project submitted to PHFA that is inconsistent with the proposal submitted in response to this RFP.

Please note that any development with an existing commitment of a Four Percent or Nine Percent tax credit award from PHFA is NOT eligible for financing under this RFP.

Design Consideration

Developers are encouraged to incorporate sustainable design and construction techniques and maximize energy efficiency and indoor air quality in both new construction and renovation projects. Strategies may include:

- Energy audits and modeling (EnergyWorks)
- Construction & Demolition Waste Recycling (can be a cost saver)
- "Green Lease" language to overcome split incentive
- Certification or consistency under LEED, EnergyStar, Enterprise Green Communities or other third-party rating system

Accessibility, Special Needs and Visitability

All affordable rental housing projects must meet the following Set-Aside Requirements:

- Ten percent (10%) Physical Disability
- Four percent (4%) Hearing and Vision Disability
- Ten percent (10%) Homeless and Special Needs.

Rental Projects exceeding the 10 percent Special Needs and/or Accessibility requirements will be given priority consideration.

All Homeless and Special Needs units are required to be filled via referrals from the Supportive Housing Clearinghouse. In many cases, individuals referred from the Supportive Housing Clearinghouse will come with a behavioral health service package. See Attachments A and B for specific HTF visitability requirements.

Applicants that are eligible and willing to participate in the **HUD Section 811 Demonstration Program** by providing units designated for persons with disabilities ages 18-61 will be given priority consideration.

Readiness to Proceed

Priority will be given to projects that are ready to go and can spend funding upon approval of LIHTC from PHFA. Projects that will not have site control as required by PHFA for its LIHTC RFP will not be funded. The purpose of this RFP is not to develop a pipeline of projects that will need gap financing in the future.

Maximum Funding Request

No project may apply for more than \$2 million in total subsidies administered by DHCD (CDBG, federal HOME and HTF). Proposals with requests greater than \$2 million from DHCD will not be considered.

The Commerce Department has set aside up to \$500,000 to fund the commercial/retail portion of Mixed-Use projects. To be eligible for this financing, the project must be located on or near commercial corridors.

Financial Feasibility/Leveraging

Priority will be given to projects that highly leverage the City's gap financing. Projects that leverage higher amounts will be ranked higher. Projects with substantial financing gaps with unrealistic plans to receive commitments by PHFA approval will be ranked significantly lower.

Proposal Format

Applicants must submit an unbound original and six (6) copies of the proposal. Proposals should be limited to twenty (20) pages of double-spaced text, excluding the required forms and exhibits. Qualified applications must include the following sections, which should be clearly identified and submitted in the following order:

1) Project Summary

Provide a short summary of the project on the Project Summary form (Exhibit A). Include the project name, developer, project location, number of units, number of accessible, special needs and visitable units, total project costs, and amount of CDBG, HOME and/or HTF subsidy requested.

2) Project Description

Describe the type of project and scope of activity being proposed, indicating:

- Type of housing being developed (new construction, rehabilitation, preservation)
- Population to be served by this development, including an estimate of the number of housing units to be rented to each of the following income groups:
 - Household income <20% of area median.
 - Household income >20% and <30% of area median.
 - Household income >30% and <60% of area median.
 - Household income >60% and <115% of area median.

Applicants **MUST** provide estimates based on these income categories. If the project proposes to serve households with incomes less than 30% of area median, the applicant must explain how these households will afford tax credit rents and describe any rental reserves, rental assistance, etc., to be provided.

- Describe the services to be offered to the residents and the funding sources for these services.
- Street address, zip code and police district of each property in the project.
- Current ownership of each property.
- Current zoning, use and occupancy status of each property.
- Site control, including documentation of options to lease or buy.
- Description of completed properties (building type, square footage, number of units by bedroom size, parking, lot size, etc.) Please provide renderings, site plans and floor plans if available.
- Green and/or sustainable elements.
- For Mixed-Use projects, describe plans for the commercial portion of the project and the market analysis undertaken to inform the commercial use.

3) Neighborhood Context and Location

Is the project consistent with any existing neighborhood plan? Is the project located in one of the City's neighborhood priorities (see Attachment D and Exhibit F). Does the project support past private or public investment in the community? Is the project part of a phased approach to housing and community development? Is the project a suitable strategic reuse of the site within the neighborhood? How is the project expected to affect neighborhood property values? What are the prospects for stimulating private reinvestment in the area? Please describe.

4) Community Engagement

Project sponsors must seek local community input for their plans and share their proposals with community-based organizations before responding to this RFP. Project sponsors must have conducted one community meeting with the community group(s) that represent the neighborhood where the project will be located. Please provide date and sign in sheet from the meeting and summarize any comments received from the community.

5) Budgets

Complete the budget forms listed below, which identify anticipated development and other costs for the project.

- The Development Pro Forma (Exhibit B), which identifies the total development cost and the sources and uses of funds.
- The Operating Budget (part of Exhibit B), to provide operating costs and cash flow over a 15-year period.
- Tax Credit Summary (Exhibit B), to provide details on the amount of tax credits being requested from PHFA, the equity raise (as cents on the dollar), and the amount of funds being requested (if any) from PHFA.

Provide supporting evidence of all funding commitments received, and a list of pending applications with dates of submission and expected awards. Applicants must submit a Letter of Intent (LOI) from an equity investor committing LIHTC syndication proceeds and the amount of equity expected to be raised.

Housing developments where the replacement costs exceed the Cost Containment Policy, the developer must utilize a competitive bidding process to procure and select a general contractor. Please be advised, the Philadelphia Redevelopment Authority (PRA) does not grant waivers for this requirement. Note: developments meeting the Passive House Requirements for energy efficiency can exceed the Cost Containment Policy by 10 percent.

6) Site Control and Timetable

Provide a detailed description of the project's site control, both at the time of application and anticipated at the time of PHFA LIHTC application deadline. Identify key benchmarks for project development, including financing, pre-development activities, construction start, construction end and leasing.

7) Development Team

Provide a description of each member of the development team, such as developer, attorney, contractor, architect, consultant, management agent, etc. Describe the legal entity (owner) that will be formed to develop the project. For HTF funded-developments, indicate how a qualified nonprofit entity will be the controlling interest in the project. How does this venture further the developer's long-term mission or business plan? Provide a list of recent development/management projects and status of each activity.

8) Office of Economic Opportunity

The attached "Economic Opportunity Plan" (Exhibit C) details the procedures that must be followed regarding participation ranges. Complete the required forms (OEO Forms, Exhibit D), and submit them in the RFP response. If Exhibit D cannot be completed because contractors, subcontractors, suppliers or vendors have not been solicited, complete the Contractors Certificate of Compliance (Exhibit E). Please provide a narrative about the proposed plan and process to solicit MBE/WBE

contractors. Include in the narrative, past experience in meeting MBE/WBE participation goals.

Threshold Criteria

The City has identified minimum Threshold Criteria required for this RFP. Proposals that do **NOT** meet the required Threshold Criteria below will be deemed ineligible and will **NOT** be reviewed. The Threshold Criteria is as follows:

- Incomplete or omission of the required forms:
 - Project Summary Sheet
 - Development and Operating Budgets
 - OEO Forms
- No Tax Investor LOI
- For preservation projects, no third-party construction cost estimate
- Timeline not included
- No evidence of site control
- Request exceeds subsidy limits

Proposal Evaluation

Proposals meeting Threshold will be evaluated on the following criteria:

1) Neighborhood Context, Design and Location

Appropriateness of the proposed development for the neighborhood. Discussion of housing market and location to amenities/opportunities. Location in one of the City's Preferences (High Opportunity, Place-Based Priority, Mixed-Use). Evidence of conducting at least one community meeting. Consistency with existing neighborhood and/or Planning Commission District plans, if any. Site plan, building design and amenities. Impact on other public or private investment. Green or sustainable design elements such as LEED for Neighborhood Development.

2) Developer Capacity and Track Record

Strength and track record of the development and management team. Identify non-compliance issues. Capacity to undertake new or additional projects. Ability to secure construction financing and equity financing.

3) Population Served

Preference populations served (Senior, Large Families, Homeless/Special Needs). Affordability. For HTF funding, priority will be given to proposals serving households at or below 30 percent of AMI. Supportive services to be provided. Marketability.

4) Site Control and Readiness to Proceed presented in a detailed development timeline.

Status of site control and zoning. Please be advised that projects that have zoning in place will be considered more favorably. Status of other funding commitments. Other funding commitments should include documentation from funding sources. Evidence of operating subsidy commitments.

5) Development Budget

Should include all sources of financing and amounts. For example, total City Subsidy, Federal Home Loan Bank Funds, Limited Partner Equity, General Partner Equity, Reinvested Developer Fee. Development Costs should include detailed construction cost, soft costs, financing fees, reserves, developer fee which is limited to 10% of replacement cost, syndication fees etc. Per unit and per square foot development and subsidy costs. LOI from an Equity Investor.

6) OEO Responsiveness

Detailed plan to meet goals. Past performance listing projects developed and goals achieved.

Briefing Session

Interested parties are strongly encouraged to attend a briefing session:

Thursday, September 20, 2018 at 11 a.m.

DHCD Board Room
1234 Market St., 17th Floor
Philadelphia, PA 19107.

This room is accessible to persons with disabilities. If accommodations in order to participate are required, please contact Antoinette Garcia at 215-686-9723 (TDD 215-686-9803) or email her at antoinette.garcia@phila.gov. Advance notice of 72 hours is required for sign-language or non-English interpretation services.

Proposal Submission

Proposals must be in the format described above. An unbound original and six (6) copies of the proposal must be delivered no later than 4 p.m. on Friday, October 12, 2018 to:

Division of Housing and Community Development
1234 Market St., 17th Floor
Philadelphia, PA 19107

Attention: Melissa Long, Director

Questions related to the RFP may be directed to Melissa Long, Director, at 215-686-9789, or to melissa.long@phila.gov. Questions must be submitted in writing by September 26, 2018. Answers to all questions received will be posted on the DHCD website by September 28, 2018.

Proposals received after the deadline will not be accepted and will not be reviewed. The City assumes no liability for costs incurred in proposal preparation. The City reserves the right to accept or reject proposals or to seek additional information from any applicant. The City is under no obligation to award all available funds through this RFP, and reserves the right to reallocate funds between funding categories.

Attachment A -- Housing Trust Fund Requirements

Projects seeking HTF assistance from this RFP must meet the legal requirements of the HTF, including:

- Development by a nonprofit organization, or a joint venture in which a nonprofit organization is the controlling partner with demonstrated capacity. No funding will be provided for a project sponsored by a nonprofit entity that is controlled by either a for-profit or by a public entity.
- Adherence to the “Equal Opportunity/Affirmative Action Requirements and OHCD Policies” set forth in the *Annual Action Plan*. Selected developers must comply with other requirements, such as the Equal Opportunity Plan required by ordinance 060226-AA, as applicable.
- Meeting the accessibility and visitability requirements of the HTF as defined in local ordinance and the Mayor’s Executive Order. All new construction units must be made visitable or, alternatively, an amount equal to \$3,000 multiplied by the total number of new construction units built in the project is required to be spent to make as many of the units as possible visitable. Visitability and/or accessibility requirements may be waived or reduced for a project if such requirement(s) renders the project financially infeasible, or if site conditions are unsuitable, but any such waiver does not exempt the project from any other applicable requirements regarding visitability and/or accessibility. See Attachment B for a definition of “visitable.”
- Meeting the requirement that households benefiting from the housing development pay no more than 30 percent of their income for housing, unless allowed by another federal or state funding source.

The HTF requires that 50 percent of all program funds, including housing production, home repair and homelessness prevention, on a yearly basis be used for programs and projects that benefit households with incomes, adjusted for size, equal to or less than 30 percent of the Philadelphia area median income, and 50 percent be used to benefit households with incomes between 30 percent and 115 percent of area median income. Serving households at or below 30 percent of the Area Median Income is not only a requirement of the HTF, but a goal of this RFP. Proposals serving that population will be given priority in funding awards. In making HTF awards, the City reserves the right to adjust funding among affordable housing development categories, based on responses received through Requests for Proposals.

Attachment B – Visitability

“Visitable” shall mean the following amenities in a dwelling unit:

- One zero-step entrance to the dwelling that will permit a visitor using a wheelchair to enter the main level floor of the dwelling through a doorway entrance that has a minimum 32” opening.
- A usable path of travel throughout the interior main level floor that is no narrower than 36” at any point except for interior doorway openings with a minimum 32” opening.
- A powder room on the main level floor that has a doorway entrance with a minimum 32” doorway opening, sufficient space to close the door while inside the powder room, a minimum 30” x 48” floor space clearance, and reinforced walls for future installation of grab bars to provide access to the toilet if necessary.

Attachment C – Definitions

Homeless person

Persons assisted with permanent supportive housing must be homeless and come from:

1. places not meant for human habitation, such as cars, parks, sidewalks, and abandoned buildings;
2. an emergency shelter and/or Safe Haven;
3. transitional housing for homeless persons and who originally came from the streets or emergency shelter.

If a person is in one of the three categories above, but most recently spent 90 days or less in a jail or institution, he/she qualifies as coming from one of these three categories.

Disabled Persons

Either the head of household or a person (could be a child) in the household must be disabled based on the following definition:

1. A disability as defined in Section 223 of the Social Security Act;
2. Having a physical, mental, or emotional impairment that (a) is expected to be of long-continuing and indefinite duration, (b) substantially impedes an individual's ability to live independently, and (c) is of such a nature that such ability could be improved by more suitable housing conditions;
3. A developmental disability as defined in Section 102 of the Developmental Disabilities Assistance and Bill of Rights Act; or,
4. The disease of acquired immunodeficiency syndrome (AIDS) or any condition arising from the etiological agent for AIDS or
5. A diagnosable substance abuse disorder.

A disability may be physical or mental, including developmental, or an emotional impairment, including impairment solely due to alcohol or drug abuse. Persons living with HIV/AIDS are considered disabled for the purposes of this program.

Chronically Homeless Individuals/Families – HUD Definition

A person who is "chronically homeless" is an unaccompanied homeless individual or adult in a family with a disabling condition who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years. An episode of homelessness is a separate, distinct, and sustained stay in a place not meant for human habitation, on the streets and/or in an emergency homeless shelter. A chronically homeless person must be unaccompanied and disabled during each episode. A disabling condition is defined as "a diagnosable substance use disorder, serious mental illness, developmental disability, or chronic physical illness or disability, including the co-occurrence of two or more of these conditions." A disabling condition limits an individual's ability to work or perform one or more activities of daily living.

Housing First

Housing First is a model of housing assistance that is offered without preconditions (such as sobriety or a minimum income threshold) or service participation requirements, and rapid placement and stabilization in permanent housing are primary goals.

Permanent Supportive Housing

Permanent Supportive Housing for Persons with Disabilities is long-term, community-based housing and has supportive services for homeless persons with disabilities. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites. In this type of housing, no more than 16 persons may be housed in one structure – or an explanation is required as to how local market conditions necessitate a program of the proposed size, and how “neighborhood integration” can be achieved for the program participants.

EXHIBIT A

RENTAL & SPECIAL NEEDS PRODUCTION 2018 -- PROJECT SUMMARY FORM

Developer Information

Organization:	_____	Address:	_____
		City/State/Zip	_____
Contact:	_____		
Telephone:	_____	Email:	_____

Project Information

Project Name:	_____	4% or 9%:	_____
Special Needs	_____	Mixed-Use	_____
		Preservation	_____
Other types that apply):	_____		
Populations Served:	_____		

Site Information (continue on separate sheet if necessary)

Project Address (s)	Owner	Lot/Structure	Council Dist	Census Tract	Acq. Method

Total Number of Units - Bedroom Size

	Efficiency	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom	TOTAL
Rehabilitation						
New Construction						

Total Number of Units - Needs Requirement

	Required	Actual
# Accessible - Mobility		
# Accessible -Sensory		
Visitable		
Clearinghouse		

Project Cost/Funding Request

	TOTAL	HOME	HTF	CDBG
Funding Request	\$0			

Total Project Cost

Leveraging Ratio

#DIV/0!

Development Financing

PRA HOME	\$	-	#DIV/0!
PRA Housing Trust		0	#DIV/0!
PRA CDBG		0	#DIV/0!
Limited Partner Equity		0	#DIV/0!
Reinvested Developer Fee		0	#DIV/0!
Deferred Developer's Fee		0	#DIV/0!
Other		0	#DIV/0!
Other		0	#DIV/0!
Total Financing	\$	-	#DIV/0!

PRA **Maximum Rates**

Maximum \$2 million

Development Costs

Construction Costs

General Requirements	\$	-	
Building Demolition	0	0	
Selective Demolition	0		
Site Work	0		
Offsite Improvements	0		
Environ Remed(gc con)	0		
Sub-total Site Work		0	
Structures		0	
Builders Profit		0	
Builders Overhead		0	
Bond Premium		0	
Building Permits		0	
Construction Contingency		0	#DIV/0!
Other:		0	
Other:		0	
Total Construction Costs	\$	-	

Fees

Architectural Fee - Design	\$	-	
Architectural Fee- Adiminstration		0	
Legal - Development		0	
Civil Engineering		0	
Survey		0	
Soil/Structural Report		0	
Environmental Audit		0	
Environmental Remediation		0	
Energy Audit		0	
HERS Rater		0	
Passive House Consultant		0	
Project Capital Needs Assessment		0	
Property Appraisal		0	
Market Study		0	
Cost Certification		0	
Other		0	
Other		0	
Fees Subtotal	\$	-	

PRA **Maximum Rates**

3% (nc)/5.0%(rehab)

\$ 0 ok
\$ 0 ok

Project:
Development Budget

5/8/2019

<u>Misc. Development Charges</u>			
Multifamily Housing Applic Fee	\$	-	
Agency Legal Closing Fee		0	
Tax Credit Reservation Fee		0	
Tax Credit Carryover Allocation Fee		0	
Tax Credit Cost Certificatin Fee		0	
Furnishings (Common Area)		0	
Rent-up expense		0	limit \$1,200 per unit/\$600 preserv
Relocation		0	
Utility Tap in, Hook up, & Municipal Fee		0	
Subsidy Layering Review Fee		0	
Other		0	
Misc. Development Subtotal	\$	-	
<u>Construction & Financing Charges</u>			
Construction Loan Interest	\$	-	
Construction Loan Origination Fee		0	
Construction Loan Credit Enhancement		0	
Construction Loan Application Fee		0	
Taxes During Construction		0	
Insurance During Construction		0	
Title Insurance		0	
Recording			
PHFA Construction Servicing Fee			
Other			
Construction/Financing Subtotal	\$	-	
<u>Permanent Financing</u>			
Agency Loan Reservation Fee			
Agency Loan Origination Fee			
Permanent Loan Origination Fee		0	
Permanent Loan Credit Enhancement			
Cost Of Issuance/Underwriters Discount		0	
Other			
Permanent Financing Subtotal	\$	-	
<u>Land and Building Purchase</u>			
Acquisition of Land	\$	-	
Acquisition of Existing Structures		0	
Acquisition Legal Fees		0	
Closing Costs		0	
Demolition Of Existing Structures		0	
Other		0	
Land/Building Purchase Subtotal	\$	-	
Total Replacement Costs	\$	-	

Project:
Development Budget

5/8/2019

<u>Development Reserves</u>	
Operating Reserve	\$ -
Transformation Reserve	-
Rental Subsidy Reserve	0
Real Estate Tax Reserve 1 yr	0
Insurance Reserve 1 yr	0
Social Service Reserve	0
Other	0
Reserves Subtotal	\$ -
Developer's Fee	\$ -
<u>Syndication Fees</u>	
Organizational	\$ -
Bridge loan interest during construction	-
Bridge Loan Interest After Construction	-
Bridge Loan Fees & Expenses	0
Legal Fees	0
Accounting Fees	0
Compliance Monitoring	0
Other	0
Syndication Fees Subtotal	\$ -
Total Development Costs	\$ -

\$ 0

Total Units
Total Sq. Ft.


	per unit	per sq. ft.
Total Construction Costs	#DIV/0!	#DIV/0!
Total Replacement Costs	#DIV/0!	#DIV/0!
Total Development Costs	#DIV/0!	#DIV/0!
Replacement Cost + Dev. Fee	#DIV/0!	#DIV/0!

\$ 225

Cost Analysis				
<u>Proposed Unit Mix</u>			<u>Blended per Unit Cost Allowable</u>	
0 Bdrm	0	units @	\$ 194,468	per unit \$ -
1 Bdrm	0	units @	\$ 222,931	per unit \$ -
2 Bdrm	0	units @	\$ 271,081	per unit \$ -
3 Bdrm	0	units @	\$ 350,694	per unit \$ -
4 Bdrm	0	units @	\$ 384,951	per unit \$ -
Totals	0			\$ -
Cost per Unit Allowable		#DIV/0!	per unit	
Cost per Unit for Project		#DIV/0!	per unit	#DIV/0!
Cost per Square Foot Allowable		\$ 225	psf	
Cost per Sq. Ft. for Project		#DIV/0!	psf	#DIV/0!
120% of 234-Condominium			#DIV/0!	

Waiver Required?
###

5/8/2019

HOME Maximum Subsidy		#DIV/0!	per unit	#DIV/0!	
Maximum 234- Condo-Elevator		#DIV/0!	per unit	#DIV/0!	
DHCD HOME Funding		#DIV/0!	per unit	#DIV/0!	
Developer's Fee Analysis/Maximum Developer's Fee Allowable for Project					
Total Replacement Cost	\$	-			Waiver Required? NO
less acquisition costs		-			
Basis for Developer's Fee ==>	\$	-			
Total Fee Allowable	\$	-			
Developer Fee for Project	\$	-	Allowable		
less reinvested dev. Fee	\$	-			
Net Developer's Fee for Project	\$	-			
Scope of Construction:	rehab	Elevator in Building?	no		
(rehab or nc)		(yes or no)			
Reviewed and confirmed by: _____ Date: _____					

Project:
Development Budget

5/8/2019

Development Financing

PRA HOME	\$	-	#DIV/0!
PRA Housing Trust		0	#DIV/0!
PRA CDBG		0	#DIV/0!
Limited Partner Equity		0	#DIV/0!
Reinvested Developer Fee		0	#DIV/0!
Deferred Developer's Fee		0	#DIV/0!
Other		0	#DIV/0!
Other		0	#DIV/0!
Total Financing	\$	-	#DIV/0!

PRA
Maximum Rates

Maximum \$2 million

Development Costs

Construction Costs

General Requirements	\$	-	
Building Demolition	0	0	
Selective Demolition	0		
Site Work	0		
Offsite Improvements	0		
Environ Remed(gc con)	0		
Sub-total Site Work		0	
Structures		0	
Builders Profit		0	
Builders Overhead		0	
Bond Premium		0	
Building Permits		0	
Construction Contingency		0	#DIV/0!
Other:		0	
Other:		0	
Total Construction Costs	\$	-	

Fees

Architectural Fee - Design	\$	-	
Architectural Fee- Adiminstration		0	
Legal - Development		0	
Civil Engineering		0	
Survey		0	
Soil/Structural Report		0	
Environmental Audit		0	
Environmental Remediation		0	
Energy Audit		0	
HERS Rater		0	
Passive House Consultant		0	
Project Capital Needs Assessment		0	
Property Appraisal		0	
Market Study		0	
Cost Certification		0	
Other		0	
Other		0	
Fees Subtotal	\$	-	

PRA
Maximum Rates

3% (nc)/5.0%(rehab)

\$ 0 ok
\$ 0 ok

Project:
Development Budget

5/8/2019

<u>Misc. Development Charges</u>			
Multifamily Housing Applic Fee	\$	-	
Agency Legal Closing Fee		0	
Tax Credit Reservation Fee		0	
Tax Credit Carryover Allocation Fee		0	
Tax Credit Cost Certificatin Fee		0	
Furnishings (Common Area)		0	
Rent-up expense		0	limit \$1,200 per unit/\$600 preserv
Relocation		0	
Utility Tap in, Hook up, & Municipal Fee		0	
Subsidy Layering Review Fee		0	
Other		0	
Misc. Development Subtotal	\$	-	
<u>Construction & Financing Charges</u>			
Construction Loan Interest	\$	-	
Construction Loan Origination Fee		0	
Construction Loan Credit Enhancement		0	
Construction Loan Application Fee		0	
Taxes During Construction		0	
Insurance During Construction		0	
Title Insurance		0	
Recording			
PHFA Construction Servicing Fee			
Other			
Construction/Financing Subtotal	\$	-	
<u>Permanent Financing</u>			
Agency Loan Reservation Fee			
Agency Loan Origination Fee			
Permanent Loan Origination Fee		0	
Permanent Loan Credit Enhancement			
Cost Of Issuance/Underwriters Discount		0	
Other			
Permanent Financing Subtotal	\$	-	
<u>Land and Building Purchase</u>			
Acquisition of Land	\$	-	
Acquisition of Existing Structures		0	
Acquisition Legal Fees		0	
Closing Costs		0	
Demolition Of Existing Structures		0	
Other		0	
Land/Building Purchase Subtotal	\$	-	
Total Replacement Costs	\$	-	

Project:
Development Budget

5/8/2019

<u>Development Reserves</u>	
Operating Reserve	\$ -
Transformation Reserve	-
Rental Subsidy Reserve	0
Real Estate Tax Reserve 1 yr	0
Insurance Reserve 1 yr	0
Social Service Reserve	0
Other	0
Reserves Subtotal	\$ -
Developer's Fee	\$ -
<u>Syndication Fees</u>	
Organizational	\$ -
Bridge loan interest during construction	-
Bridge Loan Interest After Construction	-
Bridge Loan Fees & Expenses	0
Legal Fees	0
Accounting Fees	0
Compliance Monitoring	0
Other	0
Syndication Fees Subtotal	\$ -
Total Development Costs	\$ -

\$ 0

Total Units
Total Sq. Ft.

	per unit	per sq. ft.
Total Construction Costs	#DIV/0!	#DIV/0!
Total Replacement Costs	#DIV/0!	#DIV/0!
Total Development Costs	#DIV/0!	#DIV/0!
Replacement Cost + Dev. Fee	#DIV/0!	#DIV/0!


\$ 225

Cost Analysis				
<u>Proposed Unit Mix</u>			<u>Blended per Unit Cost Allowable</u>	
0 Bdrm	0	units @	\$ 194,468	per unit \$ -
1 Bdrm	0	units @	\$ 222,931	per unit \$ -
2 Bdrm	0	units @	\$ 271,081	per unit \$ -
3 Bdrm	0	units @	\$ 350,694	per unit \$ -
4 Bdrm	0	units @	\$ 384,951	per unit \$ -
Totals	0			\$ -
Cost per Unit Allowable		#DIV/0!	per unit	
Cost per Unit for Project		#DIV/0!	per unit	#DIV/0!
Cost per Square Foot Allowable	\$	225	psf	
Cost per Sq. Ft. for Project		#DIV/0!	psf	#DIV/0!
120% of 234-Condominium			#DIV/0!	

Waiver Required?
###

Project:
Development Budget

5/8/2019

HOME Maximum Subsidy				
Maximum 234- Condo-Elevator	#DIV/0!	per unit	#DIV/0!	
DHCD HOME Funding	#DIV/0!	per unit		
Developer's Fee Analysis/Maximum Developer's Fee Allowable for Project				
Total Replacement Cost	\$	-		Waiver Required? NO
less acquisition costs		-		
Basis for Developer's Fee ==>	\$	-		
Total Fee Allowable	\$	-		
Developer Fee for Project	\$	-	Allowable	
less reinvested dev. Fee	\$	-		
Net Developer's Fee for Project	\$	-		
Scope of Construction: rehab Elevator in Building? no (rehab or nc) (yes or no)				
Reviewed and confirmed by: _____ Date: _____				

Assumptions

Rental Income															
Type	Unit Distribution				Rents				Utility Allowance				Total Housing Costs		
	0%-20%	30%-40%	50%-60%		0%-20%	30%-40%	50%-60%		0%-20%	30%-40%	50%-60%		0%-20%	30%-40%	50%-60%
0 Bdr	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
1 Bdr	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
2 Bdr	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
3 Bdr	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
4 Bdr	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Total	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
% of Units	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Total										
					\$ -										

Trending Assumptions	
Income	0.0%
Expenses	0.0%
Vacancy	0.0%
Management Fee	0.0%

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Income from Operations															
Gross Rental Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Rental Subsidy- Type	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vacancy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET RENTAL INCOME	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Income - Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EFFECTIVE GROSS INCOME	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses															
Management Fee	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Administrative Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water/Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Taxes & Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investor Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Replacement Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
NET OPERATING INCOME	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow after Debt Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supportive Service	-	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cash Flow After Supp Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

TAX CREDIT Equity Summary

Project Name
Developer Name
Total Development Cost
Total City Funds Requested (HTF+CDBG+HOME)

Low Income Housing Tax Credit Information:

Total Tax Credits Being Requested from PHFA
Total Equity Raised from Sale of LIHTC
Equity Raise Expressed as Cents on Dollar
Tax Credit Investor if Identified

Historic Preservation Tax Credit Information:

Total Historic Tax Credits Being Requested
Total Equity Raised from Sale of Historic Credits
Equity Raise Expressed as Cents on Dollar
Tax Credit Investor

Exhibit C

City of Philadelphia Economic Opportunity Plan

[PROJECT NAME/ADDRESS]

I. Introduction, Definitions, Goals and Diversity Practices

The City of Philadelphia, acting through its offices of the Division of Housing and Community Development (“DHCD”) and Office of Economic Opportunity (“OEO”) (collectively, “City”) and the Philadelphia Redevelopment Authority (“PRA”) strongly encourage the use of certified Minority (“MBE”), Women (“WBE”), Disabled (“DSBE”) and Disadvantaged¹ (“DBEs”) Business Enterprises (collectively, “M/W/DSBEs”) and minority and female workers in all aspects of the development and use of a parcel(s) of land located at _____, which may include financial investment, design, construction and operations (Project). In support of this objective, City and PRA will require that the _____ (“Purchaser”) of this parcel commit to this Economic Opportunity Plan (“EOP” or “Plan”) as required by Section 17-1602 of The Philadelphia Code, as amended.

This Plan contains ranges of projected M/W/DSBE utilization and goals for the employment of minority and female workers in connection with the Project. Purchaser shall cause this Plan to be made part of and incorporated into all bids, proposals and solicitations and any resulting agreement(s) entered into between Purchaser and any participant in connection with the development and use of the parcel. By submission of this Plan, Purchaser makes a legally binding commitment to the City and PRA to abide by the provisions of this Plan which include its commitment to exercise its Best and Good Faith Efforts throughout the project and its commitment to cause its participants to use their Best and Good Faith Efforts to provide subcontracting opportunities for M/W/DSBEs in all phases of the project and to employ a diverse workforce. This Plan expressly applies to all contracts awarded in connection with the Project.

Neither Purchaser nor any participant shall discriminate on the basis of race, color, religion, sex, national origin, sexual orientation, gender identity, ancestry, age, or handicap in the award and performance of contracts pertaining to this Plan. Purchaser has summarized its current and past practices relating to Purchaser’s diversity practices (“Diversity Practices Statement”). This statement, included as Attachment “A” to this Plan, identifies and describes Purchaser’s processes used to develop diversity at all levels of Purchaser’s organization including, but not limited to, board and managerial positions. This Diversity Practices Statement summarizes Purchaser’s strategic business plans specific to its current or past practices of M/W/DSBE utilization on its government and non-government projects and procurement activities. Purchaser further agrees to identify any “Equity Ownership” held in connection with this Project which shall mean the percentage of beneficial ownership in the Purchaser’s organization or development team that is held by minority persons, women and disabled persons. In the event Equity Ownership is identified, Purchaser agrees to abide by the reporting requirements enumerated in Section 17-1603 (1)(g)(.3).

¹Disadvantaged Business Enterprises (“DBEs”) are those socially or economically disadvantaged minority and woman owned businesses certified under 49 C.F.R. Part 26.

Purchaser hereby verifies that all information submitted to the City in response to this Plan, is true and correct and is notified that the submission of false information is subject to the penalties of 18 Pa.C.S. Section 4904 (relating to unsworn falsification to authorities) and 18 Pa.C.S. Section 4107.2 (a)(4) (relating to fraud in connection with minority business enterprises or women's business enterprises).

For the purposes of this Plan, MBE, WBE, DBE and DSBE shall refer to certified businesses so recognized by OEO. Only the work or supply effort of firms that are certified as M/W/DSBEs by an OEO approved certifying agency² will be eligible to receive credit as a Best and Good Faith Effort. In order to be counted, certified firms must successfully complete and submit to the OEO an application to be included in the OEO Registry which is a list of registered M/W/DSBEs maintained by the OEO and available online at www.phila.gov/oEO/directory.

For this Plan, the term “Best and Good Faith Efforts,” the sufficiency of which shall be in the sole determination of the City, means: efforts, the scope, intensity and appropriateness of which are designed and performed to foster meaningful and representative opportunities for participation by M/W/DSBEs and an appropriately diverse workforce and to achieve the objectives herein stated. Best and Good Faith Efforts are rebuttably presumed met, when commitments are made within the M/W/DSBE Participation Ranges established for this development and a commitment is made to employ a diverse workforce as enumerated herein.

II. Goals

A. M/W/DSBE Participation Ranges

The City of Philadelphia has established a citywide goal of 35% M/W/DSBE utilization as informed by its Annual Disparity Study.³ This citywide goal should be used as a benchmark for the Purchaser’s expression of Best and Good Faith Efforts which are efforts taken by Purchaser to provide meaningful and representative opportunities for M/W/DSBEs in the Project. For this project, in the absence of discrimination in the solicitation and selection of M/W/DSBEs, the percentage of MBE, WBE and DSBE participation that is reasonably attainable through the exercise of Best and Good Faith Efforts is stated below as participation ranges. These percentages relate to the good faith estimated cost of the entire Project. In order to maximize opportunities for as many businesses as possible, a firm that is certified in two or more categories (e.g. MBE and WBE and DSBE or WBE and DSBE) will only be credited toward one participation range as either an MBE or WBE or DSBE. The firm will not be credited toward more than one category. These ranges are based upon an analysis of factors such as the size and scope of the development and the availability of MBEs, WBEs, DSBEs and DBEs to participate in this Project:

MBE	WBE

²A list of “OEO approved certifying agencies” can be found at www.phila.gov/oEO

³ The City of Philadelphia FY’16 Annual Disparity Study recommends a an overall goal of 35% based upon an analysis of FY’16 utilization and availability.

B. Workforce Goals for a Diverse Workforce

As a benchmark for the expression of “Best and Good Faith Efforts” to provide meaningful and representative opportunities for diverse workers in the Project, the following goals have been established for the employment of minority persons and females in the Project workforce of apprentices and journeymen at the following levels⁴:

African American Journeypersons – 22% of all journey hours worked across all trades

Asian Journeypersons – 3% of all journey hours worked across all trades

Hispanic Journeypersons – 15% of all journey hours worked across all trades

Female Journeypersons – 5% of all journey hours worked across all trades

Minority Apprentices – 50% of all hours worked by all apprentices

Female Apprentices – 5% of all hours worked by all apprentices

III. Responsiveness

A. Purchaser shall, and shall cause its participants to identify all M/W/DSBE commitments and agree to employ a diverse workforce on the form entitled, “M/W/DSBE Participation and Workforce Commitments.” The commitments on this form constitute a representation that the identified M/W/DSBE is capable of providing commercially useful goods or services relevant to the commitments and that the Purchaser and its participants have entered into legally binding agreements with the listed M/W/DSBEs for the work or supply effort described and the dollar/percentage amount(s) set forth on the form. In calculating the percentage of M/W/DSBE participation, the standard mathematical rules apply in rounding off numbers. In the event of inconsistency between the dollar and percentage amounts listed on the form, the percentage will govern.

B. M/W/DSBE commitments are to be memorialized in a written subcontract agreement. Letters of intent, quotations, contracts, subcontracts and any other documents evidencing commitments with M/W/DSBEs, including the M/W/DSBE Participation and Workforce Commitments Form, become part of and an exhibit to this Plan.

C. DHCD will review the M/W/DSBE Participation and Workforce Commitments Form for the purpose of determining whether Best and Good Faith Efforts have been made. DHCD reserves the right to request further documentation and/or clarifying information at any time during the construction and development of the Project.

D. If Purchaser, its participants or any subsequent developer makes any changes in contracts that have been reviewed by DHCD under the Plan, or if Purchaser at the time of Closing has not yet identified contracts entered into for the development of the Project, then Purchaser, its participants or any subsequent developer shall have the obligation to inform DHCD of any changes to the approved Plan and shall use Best and Good Faith efforts to use M/W/DSBEs for any new contracts.

⁴ These goals are informed by the City of Philadelphia’s annual disparity assessment of workforce diversity, the “Economic Opportunity Plan Employment Composition Analysis Fiscal Year 2016.”

IV. Compliance and Monitoring of Best and Good Faith Efforts

A. A hard copy of this Plan, as certified below by OEO, shall be filed with the Chief Clerk of City Council within fifteen (15) days of Closing. The Plan shall be filed with:

Michael Decker, Chief Clerk of City Council
Room 402 City Hall
Philadelphia, Pennsylvania 19107

B. Purchaser and its participants agree to cooperate with DHCD in its compliance monitoring efforts, and to submit, upon the request of DHCD, documentation relative to their implementation of the Plan, including the items described below:

- Copies of signed contracts and purchase orders with M/W/DSBE subcontractors;
- Evidence of payments (cancelled checks, invoices, etc.) to subcontractors and suppliers to verify participation; and
- Telephone logs and correspondence relating to M/W/DSBE commitments.
- To the extent required by law, the Purchaser and its participants shall ensure that all its on-site contractors maintain certified payrolls which include a breakout of hours worked by minority and female apprentices and journeypersons; these documents are subject to inspection by the City.

C. Prompt Payment of M/W/DSBEs

1. The Purchaser and its participants agree and shall cause all its contractors to ensure that all M/W/DSBEs participating in the Project receive payment for their work or supply effort within five (5) business days after receipt of a proper invoice following satisfactory performance.

D. Oversight Process

1. Where the dollar value of development is in excess of Five Million Dollars (\$5,000,000), the Plan shall establish a Project Oversight Committee, consisting of, as appropriate, the contractor, developer or recipient of financial assistance and representatives of the Purchaser, PRA, OEO, DCHD, City Council, and appropriate community organizations. Such Committee shall meet regularly, beginning no later than the initiation of the design phase of the project, and shall be responsible for facilitating compliance with the Plan. OEO will implement the Oversight Process, as required by Section 17-1603(b) of The Philadelphia Code. The Oversight Committee, through the Oversight Process, shall have within its purview the reconciliation of all compliance related issues or grievances. The Oversight Committee Process, as needed, will involve convening individual consultation or periodic small group meetings to include any or all of the constituent parties.

V. Remedies and Penalties for Non-Compliance

A. The Purchaser acknowledges and agrees that its compliance with the requirements of this Plan is a material inducement for the Ordinance of City Council and Purchaser's failure to substantially comply with the Plan may result in enforcement actions and the imposition of penalties as authorized by Sections 17-1605 and 17-1606 of The Philadelphia Code. Notwithstanding the foregoing, no privity of contract exists between PRA, the City and any M/W/DSBE identified in any contract resulting from implementation of the Plan. Neither PRA nor the City intends to give or confer upon any such M/W/DSBE any legal rights or remedies in connection with subcontracted services under any law or policy or by any reason of any contract resulting from implementation of the Plan except such rights or remedies that the M/W/DSBE may seek as a private cause of action under any legally binding contract to which it may be a party.

PRINT NAME OF PURCHASER	DATE
-------------------------	------

SIGNATURE OF PURCHASER	DATE
------------------------	------

LYNN NEWSOME, DHCD COMPLIANCE DIRECTOR	DATE
--	------

IOLA HARPER, DIRECTOR, OFFICE OF ECONOMIC OPPORTUNITY ⁵	DATE
--	------

[See Forms on following pages; these Forms, must be submitted by Purchaser]

⁵ Pursuant to Section 17-1603 (2) of The Philadelphia Code, the representative of the City of Philadelphia's Office of Economic Opportunity, the "certifying agency", certifies that the contents of this Plan are in compliance with Chapter 17-1600.

Exhibit D

M/W/DSBE Participation and Workforce Commitments EOPs FOR BIDS ESTIMATED AT MORE THAN \$250,000

Page 1 of 2

DEPARTMENT OF COMMERCE OFFICE OF ECONOMIC OPPORTUNITY (OEO)				
Minority (MBE), Woman (WBE), Disabled (DSBE) and Disadvantaged (M-DBE and W-DBE) Business Enterprises ¹				
BID NUMBER -		NAME OF BIDDER -		BID OPENING DATE -
<i>List below all MBE/WBE/DSBE/DBEs² that you have a commitment to use for a Commercially Acceptable Function On this Bid - Photocopy this form as necessary.</i>				
<input type="checkbox"/> MBE	<input type="checkbox"/> WBE	<input type="checkbox"/> DSBE	<input type="checkbox"/> M-DBE ²	<input type="checkbox"/> W-DBE ²
<input type="checkbox"/> Subcontractor		<input type="checkbox"/> Supplier		
Quote Received		Amount Committed To		
Company Name		Work or Supply Effort to be Performed	YES ³	NO
Address			Dollar Amount \$	
Contact Person				
Telephone Number	Fax #			
E-mail Address			Percent of Total Proposal %	
OEO Registry #	Certifying Agency			
<input type="checkbox"/> MBE	<input type="checkbox"/> WBE	<input type="checkbox"/> DSBE	<input type="checkbox"/> M-DBE ²	<input type="checkbox"/> W-DBE ²
<input type="checkbox"/> Subcontractor		<input type="checkbox"/> Supplier		
Quote Received		Amount Committed To		
Company Name		Work or Supply Effort to be Performed	YES ³	NO
Address			Dollar Amount \$	
Contact Person				
Telephone Number	Fax #			
E-mail Address			Percent of Total Proposal %	
OEO Registry #	Certifying Agency			
<input type="checkbox"/> MBE	<input type="checkbox"/> WBE	<input type="checkbox"/> DSBE	<input type="checkbox"/> M-DBE ²	<input type="checkbox"/> W-DBE ²
<input type="checkbox"/> Subcontractor		<input type="checkbox"/> Supplier		
Quote Received		Amount Committed To		
Company Name		Work or Supply Effort to be Performed	YES ³	NO
Address			Dollar Amount \$	
Contact Person				
Telephone Number	Fax #			
E-mail Address			Percent of Total Proposal %	
OEO Registry #	Certifying Agency			

¹MBE/WBE/DSBEs Listed above must be certified prior to bid submission date.

²If Bidder makes commitments with DBEs, Bidder shall indicate which class type M-DBE or W-DBE is submitted for credit.

³Bidder should attach quotation with this form, but the City reserves the right to request this information which shall be submitted by bidder within 48 hours of the City's Request.

**M/W/DSBE Participation and Workforce Commitments
EOPs FOR BIDS ESTIMATED AT MORE THAN \$250,000**

Page 2 of 2

**DEPARTMENT OF COMMERCE
OFFICE OF ECONOMIC OPPORTUNITY (OEO)**

Bidder, by submission of this M/W/DSBE Participation and Workforce Commitments Form, certifies that it will use, for the duration of the project, its Best and Good Faith Efforts, as that term is defined in Chapter 17-1600 of The Philadelphia Code, to employ a diverse workforce for this project and achieve the following goals:

Minority Apprentices – 50% of all hours worked by all apprentices

Minority Journeymen – 32% of all journey hours worked across all trades

Female Apprentices – 7% of all hours worked by all apprentices

Female Journeypersons - 7% of all journey hours worked across all trades

List any and all collective bargaining agreements that Bidder is a signatory to:

EXHIBIT E
Contractor's Certification of Compliance with
Chapter 17-1600 of the Philadelphia Code

Economic Opportunity Plans
Affordable Rental and Special Needs Housing Development 2018
Request For Proposals (RFP)

Chapter 17-1600 of The Philadelphia Code provides for the development and implementation of "Economic Opportunity Plans" in connection with certain City contracts and projects. It is recommended that, as a prospective respondent, you read the Ordinance, which is located at www.legistar.com.

For this Affordable Rental and Special Needs Housing Development 2018 RFP, respondents are required, as a matter of responsibility and proposal responsiveness, to memorialize through an Economic Opportunity Plan, its Best and Good Faith Efforts to:

1. Provide meaningful and representative opportunities for Minority ("MBE"), Woman ("WBE"), Disadvantaged ("DBE") and Disabled Owned Business Enterprises ("DSBE") (collectively "M/W/DSBEs") and
2. Provide an appropriately diverse workforce in all phases of the contract with regard to the employment of minority and female persons.

The form of Economic Opportunity Plan, as set forth hereto and incorporated herein, is part of this RFP and establishes numeric ranges for the participation of M/W/DSBEs in this RFP and goals that serve as a benchmark for the employment of minority and female persons in the performance of the contract.

Please sign and date below, your agreement to comply with these Economic Opportunity Plan requirements.

I, the undersigned Respondent, as a matter of responsibility and proposal responsiveness, agree to comply with the Economic Opportunity Plan requirements that are contained in City of Philadelphia Affordable Rental and Special Needs Housing Development 2018 RFP. I represent and acknowledge that I understand these requirements and that my proposal includes a completed Economic Opportunity Plan that identifies M/W/DSBEs that I commit to use as contract participants in this proposal for specific work and/or supply effort; my commitment to employ an appropriately diverse workforce in connection with the Project; and, if applicable, my further documentation of Best and Good Faith Efforts. I represent that any M/W/DSBE that I have a commitment with will perform a Commercially Acceptable Function by performing the services or supply effort identified in this Economic Opportunity Plan. I represent that all information submitted to the City including without limitation, the Economic Opportunity Plan and all forms and attachments thereto, are true and correct and I understand and acknowledge that my submission of false information is subject to the penalties of 18 Pa.C.S. Section 4904 relating to unsworn falsification to authorities. I also acknowledge that if awarded a contract resulting from this Affordable Rental Housing Development RFP, I understand that it is a felony in the third degree under 18 Pa.C.S. Section 4107.2 (a)(4) if, in the course of the contract, I fraudulently obtain public moneys reserved for or allocated or available to minority business enterprises or women's business enterprises.

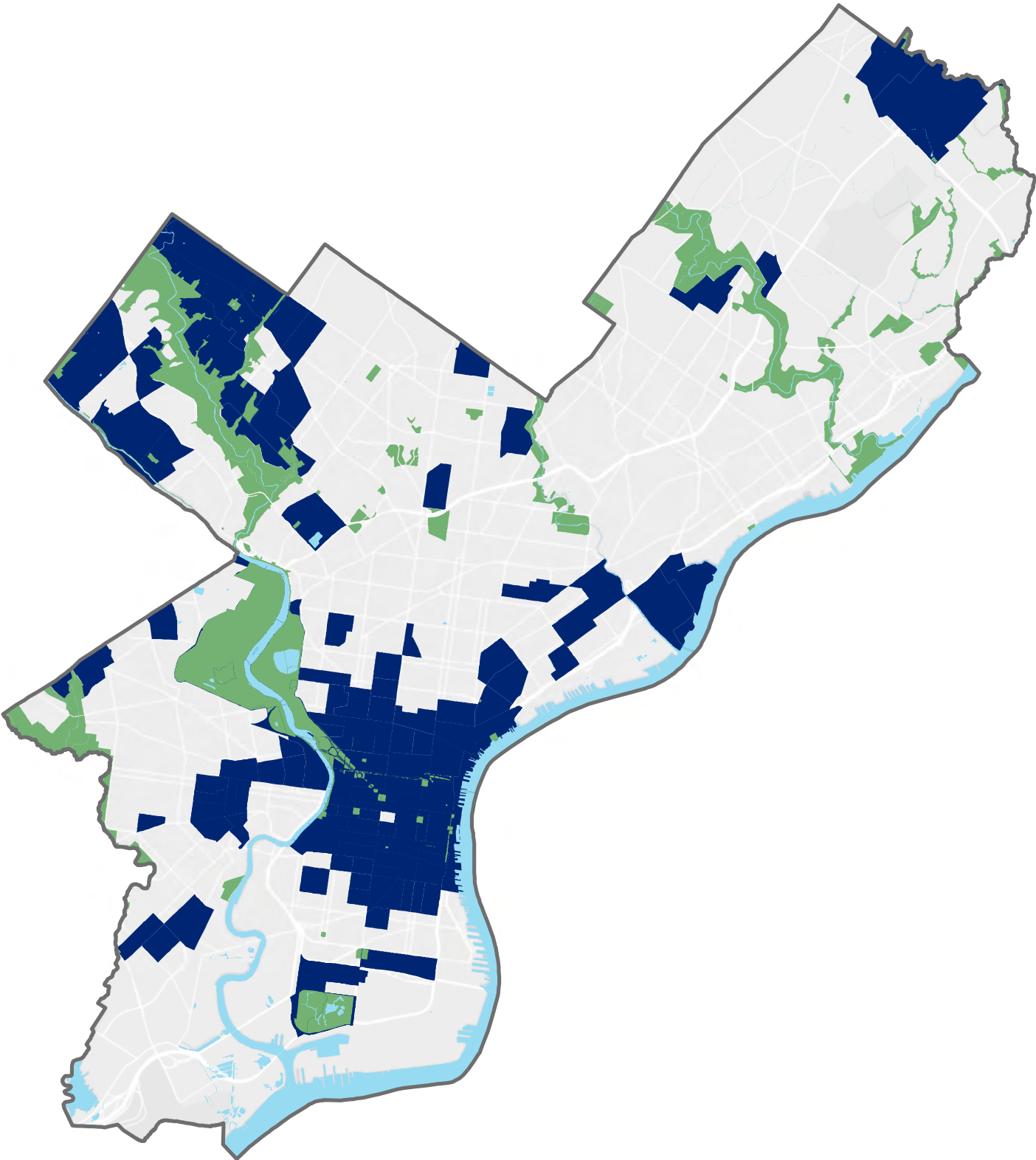
SIGNATURE AND TITLE DATE

NAME OF FIRM

City of Philadelphia

Exhibit F

Affordable Rental and Special Needs Housing Development 2018 RFP - Target Areas



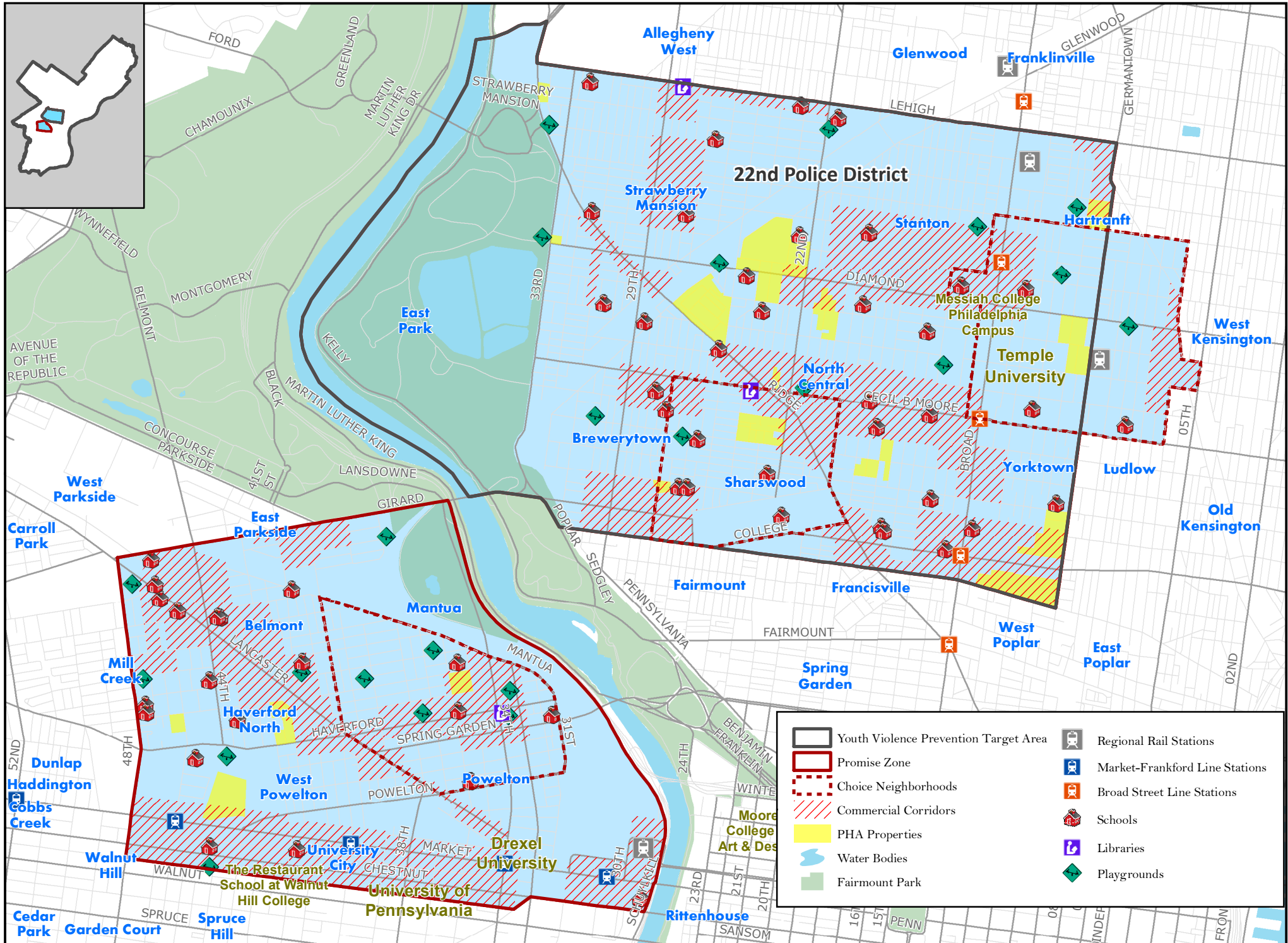
Affordable Rental and Special Needs Housing Development 2018

TRACT_ABBV
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4.01
4.02
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8.01
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Exhibit G- City of Philadelphia's Place-Based Strategic Neighborhoods



Attachment D

Fair Housing Goals and Priorities



**Division of Housing and
Community Development**
www.phila.gov/dhcd

Fair Housing Goals and Priorities

VI 1. For each fair housing issue, prioritize the identified contributing factors. Justify the prioritization of the contributing factors that will be addressed by the goals set below in Question 2. Give the highest priority to those factors that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance.

The question is addressed in the answer to the next question.

VI 2 For each fair housing issue with significant contributing factors identified in Question 1, set one or more goals. Explain how each goal is designed to overcome the identified contributing factor and related fair housing issue(s). For goals designed to overcome more than one fair housing issue, explain how the goal will overcome each issue and the related contributing factors. For each goal, identify metrics and milestones for determining what fair housing results will be achieved, and indicate the timeframe for achievement.

Subsequent to the publication of the draft Assessment of Fair Housing DHCD and PHA continued to engage stakeholders around fair housing issues in general and the AFH goals and strategies in particular.

Working with technical assistance providers supported by HUD, DHCD and PHA implemented a stakeholder engagement process around the goals and strategies in the draft Assessment of Fair Housing. The goals and strategies were divided into three subject areas:

- Preservation of Existing Housing and Development of New Housing
- Fair Housing - Outreach, Training, Enforcement and Legal Strategies
- Place-Based Strategies and Quality of Life/Access to Opportunities

A wide range of stakeholders was invited to participate in whichever subject area they felt was relevant to their work, including in all three if desired. The TA-provider created a cloud-based mechanism in which stakeholders could add comments and edit text related to the goals and strategies. For each subject area an initial meeting/conference call was held in which participants brainstormed about means to improve the goals and strategies. Subsequently participants uploaded comments and edits to the cloud. DHCD and PHA staff adapted the comments made on the calls and in writing into updated goals and strategies, which were then reviewed in a subsequent conference call for each subject area. In all, a total of six meetings/calls were held to strengthen the goals and strategies section of the plan. This process concluded with a four-hour meeting at which participants worked collaboratively with the City and PHA to identify priorities among the goals and strategies.

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
1	Enhance and expand mobility for voucher holders	Implement Small Area Fair Market Rents (SAFMR), including local modifications utilizing Moving to Work (MTW) flexibility Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines impacts of SAFMRs on current and future voucher holders PHA proposes MTW modifications and enhancements to SAFMR rule to minimize tenant displacement and other negative tenant impacts PHA incorporates SAFMR info into voucher briefing materials PHA implements local SAFMRs	1 year	PHA (Lead)
2	Enhance and expand mobility for voucher holders	Expand PHA's Housing Choice Voucher (HCV) Mobility program including strategies that support participants at all stages — pre-moving; moving; post-move support -- to promote access to high opportunity areas in Philadelphia and the region Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines current mobility program; identify areas in need of increased support, including LEP residents and HH with children, and recommend improvements to program PHA works with partners to secure funding to implement enhancements. PHA implements enhancements to Voucher Mobility Program incl. marketing program.	1-year 2 year 3-5 years	PHA (Lead) regional Housing Authorities, service providers, funders
3	Enhance and expand mobility for voucher holders	Enhance PHA's Housing Choice Voucher (HCV) Mobility program to promote increased landlord participation that expands access including high opportunity areas in Philadelphia and the region Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines policies & procedures to increase Landlord participation and retention incl. high opportunity areas. PHA works with partners to secure funding to implement changes to Landlord recruitment. PHA implements enhanced Landlord marketing & education program	1 year 2-5 years 2-5 years	PHA (Lead) regional Housing Authorities, service providers, funders
4	Preserve existing affordable rental housing	Support preservation of existing subsidized rental units in projects nearing or at 15 -30 years compliance period and projects requiring capital investment to preserve affordable units Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing; Displacement Due to Economic Pressures	City, PHA issues individual and/or joint RFPs for preservation projects — promote leverage of state/local/fed resources City, PHA analyze and compile list expiring & aging subsidized affordable rental projects. Preservation RFP issued annually contingent upon available funding.	<1 year 1 year 2-5 years	City (Lead), DHCD, PHA, PHFA

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
5	Preserve existing affordable rental housing	Protect long-term affordability in areas with rapidly appreciating values, a high Displacement Risk Rating (DRR) and gentrified areas to ensure all Philadelphians have access to high quality housing and access to opportunities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing; Displacement Due to Economic Pressures	City to partner with entities that have resources to complete more detailed gentrification analysis with connection to eviction rates, housing quality; increases in rent, tax increases and recommendations of areas to target and tools to minimize displacement ie resident education, targeted housing counseling and preservation programs. Address results of analysis through Consolidated and Annual Action Plans	1 -2 years 2-5 years	City (Lead), P & D, TRF, Fair Housing stakeholders, DHCD, Housing Counseling Agencies
6	Develop new affordable rental housing	Acquire land in R/E CAPs, high opportunity or rapidly appreciating areas and allocate public funds for affordable housing development through site specific RFP Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	City, Landbank work to streamline process to transfer publicly-held land City, PHA, Landbank, and partners to identify and assemble sites for affordable housing development coordinated with existing neighborhood plans when possible Issue 1-3 site-specific RFPs for affordable housing developments.	1-2 Years 1-2 years 2-5 years	City (Lead), P & D, DHCD, LandBank, PHA
7	Develop new affordable rental housing	Expand affordable rental units transfer of assistance provisions of the Rental Assistance Demonstration program to increase housing opportunities and promote diversity of tenants Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Estimated up to 1,000 new units under long- term RAD project based contracts PHA reports on RAD transactions annually to DHCD and on PHA website	1-5 years 1-5 years	PHA (Lead), DHCD, nonprofit developers, PHFA, equity investors
8	Preserve existing affordable rental housing	Preserve existing public housing units through Rental Assistance Demonstration program Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type of Affordable Housing, Displacement Due to Economic Pressures	PHA ensures compliance with applicable HUD regulations for RAD conversions PHA implements changes as needed to oversight policy to ensure developers are compliant with new RAD fair housing guidelines and long-term affordability	1 year	PHA, (Lead) PHADC, PHFA, equity investors
9	Preserve existing affordable rental housing	Promote healthy living conditions for tenants. Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing;	Partners develop pilot program for landlords to make homes healthy — lead safe and mold free If pilot successful, expand to reach more units Identify and measure specific metrics for Healthy Homes	1 years 2-5 years 2-5 years	City (Lead), Housing stakeholders, DHCD, TRF, L I, Dept. Health, PHA

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
10	Develop new affordable rental housing	Leverage available PHA resources to expand number of affordable multi-family rental housing developments to expand access to underserved communities and populations Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Location/Type Affordable Housing; Displacement Due to Economic Pressures	PHA provides Project Based subsidies to support neighborhood revitalization efforts including support for new units to serve underserved populations PHA provides required oversight of project-based waiting lists to promote regulatory and fair housing compliance	1-5 years	PHA (Lead) PHADC, Third Party Development partners
11	Develop new affordable rental housing	Ensure existing City codes (zoning/building) and practices promote development of affordable housing throughout the City. Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Displacement Due to Economic Pressures Location/Type of Affordable Housing	Complete analysis of zoning and building codes and practices to identify any barriers to affordable housing. If barriers identified, recommend/implement changes to remove those barriers	1-2 years 2-5 years	City (Lead) P & D
12	Develop new affordable rental housing	Promote new rental units in high opportunity areas through private sector investment Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Displacement Due to Economic Pressures Location/Type of Affordable Housing	Review zoning code and best practices for further incentives to promote mixed-income and affordable housing ie Inclusionary Affordable Housing policy in Housing Code, Title 7, 7-100; impact fees, reverse TIFs etc.	1-2 years	City (Lead) P & D, TRF, Federal Reserve
13	Develop new affordable rental housing	Encourage mixed-income/ mixed-use developments in low opportunity & R/ECAP areas Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Priority points in City/ PHA RFPs for 4% and 9% and mixed-use tax-credit projects — RFPs issued in annually in coordination with PHFA Developers work with City's Developers Services to secure necessary approvals in timely manner	1-5 Years 1-5 years	City (Lead), P & D, DHCD, PHA, developers, Developer Services
14	Develop new affordable rental housing	Promote affordable housing development in high opportunity or rapidly appreciating market areas Priority: Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Work with stakeholders to develop and formalize criteria for high opportunity areas. Utilize tools such as TRF's DRR tool to identify areas of rapidly appreciating markets — Priority points in City/PHA RFP for tax credit projects — RFPs issued annually in coordination with PHFA	1 year 2-5 years	City (Lead), P & D, DHCD, PHA, TRF

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
15	Preserve existing affordable homeownership housing	Create new funding opportunities to expand affordable homeowner preservation programs and include to cover improvements to make homes healthy Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Age of Housing Stock, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	Stakeholders to assist in identifying other home improvement programs to add to DHCD resource guide Complete feasibility of loan program for HH — to include funding to make homes healthy and to reach HH up to 115% AMI Implement loan program and set goals and performance metrics for number of homes treated and other outcomes Minimum of 1,200 HH served under Basic Systems Repair Program (BSRP) annually and other home improvement programs to keep residents in their homes and in accordance with all Fair Housing and Civil Rights laws and regulation.	1 year 1 year 1-5 years 1-5 years	City (Lead) DHCD, PHDC, Fair Housing Stakeholders, CBOs, financial institutions, Dept. of Public Health
16	Preserve existing affordable homeownership housing	Provide Foreclosure Prevention Counseling and outreach activities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lending Disparities, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	1,200 Homes saved annually from mortgage foreclosure, Reverse Mortgage and Tax Foreclosure	1-5 years	City (Lead), DHCD, Housing Counseling Agencies, Nonprofit legal services agencies, PCA, NACs
17	Expand affordable homeownership housing	Provide Settlement Assistance Grants, Pre-purchase counseling and tangled-title legal services Priority: Medium-	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lending Disparities, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	Provide homeownership housing counseling / financial assistance programs. Approximately 2,000 residents counseled annually.	1-5 years	City (Lead), DHCD, Housing Counseling Agencies, Non-profit legal services agencies,
18	Expand affordable homeownership housing	Implementation of PHA Public Housing Homeownership programs Priority: Low-	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type of Affordable Housing	Public housing tenants to purchase their own homes (estimate of 25 units)	1-5 years	PHA (Lead), City, Housing Counseling Agencies, Mortgage Lenders
19	Expand affordable homeownership housing	Enhance PHA HCV Homeownership program with housing search assistance including in high opportunity areas Priority: Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type of Affordable Housing	PHA works with partners to identify additional funding to support housing search assistance HCV voucher holders utilize housing search assistance to locate homeownership units	1-5 years	PHA (Lead) City, Housing Counseling Agencies, Mortgage Lenders

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
20	Expand accessible and affordable housing for persons with disabilities	Create new funding to expand Adaptive Modifications Program (AMP) for renters and homeowners Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Provide adaptations for rental and homeowner housing units.—100 HH annually	1-5 years	City (Lead), PHDC
21	Expand accessible and affordable housing for persons with disabilities	DHCD to continue 10% requirement for accessible unit and visitable units for City- supported projects -- exceeds HUD requirements Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Increase the number of accessible housing units created	1-5 years	City, (Lead),DHCD, housing developers
22	Expand accessible and affordable housing for persons with disabilities	Ensure Homeless Services accessible for all persons with disabilities Priority: Medium-Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Improve access to Apple Tree, the intake site for families and single women by repairing and re-paving the street to the entrance. Ensure new access points into the homeless system comply with the ADA; the Fair Housing Act; and Section 504 of the Rehabilitation Act of 1973. Continue to utilize the assistance of the Deaf Hearing Communications Centre and Language Line for interpretation services.	1-2years 1-5 years 1-5 years	City (Lead), Office of Homeless Services, Fair Housing Stakeholders
23	Expand permanent housing for homeless and specials needs individuals	Promote opportunities to move homeless into stable permanent housing Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Increase the number of Permanent Supportive Housing Units through a range of projects and programs such as: 1) PHA's participation in the City's Blueprint program - 500 housing opportunities provided each year. 2) City's Rapid Re-Housing program — 700 placements each year, including veterans.	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHdS, Homeless Services, Fair Housing Stakeholders, VA
24	Expand permanent housing for homeless and specials needs individuals	Promote opportunities to promote stable permanent housing for survivors of domestic violence, stalking, and sexual assault Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Enforce compliance with City's Domestic violence ordinance PHA complies with HUD VAWA rules Secure funding to support development of units for individuals experiencing domestic violence Establish partnerships with developers to identify low-income units designated for survivors/victims and ensure units are accessible to individuals with disabilities Establish partnerships with community-based organizations to provide DV-specific and trauma- informed services for families living in permanent housing.	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHdS, Fair Housing Stakeholders, CBOs, non-profit legal partners

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
25	Expand permanent housing for homeless and specials needs individuals	Expand housing programs for families at risk of child welfare involvement due to homelessness, unaffordable or unsafe housing or ready for reunification Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable and Housing Options Age and Condition of Affordable Housing: Disproportionate Housing Needs Displacement due to economic pressures	Secure funding for: 1) repairs to rental or owner occupied homes where families at risk of child removal due to unsafe conditions; 2) new rental housing for families at risk of children's removal due to homelessness, displacement due to eviction, utility shut offs, and unsafe conditions; & 3) housing for families ready for reunification	1-3 years	City (Lead), DHS, Homeless Services, DBHIDs, PHA, Fair Housing Stakeholders, housing providers
26	Expand permanent housing for homeless and specials needs individuals	Prevent homelessness for youth exiting the child welfare and juvenile justice systems. Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Work with partners to strengthen transition planning Identify youth-centric housing resources to be added to the homelessness services system, including additional Rapid Re-housing resources as well as innovative housing models such as host homes, youth- facilitated outreach and drop-in services, and shared housings: Pilot a Coordinated Entry and Assessment Based Housing Referral System using Transition Age Youth Vulnerability Index Service Prioritization Assistance Tool (TAY VI-SPDAT) at entry points, youth street outreach, Runaway and Homeless Youth funded programs, and a privately funded youth emergency shelter, Strengthen system-wide data sharing agreements to facilitate cross-system collaboration to identify and provide services to at-risk youth	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHIDs, Homeless Services, Child Welfare and Juvenile justice system

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
27	Ensure open access to all housing resources and programs	Fully implement Language Access Plans (LAP) and practices for Limited English Proficiency (LEP) individuals and ASL users Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Access to Housing and Other Services	City and PHA work with partners and stakeholders as needed to update and implement LAP, limited literacy materials, documents/outreach accessible to LEP residents. Work with LEP, housing network, other stakeholders to complete annual training for staff on LAP requirements PHA assesses options for strengthening fair housing compliance through additional training and testing City and PHA provide annual LAP performance compliance reports Increase opportunities for face-to-face engagement with LEP persons	1-5 years	City and PHA (Leads), DHCD, community partners, Office of Immigration Affairs (OIA),
28	Ensure open access to all housing resources and programs	DHCD and PHA assist their service providers as needed to develop model LEP and ASL policy and procedures Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Access to Housing and other Services	DHCD and PHA work with AFFH stakeholder and housing counseling and LEP providers to create model LEP policy and procedures for partners. Utilize Office of Immigrant Affairs to assist in this effort	1-5 years	City and PHA (Leads), DHCD, service providers, OIA, Fair Housing Stakeholders
29	Ensure open access to all housing resources and programs	PHA reviews and enhances admissions and wait list policies as needed to support fair housing compliance Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of access to Housing and other Services	PHA reviews best practices and options for admissions and wait list administration to promote diversity consistent with applicable fair housing statutes and regulations, consulting as needed with local partners. PHA implements wait list policy modifications if identified in review, subject to PHA Board approval.	1 year 2-5 years	PHA (Lead), PHA residents, service providers, CLS, Fair Housing Stakeholders
30	Ensure open access to all housing resources and programs	PHA reviews and enhances policies as needed as relates to admission of those with criminal records and formerly incarcerated citizens Priority: High	Segregation R/ECAP, Disparities in Access to Opportunities	Lack of access to Housing and other Services	PHA periodically reviews and updates policies as needed to comply with HUD regulations on criminal records screening. PHA continues implementation of Second Chance Pilot initiative to provide housing opportunities to formerly incarcerated citizens in partnership with federal and state court systems.	1-5 years	PHA (Lead), City, PHA residents, CLS, Fair Housing Stakeholders, PhillyRise
31	Expand fair housing outreach, education and enforcement activities	Support Tenant Rights Workshops to educate low- income renters about Fair Housing rights. Priority: High	Segregation, Disproportionate Housing Needs, R/ECAP	Public and Private Discrimination	Tenant rights providers/housing counseling agencies, including LEP counselors/CBOs, conduct monthly educational workshops serving 1,200 tenants annually	1-5 years	City (Lead), PCHR, TURN, CLS, LEP CBO, Tenant rights orgs, housing counseling agencies, Fair Housing Rights Center (FHRC)

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
32	Expand fair housing outreach, education and enforcement activities	Support increased representation for low-income tenants in landlord-tenant court — current representation is less than ten percent. Priority: High	Segregation Disproportionate Housing Needs; R/ECAP	Public and Private Discrimination Displacement due to economic pressure	City, PHA, stakeholders/partners collaborate to identify resources/strategies to support tenant representation in tenant/landlord disputes. More tenants are represented in court	1-2 years 2-5 years	City (Lead), PCHR, FHRC TURN, CLS, LEP, CBO partners and other tenant rights/legal aid groups.
33	Expand fair housing outreach, education and enforcement activities	Support outreach and housing counseling to help residents avoid predatory loans and to counsel clients with credit- repair; budgeting Priority: High	Segregation, Disproportionate Housing Needs; R/ECAP,	Lending Disparities	Counseling agencies to provide Anti Predatory, pre-purchase and financial literacy housing counseling — 2,000 individuals counseled annually	1-5 years	City (Lead), Housing counseling agencies, NACs, LEP and CBO partners, Fair Housing Stakeholder Network
34	Expand fair housing outreach, education and enforcement activities	Support a range of Fair Housing education and outreach activities to increase housing options and access to opportunities for the protected classes Priority: Medium-High	Segregation, Disproportionate Housing Needs; R/ECAP	Lending Disparities, Lack communication between public agencies and residents	City and PHA to coordinate with fair housing agencies to conduct fair housing trainings to city agency and PHA staff and trainings for PHA and City sub-recipients. New employees and refresher trainings as needed	1 year 2-5 years	City and PHA (Leads), PCHR, FHRC, Equality Center
35	Expand fair housing outreach, education and enforcement activities	Support a range of Fair Housing education and outreach activities for Landlords to reduce unlawful evictions and promote open access to affordable housing Priority: Medium-High	Segregation, Disproportionate Housing Needs;	Public and Private Discrimination	City and PHA to work with non-profit legal aid providers, fair housing organizations, LEP, CBO partners to design workshops for Landlords to promote compliance w/ all Fair Housing laws and HUD guidance including criminal background checks Identify funding for workshop content and marketing campaign to reach Landlords including LEP. Update content as needed. Conduct 1-2 educational workshops a year contingent upon funding	1 year 1 year 2-5 years	City and PHA (Leads), PCHR, FHRC, Equality Center, City, CLS, TURN, PA Law Center, LEP CBO partners, Police Dept.
36	Expand fair housing outreach, education and enforcement activities	Support increased code enforcement of violations related to housing quality and health/safety issues Priority: Medium-High	Segregation, Disproportionate Housing Needs; R/ECAP	Private Discrimination Lack of Affordable Housing options	P & D to work with L & I on coordinated/targeted code enforcement efforts and policies to promote increased housing quality. Code enforcement process contains clear and explicit steps to achieve compliance.	1-2 years 2-5 years	City (Lead), P&D, L&I, Dept. of Health, tenant rights/legal aid groups, CBOs, LEP, Fair Housing Stakeholder Network

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
37	Expand fair housing outreach, education and enforcement activities	PHA and City to establish Fair Housing Stakeholder group in partnership with local/ regional Fair Housing agencies, Advocacy groups, Housing Authorities, and Municipalities to ensure coordinated approach Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility,	Create Fair Housing Stakeholder Group Stakeholders meet in coordination with the (E)quality meetings to assess Fair Housing policy and progress with AFH goals/strategies— minimum twice annually	< 1 year 1-5 years	PCHR (Lead), DHCD, FHRC, PHA, Fair Housing groups, DVRPC, regional housing authorities, City agencies
38	Expand fair housing outreach, education and enforcement activities	Explore best practices and policies to promote long-term affordability options Priority: Low-Medium	Segregation, Disproportionate Housing Needs, R/ECAP	Private Discrimination Lack of Affordable Housing options	City reviews best practices for long-term affordability options such as tenant's right of first refusal and extended compliance periods. Explore feasibility for implementation in Philadelphia Implement feasible measures	1 year 2-3 years 3-5 years	City (Lead), DHCD, PHA, Fair Housing Stakeholder network, Fair Housing Stakeholder Network
39	Expand fair housing outreach, education and enforcement activities	Identify new funding opportunities to support Fair Housing education and testing to ensure compliance with federal, state and local fair housing laws Priority: Low-Medium	Segregation, Disproportionate Housing Needs, R/ECAP	Lack of Resources	Work with Philadelphia Commission on Human Relations (PCHR) to obtain HUD certification for substantially equivalent status	1-2 years	City (Lead), PCHR, FHRC
40	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Continue to support existing Placed-based strategies — Sharswood & Norris Choice, Promise Zone Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities	Norris — complete 257 new housing units and 1-2 commercial/retail projects and 4-5 neighborhood improvement projects. Sharswood housing units; PHA HQ; supermarket— PHA to submit Choice Implementation grant application to HUD	1-5 years 1-2 years	City/PHA (Leads), DHCD, HUD, PHFA, third party developers, PHS, Commerce, nonprofits, banks, foundations

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
41	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Create new Place-based Community Investment Strategy to leverage a range of public/private investments to strengthen communities and increase access to opportunities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities Displacement due to Economic Pressures.	P & D will map and analyze investments, fixed assets, opportunities and needs in neighborhoods across the City. P & D will categorize areas based on strength/need and will create an investment plan to leverage current and proposed investments across a range of neighborhoods. P & D will work with partners to implement coordinated investment strategy for a range of neighborhoods.	1 year 2-5 years	DHCD, PHA, HUD, PHFA, Private sector & nonprofit partners, MDO including Community Services partners, SDP, Commerce, PHS, Mayor's Office of Education, SDP, PCPC, Land Bank, OIA
42	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Promote Place-base Strategy to leverage public/private investments including housing in immigrant communities to increase access to housing and other opportunities Priority: Medium-High	Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities Displacement due to Economic Pressures	Identify immigrant communities in need of affordable housing and other opportunities. Work with partners to implement coordinated housing and other investment strategy.	1 year 2-5 years	City (Lead), DHCD, PHA, HUD, PHFA, private sector partners, Commerce, non-profits, banks, foundations, OIA, Land Bank
43	Expand educational attainment, economic development and self-sufficiency efforts	Encourage comprehensive connections between programs and services to alleviate poverty among low-income households — such as Earned Income Tax Credit (EITC), by ensuring that a point of entry to one program/service connects a recipient to other programs/services for which he/she is eligible Priority: High	Disparities in Access to Opportunities	Lack of Access to Opportunities Lack of Income	Providers will convey information and offer direction to connect residents to benefits beyond the ones they are currently accessing, using LEP-targeted materials as appropriate — 1,500 residents will receive counseling to secure EITC.	1-5 years	City (Lead), Service providers, CEO, DHCD, PHA, MOIA, housing counseling agencies, DHS

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
44	Expand educational attainment, economic development and self-sufficiency efforts	Promote technical assistance and training to small businesses to create and retain jobs — coordinate and align with other investments such as housing and commercial corridor activities to promote increased access to opportunity Priority: High	Disparities in Access to Opportunities	Lack of Access to Opportunities Lack of Income	TA provided to 800 Small businesses and 250 jobs are created or retained annually	1-5 years	City (Lead), Commerce, DHCD, PIDC, TA providers, LEP and COBD groups, Fair Housing Stakeholders
45	Expand educational attainment, economic development and self-sufficiency efforts	Return vacant and blighted properties back into productive use. Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	Coordinate and align with goals and strategies of Philadelphia LandBank to acquire and dispose of vacant land for gardens and open space and community development investments	1-5 years	City (Lead) DHCD, LandBank, CBO partners
46	Expand educational attainment, economic development and self-sufficiency efforts	Support coordination of services and educational supports through the City's Communities in Schools Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	City to launch implementation of Community Schools Initiative in and around high poverty areas in Philadelphia. Nine initial sites selected and total of 16 additional sites over the next 3 years	< 1 year — 3 years	City (Lead), SDP, Mayor's Office of Education
47	Expand educational attainment, economic development and self-sufficiency efforts	Ensure a Philadelphia youth ages 3 to 4 enter kindergarten ready to learn Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	City to launch implementation of Pre-K Initiative creating 2,000 new pre-K slots in year 1 with minimum of 1,000 additional sites over 3 years	< 1 year — 3 years	City (Lead) Mayors Office of Education, Service Providers
48	Expand educational attainment, economic development and self-sufficiency efforts	Ensure youth 16-24 graduate high school and/or are job ready Priority: High	Disparities in Access to Opportunities	Lack of Access to opportunities	Young adults participate in job training program such as YouthBuild and PowerCorpPHL serve year	1-5 years	City (Lead), YouthBuild, CEO, PowerCorpPHL
49	Expand educational attainment, economic development and self-sufficiency efforts	Promote increased access public transportation access for disabled and LEP residents Priority: Medium-High	Disparities in Access to Opportunities	Lack of Access to opportunities Lack of Income	Mayors Commission on Persons with Disabilities (MCPWD) meet with SEPTA to assess progress to improve access for LEP and disabled individuals Explore potential for SEPTA to provide reduced fares for low-income residents	1-5 years 1-2 years	Mayors Commission on Persons with Disabilities (MCPWD) (Lead), Fair Housing Stakeholders, SEPTA, Fair Housing Advocates

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
50	Expand educational attainment, economic development and self-sufficiency efforts	Implement economic self-sufficiency and jobs skills workshops to assist PHA-residents to obtain and retain jobs Priority: Medium-High	Disparities in Access to Opportunities	Lack of access to opportunities	Residents served annually through PHA Community Partners and economic self-sufficiency programs (estimate 100 annually) Coordinate and leverage with existing non-profit, community based programs, including LEP programs	1-5 years 1-5 years	PHA (Lead), PHA residents, community partners. LEP partners
51	Expand educational attainment, economic development and self-sufficiency efforts	Promote immigrant hubs to address language barrier for LEP access to opportunities in high opportunities areas. Priority: Low-Medium	Disparities in access to opportunities	Lack of Access to Opportunities	City, PHA and AFFH stakeholder network to work with LEP and CBO partners to break down language and cultural barriers to promote access to public programs and neighborhood amenities	1-5 years	City (Lead), DHCD, PHA, LEP, CDBD, MOIA, housing counseling, NACs and other public agencies
52	Expand educational attainment, economic development and self-sufficiency efforts	Promote improved health outcomes Priority: Low-Medium	Disparities in Access to Opportunities	Lack of access to opportunities	AFFH Stakeholders to convene range of health organizations/networks such as COACH to create strategy for improved access to range of health services Coordinate sustainable and greening programs in areas with low air quality	1-2 years 1-2 years	Fair Housing Stakeholders (Lead), City, non-profit/for-profit health provider network PWD, MDO, Clean Air Council, PHS