



Philadelphia Housing Authority  
Building Beyond Expectations

# 2002-2003 Accomplishments Report

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## Priorities and Goals

Over the past five years, the Philadelphia Housing Authority (PHA) has developed and substantially implemented a comprehensive plan to revitalize its family and senior developments, reform the Housing Choice Voucher (formerly known as Section 8) program, expand supportive services to residents, and dramatically improve its management systems at all levels of the agency. All of these redevelopment, supportive service and management improvement activities are based on a “blueprint” documented in the PHA’s Strategic Operating Plan, which is updated annually.

This 2002-2003 Philadelphia Housing Authority Accomplishments Report provides a summary of the achievements of PHA in each of the major Strategic Operating Plan areas. The report is compiled with data obtained from PHA’s Strategic Operating Plan and internal Management Reports. These information sources include written reports and documents by each department that specifically address PHA’s plan objectives.

Effective April 1, 2001, the Philadelphia Housing Authority (PHA) became one of thirty-two participants nationwide in the Moving To Work Demonstration Program. Congress established the Moving To Work Demonstration Program (MTW) in 1996. Through designation as an MTW agency, participating housing authorities are given substantial budget flexibility and regulatory relief in order to facilitate accomplishment of national and locally determined MTW goals.

### MTW National and Local Objectives

The national MTW objectives established by Congress include providing public housing authorities with the ability to:

- Design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in federal expenditures;
- Give incentives to families with children whose heads of household

are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,

- Increase housing choices for low-income families.

PHA has adapted and modified these national objectives to meet the unique local circumstances and needs of the City of Philadelphia. The specific local objectives established for the seven-year MTW program in Philadelphia include the following:

1. Reform the existing HCV and Public Housing Programs to

improve and increase the supply of quality affordable housing throughout the City of Philadelphia.

2. Revitalize neighborhoods where MTW and MTW-eligible residents reside.
3. Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
4. Establish a Quality of Life Program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, Section

**MTW Priority 1:** Reform the existing Housing Choice Voucher program and public housing programs.

**Goal 1:** Achieve excellence in property management.

**Goal 2:** Achieve excellence in the management of the Housing Choice Voucher program and enforce program compliance.

**MTW Priority 2:** Revitalize neighborhoods where MTW and MTW-eligible residents reside.

**Goal 3:** Develop affordable quality housing that supports balanced communities.

**MTW Priority 3:** Develop an MTW family program to furnish comprehensive economic self-sufficiency services to eligible MTW families.

**Goal 5:** Engage other institutions to leverage resources and assist in promoting economic enhancement and supportive services for PHA residents.

**Goal 9:** Expand inter-governmental initiatives to enhance the ability of PHA to deliver sound and effective public service.

**MTW Priority 4:** Establish a quality of life program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, voucher and landlord participants and PHA, to one another and the broader community.

**Goal 4:** Implement public safety programs that promote the well-being of our neighborhoods and the accountability of program participants.

**MTW Priority 5:** Establish efficient operating procedures and implement cost-saving strategies.

**Goal 6:** Improve the productivity and cost effectiveness of PHA operations.

**Goal 7:** Improve program compliance, reporting, performance and accountability.

**Goal 8:** Maximize the use of technology to improve the efficiency and accountability of PHA operations.

8 participants, Section 8 landlords, and the PHA to one another and to the broader community.

5. Establish efficient operating procedures and implement cost-saving strategies.

The primary focus of PHA's MTW initiative is to help families achieve self-sufficiency and to improve and increase the stock of quality affordable housing throughout the city. Through MTW and related initiatives, PHA will continue to expand the provision of convenient and comprehensive services to families to assist them in reaching their full poten-

tial, with an emphasis on education, job training and placement, self-sufficiency, and preparation for homeownership. PHA's program will also continue to promote the revitalization of neighborhoods where MTW and MTW-eligible families live.

PHA's MTW objectives are part of a broader set of goals and objectives described in detail in the agency's Strategic Operating Plan (SOP). Prior to its designation as an MTW agency, PHA prepared and published a comprehensive, agency-wide SOP that provides a detailed "blueprint" for agency goals,

objectives and tasks in every major area of agency operations. The SOP establishes a series of four "key principles" and nine goals to guide PHA activities over the next several years. These goals and key principles are complementary to PHA's MTW objectives.

The report identifies, highlights and summarizes the documented accomplishments achieved under each of the nine goals outlined in the Strategic Operating Plan during the fiscal year from April 1, 2002 through March 31, 2003.

## Executive Summary



Richard Allen Phase III Grand Opening

Over the past year, the Philadelphia Housing Authority (PHA) continued to make dramatic strides in accomplishing its core mission and meeting its Strategic Operating Plan objectives. This report provides a summary of major agency accomplishments for the fiscal year period from April 1, 2002 through March 31, 2003. The accomplishments described in this report underscore the dramatic progress made over the past five years in revitalizing PHA communities, expanding the provision of employment, training and other services to PHA residents, upgrading the Housing Choice Voucher Program, building partnerships with local organizations, and implementing improvements throughout all levels of PHA's management operations.

Some of the most significant accomplishments noted in the report include:

- PHA revitalization efforts provided an economic development engine for the City of Philadelphia, generating hundreds of jobs for PHA and neighborhood residents, and over **one billion dollars** in completed and currently underway construc-

tion activity. The multiplier effect of these construction activities represents billions of dollars flowing through the local and regional economy.

- PHA received a major endorsement of the soundness of its fiscal and management operations from **Standard & Poor's** rating service. After a thorough review of PHA operations, Standard & Poor's gave PHA a "strong" rating, the highest rating awarded to a public housing authority.
- PHA continued to far exceed HUD guidelines for contracting with minority and women owned business enterprises (MBE/WBE), awarding 40.6% of all contracts to those firms. That translated to nearly \$47 million in business for MBE/WBE companies in this calendar year, and brought PHA's three-year aggregate to 40.9% with a value of more than \$82 million.
- An intensive Office of Inspector General (OIG) audit of PHA's procurement practices - lasting more than two years - found that more

than 99.7% of all contracts were in total compliance with HUD rules and regulations. This meant that of \$158 million, auditors questioned only \$458,000 in awards. PHA and the HUD field office continue to work together to resolve the remaining expenses. Similarly, an OIG audit of PHA's Human Resources Department showed that PHA completely adhered to HUD guidelines.

- Years of effort to revitalize PHA's most distressed public housing communities have begun to bear fruit in the form of beautiful new homes for PHA residents. This past year alone, PHA neared completion of the final phase of the Richard Allen HOPE VI development; made substantial construction progress at Schuylkill Falls; completed 49 housing units at Martin Luther King; completed the Master Plan for Mill Creek including site demolition activity; and commenced Phase I construction at Cambridge Plaza. Substantial revitalization progress was also made at other PHA sites

including Raymond Rosen Homes, Wilson Park and Abbotsford Homes.

- In a major new initiative, PHA secured \$168 million in bond and other funds to revitalize Tasker Homes, a project that will transform and integrate the development into the Greys Ferry community.
- PHA continued to earn the confidence of private investors as evidenced by PHA's successfully raising \$84 million in equity from investors under the Low Income Housing Tax Credit program at eight (8) PHA sites.
- PHA began substantial rehabilitation and/or new construction initiatives at Mt. Olivet, Spring Garden scattered sites, and Suffolk Manor.
- HOPE VI funded activities neared completion at Richard Allen and continued at Schuylkill Falls, Martin Luther King and Mill Creek. Upon completion, these four developments will house 3,990 people in 1,582 new or substantially rehabilitated units.

- PHA continued to work toward completion of 117 new homes on seven different blocks in one of the city's most blighted neighborhoods in North Philadelphia. PHA is investing \$17.9 million on this endeavor (called 117 Scattered Sites) to redevelop the neighborhoods with completion of all the homes planned for December 2003. Sixty-nine of these units are being constructed to accommodate mobility-impaired persons.
- Using the flexibility of the Moving To Work (MTW) Demonstration program, PHA commenced implementation of major improvements to the Housing Choice Voucher program (formerly the Section 8 program). Among many changes, PHA implemented a new program designed to support residents in achieving economic self-sufficiency through development of individual Family Economic Development Action Plans. As part of this initiative, PHA established a seven-year time limit on Housing Choice Voucher program participation except for seniors and persons with

disabilities who are unable to work.

- As part of its efforts to streamline program administration and achieve efficiencies, PHA began implementation of a new two-year recertification program for Housing Choice Voucher program participants. PHA also commenced planning efforts for a new simplified rent system for both Public Housing and the Housing Choice Voucher program that will be implemented in 2003.
- Through expansion of Sparkle Plus and the Clean Sweep volunteer initiatives at thirty-five (35) PHA conventional and scattered site locations throughout the City, residents received \$3 million in upgrades to interiors and exteriors including new lighting and doors, exterior painting, sidewalk repairs, landscaping and other improvements. Since 2000, Sparkle Plus and the Clean Sweep initiatives have expended \$12 million and many thousands of volunteer man hours to improve the "curb appeal" of PHA communities.
- PHA's operations showed improvement at virtually every level of the agency, allowing PHA to provide higher quality services to more low-income households. PHA expanded its commitment to staff training including implementing Low Income Housing Tax Credit compliance training for management staff, expanding training on PeopleSoft, new "portal" applications, and ongoing management training in coordination with the Institute of Real Estate Management.
- Technology improvements designed to upgrade customer service, and promote efficiency and accountability continued at a rapid pace. Implementation of Phase II of the Enterprise Resource Planning project was completed. In addition, PHA established a new, customer-friendly website and employee "portal" to expedite access to critical management information.



Blumberg Self Sufficiency Center

- PHA continued its broad-based efforts to inform and educate the community about affordable housing issues and the role PHA and its residents play in building strong neighborhoods. A new public information strategy, “Building Beyond Expectations” was launched this year to assist in these efforts.
- PHA’s government and agency partners exhibited extensive, direct support for PHA’s Strategic Operating Plan objectives. These partnerships are in evidence in every aspect of PHA operations from redevelopment activity, to public safety, to supportive services. MTW Designation, receipt of Low Income Housing Tax Credit commitments and approval of the

Tasker Homes innovative bond financing approach in recent years all indicate a high level of confidence in PHA by its agency and community partners.

- Through its public housing and leasing programs, PHA served a total of 28,090 households, which represents a net increase of 1,900 over the prior year.
- While PHA achieved a net increase of 2,110 households served, it provided housing for more than 3,700 new households as a result of PHA’s redevelopment, vacancy rehabilitation and Housing Choice Voucher lease up efforts. Many of these new residents are receiving case management and supportive service support from local agencies

to help ensure that they are good neighbors and successful tenants. PHA assisted 15 households with purchasing their first homes through the Section 8 homeownership programs.

- Through the work of Tenant Support Services, Inc. and PHA staff, hundreds of focused employment, training and social service activities took place. PHA increased hiring of PHA residents as well as supported training programs that resulted in hundreds of employment placements.

As indicated in the following pages, the above initiatives provide only a few examples of the accomplishments attained by PHA over the past year. PHA hopes that readers of this document will carefully review all of the accomplishments listed below and support our efforts to revitalize public housing and the entire City of Philadelphia.

For the second consecutive year, PHA scored a 9 out of 10 on HUD’s annual PHAS resident satisfaction report. In addition, PHA conducted its own citywide survey to gauge resident satisfaction with management, maintenance, security and other issues. Overall, residents appear very satisfied with their homes, though slightly less satisfied with their neighborhoods:

**90%** of residents who requested repairs were satisfied with how well they were treated by the PHA staff person performing the repairs.

**More than 82%** of residents who requested maintenance repairs were satisfied with how easy it was to request the repair and how well the repairs were completed.

**82%** of all households surveyed expressed satisfaction with their housing unit or home.

**More than 80%** of residents surveyed expressed satisfaction with the responsiveness and professionalism of PHA management staff.

**75%** of all households surveyed expressed satisfaction with their neighborhood.

**70%** of all households surveyed expressed satisfaction with their development or building.

## Goal 1: Achieve Excellence in Property Management



### 8 Diamonds

In addition to leasing more than 15,000 units through the Housing Choice Voucher program, PHA owns and manages a total of 16,000 units in 43 conventional public housing developments, 15 scattered site areas and 5 alternatively managed developments. Thus, PHA's core business focuses on providing high quality management and maintenance services to approximately 76,000 residents. Achieving continuous improvements and excellence in the provision of property management services remained a primary focus of PHA operations during this past year. In January of 2003, the professionalism of PHA management operations was endorsed by the Standard & Poor's rating service, which gave PHA a "strong" rating, the highest rating awarded to any public housing authority in the country.

Through vacancy reduction and revitalization efforts, PHA rehabilitated 259 previously vacant scattered site public housing units. Through its model Home Selection Day initiative, approximately 809 families and individuals were able to select and move into new, affordable homes. To help ensure successful tenan-

cies, many of these families receive case management, employment training and other support services from PHA's partner agencies.

As part of its management strategy, PHA has worked hard to upgrade family and senior public housing developments so that they will be sources of pride to residents and the broader community. PHA established the Sparkle Plus program in 2000 to focus intensive resources on improving the "curb appeal" of its properties. Through Sparkle Plus, staff and volunteers have been deployed to PHA developments throughout the City to help put a new "sparkle" on public housing communities. In the past year, Sparkle Plus focused on thirty-five (35) housing developments. Approximately \$3 million was expended at conventional sites along with exterior improvements to 250 scattered site units. To date, \$12 million in Sparkle Plus resources have been utilized to upgrade lighting, install new landscaping and signage, install new exterior doors and mailboxes, and complete a wide range of other upgrades designed to create more attractive, liv-

able communities. PHA has also collaborated with the City to implement the Philadelphia Green Program. During this initiative, PHA planted over 350 trees, ornamental shrubs and planter boxes.

In preparation for the large volume of Low Income Housing Tax Credit (LIHTC) units that will be part of PHA's portfolio, PHA procured the services of a LIHTC compliance specialist. The firm will provide extensive training, monitoring and supervision related to all aspects of Tax Credit compliance and reporting.

In the area of maintenance work order response, PHA continued to improve its performance relative to prior fiscal years including achieving further reductions in long-standing scattered site work order backlogs and significant improvements in the time it takes to complete a reported work order. PHA corrected or abated 100% of emergency work orders within 24 hours of receipt. The average number of days to complete a routine repair fell to 5 days.

PHA completed and submitted applications to HUD to designate 1,964 hous-

ing units for senior only occupancy. The plan includes specifications for supportive services and identifies alternative units for other special needs populations groups.

PHA completed inspections on 100% of all conventional, scattered site and alternatively managed entity units in the past year.

PHA implemented a comprehensive program of building inspections, infrastructure upgrades and routine building maintenance.

PHA commenced planning during the past year for a new, simplified rent col-

lection and rent certification system. The new system will be implemented beginning in 2003.

PHA expanded its commitment to building the highest quality management staff through continued technical training and the development of new streamlined procedures including quality control reviews. Extensive staff training efforts were conducted including training in Low Income Housing Tax Credit Compliance, use of PeopleSoft applications, Nan McKay recertification and rent calculation training.

#### Other Results

- Provided staff training efforts related to Low Income Housing Tax Credit compliance, recertifications, income calculation and QHWRA compliance.
- Developed plans for new property management initiatives under the Moving To Work program including two-year recertifications and simplified rent calculations.
- Prepared and submitted senior only designated housing application for 1,964 PHA units.
- Updated vacancy reduction and site based management plans.

- Accomplishment #1** Achieved “strong” rating by Standard & Poor rating service
- Accomplishment #2** Completed rehabilitation of 259 previously vacant scattered site units
- Accomplishment #3** Undertook re-occupancy efforts at Richard Allen Phase III and Martin Luther King Phase I HOPE VI developments along with Raymond Rosen on and off-site units
- Accomplishment #4** Through the Home Selection Day initiative, provided housing to 809 new households
- Accomplishment #5** Through Sparkle Plus, continued to improve the “curb appeal” and complete other exterior upgrades totaling \$3 million in improvements in the most recent fiscal year. \$1.2 million was expended during this period for decorative lighting and bollards at 18 sites
- Accomplishment #6** Completed 100% of all emergency maintenance work orders within 24 hours of receipt
- Accomplishment #7** Enhanced the provision of maintenance support services at conventional sites by reducing the average time it takes to complete a routine work order to five (5) days, compared to the forty five (45) day average four years ago
- Accomplishment #8** Completed 100% of UPCS inspections
- Accomplishment #9** Secured services of LIHTC compliance specialist to provide training, monitoring and supervision of Tax Credit compliance and reporting

## GOAL 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance



Housing Choice Neighborhood

PHA's Housing Choice Voucher Program (formerly known as Section 8) provides rent subsidies to approximately 15,691 low-income households living throughout the City of Philadelphia. In the past year alone, PHA assisted 1,747 new households through the HCV program.

During the past year, PHA implemented several substantial changes to the HCV program in response to community concerns and needs. These initiatives were made possible by the regulatory flexibility allowed PHA under the Moving To Work Demonstration Program. New initiatives were implemented during the past year including a change to a two-year recertification cycle from the current annual effort. In addition, PHA has established a seven-year time limit for the HCV program that applies to all households except for seniors, persons with disabilities who are unable to work, and households where the head of household is the sole caregiver for a disabled dependent.

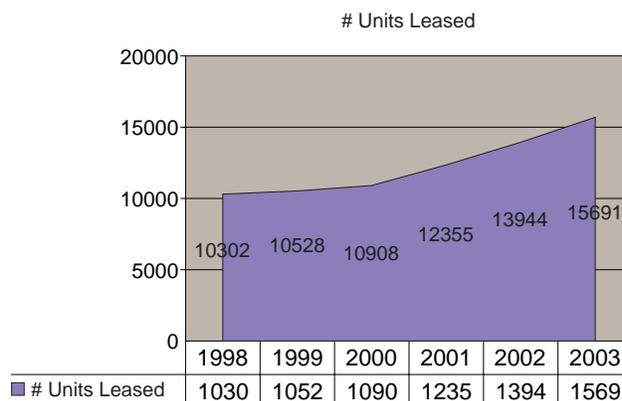
HCV participants who are subject to the new seven-year time limit must now work with PHA to develop a Family

Economic Development Action Plan. This Plan helps establish self-sufficiency goals for the entire family in order to assist them in improving their overall economic status. PHA staff are collaborating with a wide range of local partners to provide employment, training and other supportive services to HCV program participants.

In addition to these major MTW-related initiatives, PHA continued to expand its new Section 8 Homeownership program. The ambitious goals of this program are already yielding results

including assisting twenty families to purchase and move into their first homes. Fifteen of these households purchased their first homes within the past twelve months. All of the homeownership families are participants in PHA's Family Self Sufficiency program. FSS assists participating families in developing self-sufficiency plans, obtaining needed employment, training and other support services, and working towards family-determined goals.

During the past year, PHA issued a new Request for Proposals for project-



Under MTW, more units are being leased up and more families are being served.

based HCV units that resulted in the award of 60 vouchers. The program will be expanded during the coming months to include a focus on recruiting service-oriented community partners.

PHA enhanced its ability to investigate and respond to program integrity, fraud and non-compliance issues. This included establishing an expedited hearing process in order to ensure prompt, fair resolution of identified problems. PHA is now tracking and reporting on the status of these cases as part of its monthly reporting system. To improve program compliance, PHA has also implemented bi-monthly Comprehensive Landlord Training Program classes. Each class has averaged 30-50 property owners per session.

HCV landlords are now also participating in a mandatory orientation program offered by the Institute of Real Estate Management. This new initiative is designed to help landlords fully understand their roles and responsibilities. In the process, PHA believes that

the result will be better service to HCV participants and more responsiveness to neighborhood resident concerns.

Efforts to improve the quality and expand the geographic distribution of housing units available to HCV participants increased during the past year. These efforts included conducting Housing Fairs throughout the year that, to date, have involved more than thirty (30) property owners. PHA will also establish new Mobility Counseling programs in the coming year to encourage residents to locate housing in low poverty areas where there is access to better jobs, schools and supportive services.

Extensive staff training efforts implemented during the past year included focused training for investigations, inspections and service representative staff.

To improve program operations and responsiveness to community concerns, PHA established a new Tenant/Landlord Advisory Board to provide input on

HCV policies and procedures. PHA also hired a new Community Liaison (Ombudsman) to assist in resolving community complaints and provide ongoing informational services. Further, PHA continued operation of its network of five (5) Community Based HCV offices. The fifth office, in South Philadelphia, was opened during the most recent fiscal year. Program participants, landlords and neighborhood residents can obtain program information and services such as recertification assistance at these offices.

On an ongoing basis, PHA continued to provide timely payments to owners through Direct Deposit. Staff also inspected 100% of all units for HQS compliance.

Over the coming months, PHA will continue its MTW initiatives including implementing planned rent simplification system changes, a new Dislocated Worker Voucher program, and a new Unit Based/Community Partners program.

- Accomplishment #1** Implemented new locally-determined rules for the Housing Choice Voucher program including time limits and two year recertifications
- Accomplishment #2** Increased the number of households served under the HCV program by 1,747
- Accomplishment #3** Provided timely payments to participating owners through the Direct Deposit program
- Accomplishment #4** Inspected 100% of all units for Housing Quality Standard compliance
- Accomplishment #5** Assisted 15 new families to purchase homes under the Section 8 Homeownership program
- Accomplishment #6** Established landlord training and orientation programs to improve service and program compliance
- Accomplishment #7** Implemented expedited hearing procedures to provide timely processing of non-compliance cases
- Accomplishment #8** Established a new Tenant/Landlord Advisory Board as a forum for ongoing community input for PHA HCV program policies and procedures
- Accomplishment #9** Issued a new project-based RFP and awarded 60 vouchers to qualified respondents
- Accomplishment #10** Opened a fifth Community Based Office to service HCV participants and owners

#### Other Results

- Developed and implemented revised procedures manual for investigations.
- Worked with new MTW Family Services staff to develop Family Economic Development Action Plan policies and procedures in support of economic self-sufficiency.
- Provided ongoing program integrity, fraud detection and compliance investigation services through the Program Compliance Investigation staff.
- Continued operations of Supportive Housing programs that combine rent subsidies with the provision of social services for special needs populations.
- Provided intensive case management to formerly homeless families moving into HCV units through a contract with Philadelphia Health Management Corporation.
- Created a citizens Advisory Committee to study HCV program's effect on neighborhoods.

### GOAL 3: Develop Affordable Quality Housing that Supports Balanced Communities



Mill Creek Implosion

PHA communities have suffered from decades of neglect and under-funding. Therefore, over the past five years, one of PHA's primary areas of focus has been to obtain the resources needed to fully revitalize existing public housing communities and to move construction activities forward at a fast pace. In addition, new development activities are also a priority for PHA as they can offset the loss of units resulting from density reduction at HOPE VI sites and contribute greatly to the City's neighborhood revitalization efforts.

While the scope of PHA's capital needs is enormous, PHA has achieved a very high degree of success in securing needed funds and undertaking redevelopment efforts. PHA is overseeing more than one billion dollars in large-scale HOPE VI and non-HOPE VI development projects. To illustrate the scope of the ongoing redevelopment efforts, the following facts are noted:

- PHA has successfully secured \$84 million in equity from investors for Low Income Housing Tax Credit deals at eight (8) sites, in addition to \$191 million in General Obligation and Private Activity Bond proceeds, which insures its development activity through this year.
- Equity investors including John Hancock, Related and Lend Lease have invested in PHA LIHTC projects.
- PHA is the developer at Tasker Homes, a project involving demolition of more than 1,000 units and development of 554 new homeownership and rental units. Tasker involves over \$168 million in LIHTC, General Obligation Bonds, Private Activity Bonds and other funds.
- PHA is nearing completion of the final HOPE VI phase at the Richard Allen Homes. This is an \$82 million project involving new construction of 267 units and modernization of an additional 141 units.
- At Mt. Olivet, PHA is the developer of 161 rehabilitated units involving \$17 million in LIHTC and PHA funds. Acquisition has been completed and a Tax Credit award has been received.
- At the Schuylkill Falls HOPE VI site, PHA is overseeing the development by a joint venture that involves building 300 rental and homeownership units. The total project cost is \$76.2 million and the first phase is approximately 70% complete.
- PHA is currently successfully serving as the developer for seven mixed finance development projects.
- Reorganized PHA's Real Estate Development department and increased professional staff.
- At Raymond Rosen Homes On-Site, PHA completed comprehensive modernization of 145 additional dwelling units that represent the final phase of a project involving 307 modernized units and 47 newly constructed infill units.
- At Raymond Rosen Off-Site (renamed Eight Diamonds), PHA oversaw completion of construction of 152 new construction rental townhouse units. Construction of a new community center and site improvements is substantially underway.
- At Suffolk Manor, PHA is the developer for the acquisition and

<b>Accomplishment # 1</b>	Managed approximately \$715 million in ongoing redevelopment activity which will produce 3,000 rental and homeownership units
<b>Accomplishment # 2</b>	Completed approximately 70% of Phase I planned construction at Schuylkill Falls (135 rental units)
<b>Accomplishment # 3</b>	Continued construction on final HOPE VI phase of Richard Allen Homes (178 townhouse rental units) including reoccupancy
<b>Accomplishment # 4</b>	Completed demolition of 682 units at Passyunk Homes
<b>Accomplishment # 5</b>	Completed construction of first 49 Phase I rental units, developed homeownership plan for Phase II and commenced construction on Phase III at Martin Luther King development. Received LIHTC allocation for phase IV
<b>Accomplishment # 6</b>	Began construction of Phase I - 40 rental units and awarded Phase II LIHTC at Cambridge Plaza
<b>Accomplishment # 7</b>	Completed Master Plan for construction of final phase (40 units) of Cambridge Plaza development. Prepared and submitted 9% LIHTC application to secure funding for final phase
<b>Accomplishment # 8</b>	Completed relocation, demolished 250 units, engaged equity investors, and commenced construction of 245 units in Phase I of Tasker Homes
<b>Accomplishment # 9</b>	Completed Master Plan for the development of 80 on-site rental and 40 on-site homeownership units. Completed identification of off-site parcels for acquisition to enable development of 240 rental and homeownership units
<b>Accomplishment # 10</b>	Commenced comprehensive modernization of 277 units at PHA's Hill Creek Apartments, White Hall, Norman Blumberg III and Wilson Park III developments
<b>Accomplishment # 11</b>	Completed acquisition of Mt. Olivet and received award of LIHTC credits in preparation for comprehensive modernization of 161 rental units
<b>Accomplishment # 12</b>	Completed comprehensive modernization of 145 additional dwelling units at Raymond Rosen Manor on-site
<b>Accomplishment # 13</b>	Completed construction of 152 new townhouse units at Eight Diamonds (formerly, Raymond Rosen Off-Site)
<b>Accomplishment # 14</b>	Completed demolition/implosion of 444 public housing units on Mill Creek Hope VI site
<b>Accomplishment # 15</b>	Commenced construction of 117 Scattered Sites townhouse units in North Philadelphia, 69 of which are being constructed to meet the needs of our mobility-impaired persons

substantial rehabilitation of 5 historic buildings with 137 units. This project involves \$24 million in PHA, LIHTC and Historic Tax Credit funding.

The level of construction, modernization and redevelopment activity on these and other projects proceeded at a very fast pace over the past year.

#### Other Results

- Completed construction and reoccupancy of 97 units at Spring Garden.
- Completed Phase I at Abbotsford Homes including construction of 34 additional units and a community center.
- Completed master planning study for the revitalization of the Passyunk site.
- Completed design of new facility at Passyunk to house PHA maintenance, ISM and Police departments.
- Prepared neighborhood studies for Kingsessing, Mantua, Mill Creek off-site and Brewerytown neighborhoods.
- Reached agreement with East Falls Community for change to Schuylkill Falls revitalization plan to include Market Rate homeownership.
- PHA successfully reached a settlement with ADAPT to provide 248 new and rehabilitated units for mobility impaired persons by December, 2005. By the end of 2003, PHA will have completed at least 124 units. The settlement avoided extraordinary costs relating to litigation.

## GOAL 4: Implement Public Safety Programs that Promote the Well Being of Our Neighborhoods and the Accountability of Program Participants



PHA Police on Patrol

PHA continued and expanded its comprehensive approach to improving community security at PHA developments over the past year. PHA developments have become safer communities as a result of an extensive site-based, community policing program undertaken by the PHA Police Department. PHAPD utilizes a comprehensive approach to crime reduction that emphasizes crime prevention, conflict resolution, resident involvement and community partnerships. The results are encouraging: over the past two years, Part I crimes have decreased 28% at PHA conventional sites and 47% at scattered sites. The overall reduction at PHA properties from calendar year 2001 to 2002 was 24% for Part I crimes and 29% for Part II crimes.

To create safe communities, permanent site-based community teams have been established at 16 PHA conventional sites on a sixteen-hour per day basis. PHAPD officers partner with PHA management, maintenance and support service staff and resident leadership to holistically address community con-

cerns and issues. PHAPD has also implemented a new "Quality of Life Status Meeting" involving all stakeholders. The Commander of Patrol now attends all conventional and scattered site management meetings on a monthly basis.

PHA's public safety activities include a program of systematic checks of all high-rise facilities with appropriate follow-up actions taken. PHAPD also conducts criminal record background checks of all public housing and HCV applicants and new adult household members. The PHAPD Detective Division investigates and follows up on complaints and other matters related to community issues, building conditions and potential fraud by employees, vendors or residents.

Central to PHA's approach to public safety is ongoing collaboration with other law enforcement agencies. This past year, PHAPD actively participated in the Narcotics Task Force, a collaborative effort of the Pennsylvania Attorney General and the Philadelphia Police Department.

PHAPD coordinates its activities with the Philadelphia Police Department. PHAPD personnel attend the Philadelphia Police Department's weekly COMPSTAT meetings and maintain a direct link to information on crime statistics related to public housing through the Citynet system.

PHAPD also provides a range of youth-oriented programs to encourage positive choices and reduce youth involvement in the criminal justice system. These programs include DARE, GREAT and Explorers.

In addition to the activities of the PHAPD, PHA also utilized capital resources to improve security and public safety. In the past year, new burglar and fire alarm systems were installed to improve community safety.

- Accomplishment #1** Achieved a 24% annual reduction in Part I crimes at PHA developments. This category encompasses substantial reductions in homicides, rapes, burglaries and thefts
- Accomplishment #2** Achieved a 29% annual reduction in Part II crimes at PHA development
- Accomplishment #3** Continued partnerships with Philadelphia Police Department, Narcotics Task Force, DEA and HUD-OIG to ensure coordination of resources and efforts
- Accomplishment #4** Responded to 395 domestic violence complaints, resulting in 16 protection orders
- Accomplishment #5** Responded to 380 conflict resolution requests, resulting in mediations conducted for 112 cases
- Accomplishment #6** Conducted 164 community outreach site visits
- Accomplishment #7** Removed 383 abandoned cars from PHA properties
- Accomplishment #8** Implemented DARE/GREAT and Explorers youth program activities at elementary schools attended by PHA youth
- Accomplishment #9** Assisted TSSI and Operation Town Watch at Fairhill, Richard Allen, Johnson Homes, Paschall and Whitehall
- Accomplishment #10** In partnership with local law enforcement, made 174 drug related arrests on or near PHA developments

**Other Results**

- Conducted 6,323 criminal records checks on new applicants for PHA housing.
- Partnered with the City Police to attend Philadelphia Police Department personnel roll calls at the 8th, 15th and 16th Police Districts.
- Continued involvement with and support of the Weed and Seed Program in the West Philadelphia Area that includes West Park, Mill Creek, Haddington Homes and Arch Homes developments and the North Philadelphia Area that encompasses the Fairhill Development.
- Investigated 856 complaints in the HCV program resulting in 227 terminations

## GOAL 5: Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Supportive Services for PHA Residents



Day Care Center

PHA continued and expanded its efforts to enhance resident economic self-sufficiency during the past year. Through a wide range of creative partnerships, PHA sponsors and/or directly operates numerous economic self-sufficiency and social service programs. The goals of these programs focuses on assisting residents to maximize their individual potential, build self-sufficiency skills and become involved in positive, uplifting activities. Residents of all groups are serviced through these initiatives including early childhood development, youth after school, adult employment and training, and senior service programs. Supporting residents to become homeowners through programs such as 5-H, Section 8 Homeownership, Turnkey III and HOPE VI Homeownership is also a primary focus of PHA activities under this broad goal area.

With the advent of the new Housing Choice Voucher program time limit, PHA has further sharpened its focus on economic self-sufficiency through establishment of a new MTW Family Services Department. This Department

has started to work with participating residents to develop and implement Family Economic Development Action Plans designed to promote economic enhancement while the residents are enrolled in the HCV program. Participants in PHA's existing Family Self Sufficiency program will also continue to work with the MTW Family Services staff; however, additional program participants will not be added to the program as a result of the new MTW Family Services focus.

Central to PHA's approach is leveraging resources, collaborating with resident leadership, and partnering with qualified agencies and institutions to bring the best available program services to PHA residents. Over the past five years, PHA has secured over \$50 million in funding to enhance resident-oriented programs. Key partnerships were implemented or continued with Temple University, Penn State, the Philadelphia Health Institute, the Department of Human Services, Philadelphia County Assistance Office, Philadelphia Workforce Development Corporation, and others.

As an outstanding example of new partnership development, PHA opened its first "one stop" Economic Self Sufficiency Center (the "ESS Center") at Blumberg Apartments. The ESS Center houses ten PHA partners and includes a computer lab, training rooms, commercial kitchen space, private offices and other facilities. Residents from any PHA site or program can use the center for career counseling, computer training, GED preparation, child care referrals and other needed services. PHA intends to open an additional center in the coming year.

PHA continued to operate a number of supportive services, youth development, employment and training initiatives with a proven track record. This includes the Pre-Apprenticeship Training Program initiative in partnership with building trade unions that graduated 76 residents in the past year. To date, over 50% of program graduates have obtained union jobs. Another 30 percent of graduates obtained other employment. PHA's partnership with the Philadelphia Health Institute continued to train and place 98% of gradu-

ating residents in Certified Nursing Assistant and Pharmacy Technician positions. PHA also operates Headstart and/or child care programs and Senior Centers at sites throughout the City.

PHA continued to expand its homeownership counseling programs in partnership with local non-profit counseling agencies, Fannie Mae and lending institutions. Fifteen new homeowners were assisted through the Section 8 Homeownership program. Further, all 87 Turnkey III units at Brown Street Villages were sold, and major efforts were undertaken to plan for new HOPE VI funded homeownership initiatives.

Programs to involve PHA youth in positive, career oriented activities served over 1,000 youth. All of PHA's youth activities now adhere to the City's Core Standards for Philadelphia's Youth Programs.

In working to bridge the "digital divide", PHA continued the on-site computer technology labs as well as the mobile computer lab program. PHA now operates labs at Community Centers at Tasker Homes, Harrison Plaza, Norris Homes, Whitehall, Katie

B. Jackson, Spring Garden, West Park, Fairhill, Blumberg, and the Tasker Older Adult Center, and planning has begun at Holmcrest and Bartram. PHA also established computer laboratories at Germantown Settlement House, Crusaders for Christ, Cunningham Community Center, and the Lighthouse to serve youth participating in the Skills for Life Program.

Through the non-profit Tenant Support Services, Inc., PHA expanded efforts to involve public housing and other community residents in improving PHA communities. The Clean Sweep initiative was singularly successful in involving 18,500 people in clean up and community improvement activities. TSSI is an integral part of all of PHA's service, planning and implementation initiatives.

PHA also supported this goal area through its development and property disposition activities. In developing revitalization plans, PHA reviews opportunities for creative partnerships with local agencies that will ultimately benefit PHA residents. During the past year, a number of these initiatives

occurred including conveyance of six properties at Girard Estates to the Board of City Trusts. These properties will become a part of the Girard Estates Homeownership Program. Through an MOA with City Trusts, PHA residents will receive counseling and be eligible for homeownership. Further, City Trusts will provide educational opportunities for PHA residents to attend Girard College.

### Other Results

- Collaborated with Temple University to host PHA youth at the national HOPE VI "Ideas In Action" youth conference in Philadelphia.
- Established and monitored Community and Supportive Service programs at all HOPE VI sites including preparing new service provider contracts at Mill Creek.
- Established monthly HOPE VI resident and community meetings to keep residents informed of activities.
- Worked with Fannie Mae to develop homeownership workshops for MLK residents.
- Conducted training for staff and HOPE VI contractors on case management, reporting and service policies and procedures.
- Conveyed properties to Board of City Trusts with related MOA that will provide homeownership and educational benefits to PHA residents.
- Disposed of Empowerment Zone area properties to support a new factory that will provide job training and permanent employment opportunities for PHA residents.
- Organized numerous community educational and other special events including HOPE VI implosion and groundbreaking events.
- Through the ROSS Program, 20 residents were hired by TSSI as Social Service Apprentices. These are part-time positions designed to provide training (through Temple University) and future employment opportunities to residents.

<b>Accomplishment #1</b>	Opened a new "one stop" Economic Self Sufficiency Center at Blumberg Apartments serving public housing and neighborhood residents
<b>Accomplishment #2</b>	Assisted 15 PHA families in becoming homeowners through the Section 8 Homeownership program
<b>Accomplishment #3</b>	Established new MTW Family Services unit with responsibility for servicing HCV clients in developing and implementing self-sufficiency action plans
<b>Accomplishment #4</b>	Graduated 76 residents from the Pre Apprenticeship Training Program
<b>Accomplishment #5</b>	Graduated 59 residents from Philadelphia Health Institute Certified Nursing Associate training programs
<b>Accomplishment #6</b>	Provided services to over 4,000 seniors at PHA Senior Centers
<b>Accomplishment #7</b>	Supported start-up of eight resident businesses
<b>Accomplishment #8</b>	Served 232 pre-school youth in the Headstart and child care programs
<b>Accomplishment #9</b>	Served 170 resident youth in the Skills for Life program
<b>Accomplishment #10</b>	Over 90,000 meals were distributed through the Summer Food Service Program

- Continued operation of PHA's Mobile Computer Labs manned by the Community Relations Unit (CRU) of the Philadelphia Housing Authority Police Department. The CRU, directed by CRDSS, visited more than 8 locations and served over 150 children. The labs provide internet access and fun and educational software programs for chil-

dren from Preschool through Sixth Grade. A daily schedule has been implemented so that children in PHA's seven Early Childhood Centers benefit from regular use of the computers.

- Worked with the Philadelphia Corporation for Aging to increase marketing through special events, including Terrific Tuesdays and the

PCA Senior Expo. PHA operates senior centers at Liddonfield and Tasker Homes, which served 888 participants last year.



Executive Director Carl Greene is honored by City Council Members Jannie Blackwell and Frank Rizzo for PHA's ongoing efforts in beautifying Philadelphia.

## GOAL 6: Improve the Productivity and the Cost Effectiveness of PHA's Operations

Proposed reductions in the federal public housing operating subsidy budget have accelerated PHA efforts to improve productivity, fully utilize available resources, and identify opportunities for cost savings. These initiatives took many forms during the past year:

- PHA competitively bid and awarded three large-scale construction management contracts to enhance its ability to quickly respond to the need for demolition, construction and related services. This approach includes adequate internal controls to ensure appropriate pricing, while expediting the process of procuring qualified contractors and completing needed work.
- PHA has submitted a revised procurement policy to HUD for review and approval using its Moving To Work program regulatory flexibility.

Upon implementation, this new system will simplify the procurement process, while ensuring an appropriate level of internal control and external competition.

- Through analysis of its current computer hardware configuration, PHA undertook a consolidation program to eliminate departmental file servers and consolidate data on central servers. This conversion process reduces ongoing overhead and administrative costs, while improving reliability and performance for end-users.
- Implementation of Phase II PeopleSoft Projects and Grants modules has enhanced PHA's ability to carefully monitor a very complex set of ongoing projects and grant funds. This technology will help staff ensure that funds are

expended consistent with approved budgets and timetables, as well as ensure conformance with regulatory/funding requirements.

- Through its ongoing review of utility usage and invoices, PHA identified over \$300,000 in cost savings for erroneous billings.
- Through continuous staff training efforts, PHA is working to reduce errors associated with the rent calculation and recertification processes. In addition, PHA has contracted with a Low Income Housing Tax Credit specialist to provide ongoing monitoring, training and oversight of Tax Credit reporting and compliance. These initiatives represent an important component of PHA's proactive efforts to improve productivity and efficiency.
- Utilization of the new PeopleSoft inventory system has resulted in an increase in inventory accuracy from 83% to 96%. Also, cycle counts were performed at all PHA stock locations during the year, thus eliminating the need for a complete year end physical count. This initiative saved an estimated \$10,000 in overtime costs.
- As part of the Moving To Work Demonstration Program, PHA began implementation of a new initiative to reduce the frequency of income recertifications to every two years (from the current annual system). In addition, PHA intends to implement a new, simplified rent calculation system that should reduce paperwork, reduce errors and eliminate some of the complexity of the current system. While the net impact of these changes will not be apparent for some time, PHA anticipates that these changes will free up staff resources to perform other, more productive tasks.
- Through an extensive program of risk reduction and loss management, PHA was able to limit losses to a level substantially below the industry average. As a result of this

**Accomplishment # 1** Issued three large scale construction management contracts to facilitate timely, cost effective performance of PHA construction projects

**Accomplishment # 2** Improved ability to monitor status of existing program funds through implementation of PeopleSoft Projects and Grants modules

**Accomplishment # 3** Implemented staff training initiatives for a wide range of positions including Housing Management, Section 8 and Inspection staff

**Accomplishment # 4** Identified over \$300,000 in erroneous utility billings

**Accomplishment # 5** Achieved cost savings in property insurance as a result of aggressive risk reduction and risk management program

**Accomplishment # 6** Prepare revised procurement policy under MTW program

**Accomplishment # 7** Achieved 96% accuracy rate on inventory cycle counts using enhanced software technology

**Accomplishment # 8** Established new two year recertification program using MTW regulatory flexibility

**Accomplishment # 9** Undertook planning for simplified rent calculation system using MTW flexibility

**Accomplishment # 10** Implemented plan to eliminate departmental computer servers and consolidated into a reduced cost, centrally-managed configuration

and other efforts, PHA was able to maintain its insurance premium increases to well under the anticipated levels.

Through MTW, PHA will be exempt from a number of HUD regulations applicable to other public housing authorities and will have the ability to

flexibly utilize available operating, capital and HCV funds to meet agency purposes. The benefits of MTW designation will continue to manifest themselves over the coming months as PHA moves forward with implementing streamlined management policies and procedures.

#### **Other Results**

- Installed energy and water-saving devices and appliances as part of conventional unit rehabilitation.

## GOAL 7: Improve Program Compliance, Reporting, Performance and Accountability.

PHA's performance on key management indicators is very strong as evidenced by the recently completed Standard & Poor's agency rating.

PHA's management initiatives and strategies are incorporated into a comprehensive Strategic Operating Plan developed by senior management staff and monitored monthly by PHA's Asset Management staff. The Strategic Operating Plan incorporates goals, tasks, deliverables and schedules for every operational and policy area of the agency. During the past year, PHA conducted a senior staff planning conference to update the Plan to incorporate new initiatives resulting from the Moving To Work designation. Reporting on the Plan is an automated process through a Lotus Notes application. On a monthly basis, detailed reports of all completed and outstanding task items are produced and reviewed by the Executive Director and the senior staff.

In order to address the increased need for Low Income Housing Tax Credit (LIHTC) reporting and compliance requirements, PHA implemented new staff training and hired a LIHTC specialist to provide monitoring, training

and oversight of agency efforts.

Improvements were made to automate PHA's monthly financial close reports. Developed internally, the new system will allow PHA finance staff to create comprehensive financial reports with the "click of a button". The financial staff can also "drill down" through these reports.

Intensive staff training was also conducted throughout the agency to ensure conformance with policies and procedures, especially in the areas of rent calculations, recertifications, and inspections.

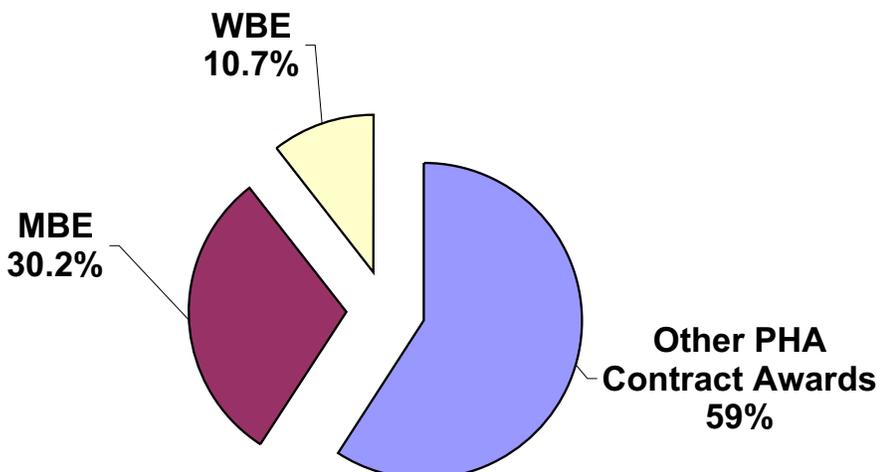
Evidence of PHA's systems, policies and training was seen in the results of two Office of Inspector General audits. One, lasting more than two years, evaluating \$158 million in expenses, found that more than 99.7% were in total compliance with HUD rules and regulations. In addition, an OIG audit of Human Resources Department found that PHA is in complete adherence to HUD guidelines.

As noted throughout this report, in virtually every area of PHA's organization, progress was made in improving the quality of life for residents and the efficiency of PHA operations.

### Other Results

- Instituted Statistical Contract Administration Reporting to identify and monitor contracts, task orders for services and construction.
- Continued operation of Lease Enforcement and Compliance Unit to support enforcement of PHA lease provisions.
- Trained all PHA maintenance staff members in Lead-Safe Work Practices.
- Provided timely response and worked to eliminate lead-based paint hazards for all identified EIBLL (Environmental Intervention Blood Lead Level) cases. PHA's Environmental Services Department initiated an EIBLL Response procedure for prospective HCV units that provides for risk assessments to be conducted at units planned for HCV lease that will be occupied by EIBLL children.
- Worked with the Philadelphia Health Department's Childhood Lead Poisoning Prevention Program to provide Lead Awareness training to HCV Service Representatives and managers.

## PHA 2000-2002 Contract Awards



PHA awarded more than \$115,000,000 in contracts during the past year. 40.6% of those awards were with minority owned and woman owned businesses bringing the three year total to more than \$82,000,000 in MBE and WBE awards, 40.9% of all contracts.

- Other PHA Contract Awards
- MBE
- WBE

- Accomplishment #1** Established, updated and monitored agency-wide Strategic Operating Plan including goals, objectives and performance standards for all elements of PHA's operations
- Accomplishment #2** Contracted with LIHTC specialist to provide monitoring, training and oversight of Tax Credit compliance and reporting
- Accomplishment #3** Achieved an overall "strong" rating based on Standard & Poor's review of PHA operations
- Accomplishment #4** Received nearly perfect scores in OIG audits of PHA Procurement and Human Resources Departments
- Accomplishment #5** Established and implemented revised quality control procedures for income calculation and recertification processes
- Accomplishment #6** Automated financial close reports using new computer tools

- Provided lead awareness training sessions for scattered site and conventional site managers focusing on lead-based paint information to be disseminated to resident families at initial lease and annual recertification.

## GOAL 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations



PHA Data Center

PHA continued and expanded efforts to incorporate best practices technology into all phases of PHA operations. Over the past five years, a solid Information Technology framework has been established incorporating industry-standard network equipment, upgrading or replacing mission critical software applications, building a qualified and responsive technology staff, and improving the capacity of all PHA computer users through extensive training. The previously cited Standard & Poor's review of PHA operations noted PHA's "...highly sophisticated technological capabilities" which exceed those of any other housing authority that S&P has evaluated. Key activities from the past year included:

Implementation of the PeopleSoft Enterprise Resource Planning (ERP) system continued including installation of the Help Desk, Projects and Grants modules. This software is an industry standard in the private sector and PHA is the first public agency to implement this software to manage these activities.

The newly installed modules provide dramatic enhancements to system users. For example, the new Help Desk modules will automatically populate the request form with data on the caller using the existing HR database. Using the new portal (see below), employees will be able to track their Help Desk requests, create new requests, view FAQs, etc.

PHA's ISM Department successfully upgraded to the new web-enabled 8.4 Version of PeopleSoft. This technology improves overall performance and will result in long-term cost savings. All upgrades can now be done from a central site without requiring visits to individual workstations. The upgrade also has a number of other benefits including simplifying the timekeeper data entry process, automating the update of longevity rates, and standardizing and simplifying the process of creating union reports.

Using the upgraded PeopleSoft functionality, PHA automated a wide range of internal forms and processes includ-

ing Request for Personnel, Budget Amendment, Employee Status Change, Termination, Overtime Compensation, Employee Performance Evaluation, etc. The new system allows these forms to be transmitted electronically for review and approval using PHA's established workflow methodology.

Access to PHA's computerized systems and information has been simplified through installation of a new Enterprise Portal application. The portal provides employees with simplified access to the applications and information they need to perform their jobs. In addition to the development work involved, all PHA user staff received training on the portal during the past year.

The existing Lotus Notes Vacancy Tracking application was upgraded to: track demolition and disposition activity; allow for direct access to resident information; incorporate recertification information; and improve reporting. Additional changes will occur in the coming months including web-enabling

the application and adding work order and rent collection information.

PHA's departmental servers have been consolidated into a new, central configuration designed to improve performance and simplify administration. In addition to this activity, desktops were upgraded to replace inefficient

and outdated models.

A comprehensive assessment of PHA's network infrastructure was completed during this period. A series of recommended actions were identified and are currently being addressed.

#### Other Results

- Hired a computer-based training expert to develop new interactive multimedia training to be delivered over PHA's intranet.
- Began development of automated project management checklist and reporting tools to facilitate Development Department workflow
- Created numerous additional management reports using new ERP query tools. System reports provide management with real time data on budget vs. actual expenditures, status of purchase requisitions, status of inventory and other key indicators.

<b>Accomplishment #1</b>	Implementation of PeopleSoft Enterprise Resource Planning Projects and Grants modules
<b>Accomplishment #2</b>	Upgrade to web-enabled Version 8.4 of PeopleSoft
<b>Accomplishment #3</b>	Implementation of new electronic processing forms and workflow to support Human Resources
<b>Accomplishment #4</b>	Implementation of new Enterprise Portal application
<b>Accomplishment #5</b>	Implementation of new internal Help Desk application
<b>Accomplishment #6</b>	Upgrade of Lotus Notes Vacancy Tracking application
<b>Accomplishment #7</b>	Consolidation and streamlining of computer servers
<b>Accomplishment #8</b>	Completion of network infrastructure assessment
<b>Accomplishment #9</b>	Upgrade of desktop PCs
<b>Accomplishment #10</b>	Implementation of comprehensive staff training to support full utilization of new and upgraded applications

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



City Hall

PHA works on an ongoing basis with a wide array of governmental partners to leverage PHA resources and collaborate on projects to improve the quality of life for PHA residents. Examples of these partnerships that impact virtually every

area of PHA operations are described throughout this report.

PHA continued to work closely with the City of Philadelphia Mayor’s Office and the Department of Human Services on several key initiatives including sup-

porting neighborhood transformation efforts, planning for new affordable housing developments and providing supportive services and case management to reduce homelessness.

PHA established interagency agreements with City of Philadelphia agencies to allow: 1) the PHA Police Department to purchase and connect with the City Police Department’s 800 mhz radio system; 2) the PHA to procure the same trash removal vehicles as those used by the City; and, 3) City departments to access PHA services including code related repairs, lead based paint repairs and emergency repairs.

- Accomplishment #1** Established interagency agreement with Police Department to access 800 mhz radio equipment
- Accomplishment #2** Continued implementation of “Good Neighbors Make Good Neighborhoods” program in conjunction with the City to provide supportive services to formerly homeless families and individuals
- Accomplishment #3** Collaborated with law enforcement agencies to implement the Narcotics Task Force
- Accomplishment #4** Obtained tax credit funding to support PHA development projects from Pennsylvania Housing Finance Agency
- Accomplishment #5** Obtained continued state funding to support Pre Apprenticeship Training Program
- Accomplishment #6** Obtained state funding for adult day care and child care meals
- Accomplishment #7** Negotiated interagency agreement resulting in over 100 requests for PHA services from other City departments



PHA enjoys a cooperative working relationship with Philadelphia City Council.

The Philadelphia Fire Department provided training in fire safety to PHA residents and has participated in PHA Community Days to educate residents on fire prevention. The Fire Department also trained PHA employees in Emergency Services Operations.

Working with the Pennsylvania Housing Finance Agency, PHA has been successful in obtaining Low Income Housing Tax Credits for Richard Allen, Cambridge Plaza, MLK, Spring Garden, Tasker, Schuylkill Falls, Raymond Rosen Off-site, Suffolk Manor and Mt. Olivet. Cumulatively, these LIHTC

awards have generated \$84 million in equity funds to support PHA projects.

Continued Memorandum of Understanding with Pennsylvania National Guard to seal vacant PHA properties.

PHA continued its close working relationship with various State of Pennsylvania agencies to support the Pre-Apprenticeship Training Program, provide meals at adult day care and child care centers, and other efforts to promote resident economic self-sufficiency.

In the area of public safety, PHA's

Police Department collaborated with the Attorney General, the Philadelphia Police Department and other law enforcement agencies to fight drug trafficking and reduce criminal activity in and around PHA developments.

PHA attended Property Maintenance Training conducted by the Department of Licenses and Inspections to ensure compliance with the City Code.



**Philadelphia Housing Authority**  
**Building Beyond Expectations**

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