



MTW YEAR 8

# ACCOMPLISHMENTS REPORT

APRIL 1, 2008 - MARCH 31, 2009



**Philadelphia Housing Authority**  
Building Beyond Expectations

Carl R. Greene, Executive Director

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# Accomplishments Introduction

## A SUMMARY OF THE EXTENSIVE INITIATIVES UNDERTAKEN AND ACCOMPLISHMENTS ACHIEVED BY PHA

This is the Eighth Annual Accomplishments Report published by the Philadelphia Housing Authority (PHA) under the Moving To Work (MTW) Demonstration Program. PHA's participation in the MTW Program continues to be an essential component of its efforts to transform and revitalize Philadelphia's public housing program, create affordable homeownership opportunities, and promote resident economic self-sufficiency. PHA is pleased to report that it has entered into a new MTW Agreement effective October 16,

2008, which will extend the MTW program in Philadelphia for an additional ten (10)-year period.

The Annual Accomplishments Report provides a summary of the extensive initiatives undertaken and accomplishments achieved by PHA for the one-year period ending March 31, 2009.



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# Year Eight Highlights

## Ribbon Cutting at Nellie Reynolds Gardens



“PHA is proud of our many accomplishments in revitalizing public housing communities over the past year and stretching back over a decade. This year’s opening of Nellie Reynolds Gardens is a recent example.”

**Carl R. Greene**  
Executive Director,  
Philadelphia Housing  
Authority



Among the many highlights of the past year were the commencement of construction at Warnock Phase I and II and Spring Garden II scattered sites; completion of 64 rental units at Nellie Reynolds Gardens and 54 rental units at Angela Court phase II; completion of 50 homeownership units at Ludlow; sale of 103 affordable homes; and commitments obtained for approximately \$49.7 million in new private equity, state and local resources to support PHA development activities.

PHA also furthered its efforts to provide a broad range of services enriched housing options for older adults with receipt of a state license to operate a new Adult Day Care Center scheduled for opening in mid-2009 co-located at the Nellie Reynolds Gardens development.

While much progress has been made, PHA’s efforts have continued to be hindered by ongoing reductions in federal support for public housing operating costs which was pro-rated at approximately 87% of actual funding need during the last year. PHA’s Executive

Director, Carl R. Greene, has continued to emphasize the importance of stable,

adequate funding for the future viability of the public housing program.

“PHA is proud of our many accomplishments in revitalizing public housing communities over the past year and stretching back over a decade. This year’s opening of Nellie Reynolds Gardens, start of construction at Warnock Street and completion of fifty homeownership units at Ludlow are just three of the most recent examples,” said Greene, “However, we must continue to advocate for adequate funding if we are to protect and preserve these critical community assets and ensure that they remain viable for future generations. I am hopeful that HUD and our elected officials will focus on providing stable, predictable and adequate funding for both public housing and the Housing Choice Voucher program. In these times of economic uncertainty and dislocation, the need for PHA housing resources is greater than ever.”

In discussing the past year, Executive Director Greene emphasized progress made in reducing energy costs, eliminating deferred maintenance backlogs and improving customer service.

“In light of rapidly increasing energy costs and ongoing federal funding cutbacks, PHA has renewed and reinvigorated a focus on energy conservation and preventive maintenance activities,” he said. “Our new ‘Maintenance WAVE’ program is an example

of the innovative and entrepreneurial approach that PHA embraces. Multi-trade crews are methodically focusing on scattered site and conventional properties to pro-actively address preventive maintenance needs, while weatherizing apartments and common areas.”

“This is a recently implemented initiative, which has already completed weatherization activities on over 1,110 apartments and dramatically reduced service order turnaround time,” Greene noted.

“When combined with the additional energy-related work that PHA will accomplish using funds from the American Recovery and Reinvestment Act, I believe we will make great strides in the next year in containing energy costs and improving maintenance response. Our residents love to see the Maintenance WAVE arrive, as it is further evidence of PHA’s commitment to the future of their communities”.



## Strategic Operating Plan

All MTW activities are incorporated into PHA’s comprehensive, agency-wide Strategic Operating Plan, which provides a detailed “blueprint” for agency goals, objectives and tasks in every major area of agency operations. The Strategic Operating Plan is regularly updated to report progress and reflect new agency initiatives including those undertaken as part of the MTW Demonstration Program. PHA utilizes an industry standard project management system to track and report on Strategic Operating Plan progress.

To ensure continuous progress in each goal area, PHA convenes regular inter-departmental goal meetings for each of the nine goals. The goal meetings are working sessions that provide an opportunity for staff to work on key objectives, address operational challenges, and identify solutions to strategic plan tasks. In addition to goal meetings, PHA established a Leadership Council that meets bi-weekly to review strategic plan progress and to identify and resolve obstacles to achieving all identified goals. Finally, as noted below, site level goals and objectives are monitored and supported by cross-functional teams as part of the Performance Management Initiative.

The Accomplishments Report highlights and summarizes the accomplishments achieved by PHA under each of the nine Strategic Operating Plan goals during the fiscal year from April 1, 2008 through March 31, 2009.

# Strategic Operating Plan Goal 1

## *Achieve Excellence In Property Management*

### Maintenance WAVE program



Under the Maintenance Mania program, PHA was able to overcome years of under-funding in the operating budget and clear the large backlog of service orders at scattered sites.



### Over the course of the year, PHA was able to maintain a high level of productivity on key property management indicators:

- Through the new Maintenance WAVE program, PHA completed weatherization efforts at over 1,100 apartments.
- Under the Maintenance Mania program, PHA was able to overcome years of under-funding in the operating budget and clear the backlog of service orders at scattered sites; completed service orders per month have risen from 4,000 to 8,000.
- Of approximately \$32.7 million in rent billed, PHA successfully collected \$30.35 million. This represents an increase of approximately \$946,933 over the prior year.
- PHA achieved a 98.28% adjusted occupancy rate for conventional housing and a 99.51% rate for PAPMC sites.
- 100% of PHA occupied units were inspected using the UPCS standards during the year.
- Over 99% of scheduled recertifications were completed.
- The overall total of formerly homeless households housed under the “Blueprint to End Homelessness” program as of March 31, 2009 is 601.
- Sparkle Plus initiatives were undertaken at all sites to maintain their curb appeal.
- Comprehensive staff training curricula were developed and implemented.

PHA currently owns and manages a total of 15,661 housing units in thirty-one (31) conventional public housing developments, ten (10) scattered site management areas, eleven (11) alternatively managed developments and eighteen (18) newly renovated or constructed Low Income Housing Tax Credit sites. PHA's portfolio includes units managed by its subsidiary, Philadelphia Asset and Property Management Corporation (PAPMC). Unit counts will continue to change in the coming months to reflect new development (Warnock Street, Ludlow, Spring Garden II scattered sites and Angela Court II), disposition and demolition activity (Mantua, partial Liddonfield, partial Abbotsford).

## Customer Service and Satisfaction Survey Highlights

How satisfied are you with the following:	2009	2006
Your unit/home?	94%	86%
Your development/building?	85%	77%
Your neighborhood?	71%	72%

Do you think management is:	2009	2006
Responsive to your questions and concerns?	87%	81%
Courteous and professional with you?	88%	84%
Supportive of your resident/tenant organization	84%	76%

How safe do you feel:	2009	2006
In your unit/home?	94%	88%
In your building?	86%	69%
In your parking area?	70%	61%

How satisfied are you with the upkeep of the following areas in your development?	2009	2006
Common areas	94%	88%
Exterior of buildings?	82%	78%
Parking areas?	72%	69%
Recreation areas	69%	67%

# Strategic Operating Plan Goal 2

## *Achieve Excellence in The Management Of The Housing Choice Voucher Program And Enforce Program Compliance*

### HCV Inspections



100% of all HCV scheduled inspections were completed. Units are inspected before occupancy and then regularly throughout the term of the lease.

### Housing Fair



Housing Fairs aimed to improve the quality and expand the geographic distribution to HCV participants.



PHA operates one of the country's largest Housing Choice Voucher (HCV) programs, which last year served approximately 15,613 Philadelphia households. In contrast to the PHA-owned housing programs, the HCV program allows PHA to enter into contracts with private property owners so that rents are affordable to low-income households. In these efforts, PHA collaborates with a broad range of community actors, developers and government agencies to use HCV resources to accelerate and support neighborhood revitalization.

HCV resources are also allocated to assisting low-income households to become homeowners. Eligible households, who must have an employment history unless they are disabled or elderly, are provided with credit and homebuyer counseling that enables them to find and secure permanent homeownership units in the community. PHA's HCV homeownership initiative represents one of the most successful programs in the country.

PHA continued to operate community site offices, which provided neighborhood residents with convenient access to conduct business and contact with their assigned Service Representatives.

## Major accomplishments in the area of HCV operations during MTW Year Eight include:

- As part of the home sales activity, PHA expanded its HCV Homeownership Program to 268 homes, including 51 new homeowners in the past year. Twenty One (21) of these new homeowners are families with disabilities
- 100% of scheduled recertifications were completed.
- 100% of all HCV scheduled inspections were completed. Units are inspected before occupancy and then regularly throughout the term of the lease.
- PHA investigations handled 697 complaints, of which 216 resulted in requests for termination. 201 complaints were unsubstantiated while 116 were resolved. 25 complaints remained under investigation while 139 were about residences or people that are not in the program.
- PHA continued to provide enhanced Tenant Responsibility MTW Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at initial lease-up. This effort helps improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.
- Efforts to improve the quality and expand the geographic distribution of housing units available to HCV participants were implemented during the past year. These efforts included conducting Housing Fairs, briefing sessions and distribution of informational materials to program participants.
- File audits were completed on all files using PHA's CRM Quality Control module.
- HCV participants who are subject to the seven-year time limit as part of MTW continued to work with PHA to develop a Family Economic Development Action Plan (FEDAP). The FEDAP helps establish self-sufficiency goals for the entire family in order to assist them in improving their overall economic status. PHA staff collaborates with local community partners to provide employment, training and other supportive services to HCV program participants.
- PHA continued to operate a model Housing Choice Voucher program, serving 15,613 families.
- 897 landlords took the full-day required property management course.
- 841 families initiated economic self-sufficiency agreements.
- These agreements serve as a road map toward leaving the HCV program or to moving to HCV homeownership.

# Strategic Operating Plan Goal 3

## *Develop Affordable Quality Housing that Supports Balanced Communities*

### **Passyunk Office Building**



PHA completed construction of an 80,000 sq. ft. building on the site that will serve as PHA offices for Operations, Police, Contract and Development departments including warehouse spaces.



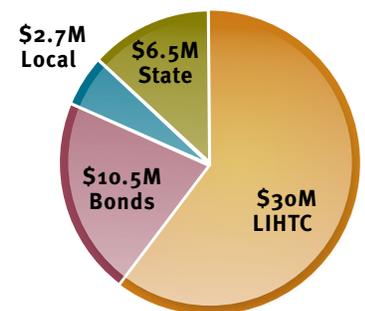
This Strategic Operating Goal encompasses both the redevelopment of existing PHA communities as well as the implementation of new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization.

PHA redevelopment and neighborhood revitalization initiatives have transformed Philadelphia's neighborhoods. The economic value and leveraging effect generated by these initiatives have been carefully documented in the "Creating Wealth" study discussed in the Year Five Annual Report. That study documented the extent to which real estate values in neighborhoods adjacent to PHA redevelopment projects have increased at levels substantially higher than in other parts of the city.

## Major highlights for this goal area during MTW Year Eight include:

- PHA continued to effectively administer capital budgets of over \$1.5 billion. This includes funding for recently completed redevelopment, new construction and modernization as well as projects scheduled in the coming years. PHA's track record as a developer includes two new transactions this year: Paschall Phases I and II
- An additional \$49.7 million in leveraged financing was raised during the year including \$6.5 million in state funds, \$10.5 million in bond funds, \$30 million in LIHTC private equity and \$2.7 million in local funds.
- PHA closed on a total of \$68 million in real estate transactions over the past year, involving the creation of 153 rental units. The sites that closed included Warnock phase I and II and Spring Gardens Scattered sites.
- Construction began on a \$68 million, 108 family rental units at Warnock Phase I and Spring Garden Scattered sites, and a 45 unit senior building at Warnock Phase II. The site will include approximately 30,000 square feet of non-residential office space.
- Master planning and property acquisition activities were completed for the \$33 million Mantua Square Phase 1 and 2.
- At Paschall, tax credit applications were submitted and master-planning activities completed for a 100-unit development with an estimated cost of \$35 million.
- At Mantua, a tax credit application was approved for Phase I, 50 rental units of the overall 101 unit development with an estimated cost of \$35.5 million
- At the \$83 million MLK Plaza development, PHA finalized development and had zoning approval for development of green space and 19 affordable homeownership units.
- At Passyunk, PHA completed construction of an 80,000 sq. ft. building on the site that will serve as PHA offices for Operations, Police, Contract and Development departments including warehouse spaces.
- Heating system upgrades were completed at Queen Lane, Norris, and Emlen Arms.
- PHA submitted 17 disposition applications between April 1, 2008 and March 31, 2009 to permit the transfer of 1,331 scattered site properties (1,710 residential units) that are to be used along with other properties assembled by PHA affiliates and private purchasers/developers for various purposes including:
  - sale to enhance PHA's scattered sites initiative (to decrease PHA's inventory of vacant structures and lots, and provide needed capital to offset HUD funding reductions)
  - transfer to PHA affiliates for the development of affordable rental housing and homeownership developments, including 45 senior and 256 family rental units
  - transfer to community development corporations and private entities for the development of approximately 216 affordable rental and homeownership units.
- PHA undertook a wide range of master planning efforts in neighborhoods adjacent to or near PHA developments including Abbottsford Homes, Mill Creek East and West Extensions, Mantua Hall vicinity, Warnock Extension, Ludlow Extension, Glenwood vicinity, Strawberry Mansion, Grays Ferry North, Sharswood neighborhood, Bartram Village vicinity, Liddonfield, Queen Lane vicinity and Morton Homes.

### Leveraged Financing



\$49.7 million in leveraged financing was raised during the year including \$6.5 million in state funds, \$10.5 million in bond funds, \$30 million in LIHTC private equity and \$2.7 million in local funds.

# Strategic Operating Plan Goal 4

*Implement Public Safety Programs That Promote the Well-Being Of Our Neighborhoods and the Accountability of Program Participants.*

## PHA Police Department



In Year 8, PHAPD successfully processed 27,512 Police Record Checks for PHA residents.

PHA’s public safety focus under Strategic Operating Plan Goal 4 encompasses management of security for all PHA housing communities, offices and other facilities. In addition, PHA provides a range of public safety related services including support for resident crime prevention efforts, investigation of complaints, coordination of lease compliance activity, criminal records checks and other critical tasks. These services include management of private security contracts that provide security at 11 senior developments, 3 family developments, 5 HCV site offices, 2 scattered site offices and 3 administrative offices.

The PHA Police Department Investigations Unit now processes Police Record Checks for Conventional, Scattered Sites and Admissions Departments. This change enables “real time” receipt of criminal record information, which is reviewed by trained Investigative personnel and then the rapid responses are furnished to the requestor.

Requests are received from PHA Management based on information received at initial application for housing and recertification of current leases, listing all adults over the age of 18. The requests are processed through the Pennsylvania State Police criminal records and National Crime Information Center directly. The returned history is reviewed and approved and/or denied based on criminal activity found. The results are provided to appropriate PHA personnel for either arrest, eviction or other necessary action.

In Year 8, PHAPD successfully processed 27,512 Police Record Checks for PHA residents.



PHAPD manages private security officers at 33 sites, including this one at Nellie Reynolds Gardens.

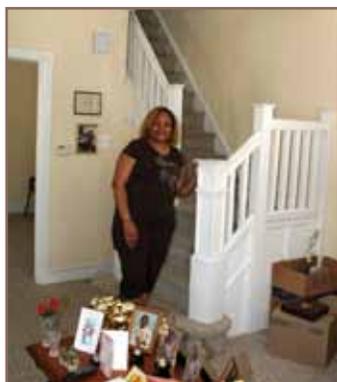
## Progress in the area of public safety was made during Year Eight in spite of ongoing reductions in federal funds. Highlights from MTW Year Eight include:

-  The Lease Enforcement Compliance Unit participated in informal rent counseling sessions throughout the year, which has contributed to the number of tenants who pay off their judgments prior to eviction. LECU's initiatives, combined with asset management efforts, have resulted in a total collection of \$193,026.06 in judgments in order to avoid eviction.
-  The PHA Investigations Unit continued to provide assistance to all internal and external agencies, federal, state and local as requested. The unit conducts Workers' Compensation investigations to ensure the integrity of claims made. The unit will process Police Record Checks for conventional and scattered sites and continue to assist HCVP in processing investigations to deter illegal occupancy.
-  Security Upgrades: Installation of the integrated security systems were completed this fiscal year at Admissions, Ludlow, Nellie Reynolds Gardens, Katie B Jackson, Fairhill, Queen Lane and Bentley Hall.
-  Fleet Department: PHA's Fleet Department handled 2,152 calls for vehicle service (down 9% from previous year). Additionally, the Fleet Department selected candidate vehicles for retirement or replacement thereby reducing the fleet size by 44% since 2002, which provided a significant saving in the areas of repairs, fuel and insurance. Finally, fuel usage for 2009 was reduced by 6% through stringent monitoring practices.
-  Insurance/Risk Management: PHA's primary insurance coverages - liability, property and auto - were recently reviewed for renewal, resulting in 6-12% reductions due to favorable loss history and risk management activities. PHA also secured additional new policies and coverages at no charge.
-  PHA was cited by the Housing Authority Insurance Group for low claims and was sent two rebates totaling more than \$1M.
-  Community Relations: The G.R.E.A.T. Program reached approximately 4000 students in Elementary, Middle and Junior High Schools.

## Strategic Operating Plan Goal 5

### *Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.*

#### **New PHA homeowner**



Angela Allen in the living room of her new home.

Strategic Operating Plan Goal 5 incorporates the numerous programs and activities undertaken by PHA and its network of community partners to promote resident economic self sufficiency, encourage the healthy development of children, support seniors and people with disabilities, and maximize resident potential for independent living.

Programs under this goal area include affordable homeownership, youth and senior programs, employment training and job placement initiatives. Because the scope of need among PHA residents is so great, PHA cannot do this job alone. Therefore, 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.

PHA's Communication Department supported and enhanced these efforts through community events, media spots and publications including the successful "PHA Experience" quarterly resident newspaper. These efforts are designed to promote resident awareness of community opportunities, to promote positive role models, to inform residents of PHA policy issues, and to strengthen and reshape PHA's image in the larger community.

Through the non-profit Tenant Support Services Inc. (TSSI), PHA expanded efforts to involve public housing and other community residents in improving PHA communities. TSSI is an integral partner in all of PHA's service planning and implementation initiatives.



## Significant accomplishments related to this goal area through

### MTW Year Eight include:

- PHA's groundbreaking affordable homeownership program continued to grow during the past year. The Home Sales Department sold another 103 homes (45 new, 7 5-H and 51 HCV in Year Eight, bringing the program total to 982.
- More than 1,500 low and moderate-income households participated in PHA sponsored first-time homebuyer workshops over the past year. PHA has also established working partnerships with 27 certified housing counseling agencies and many major regional banks including Wachovia, Bank of America, Citizens, TD Bank and Sovereign Banks.
- PHA continued to implement a Resident Mortgage Assistance Program (RMAP) comprehensive benefit package to assist residents in achieving homeownership by providing closing cost assistance, writing down the cost of the home and providing free financial counseling.



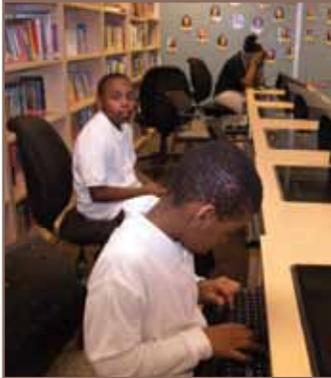
- PHA continued to operate the Pre-Apprenticeship Training Program initiative in partnership with the building trade unions. As of March 31, 2009, a total of five hundred and seventy eight (578) residents graduated from the program, including seventy (70) graduates over the past year. Two hundred and ninety-five (295) of these graduates entered the construction trades. These jobs are positions at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program and PHA's new partnership with industrial employment opportunities. PHA formed partnerships in Year 8 to provide employment opportunities at businesses including University of Pennsylvania, Preston Construction Company, Haines and Kibblehouse Earthmovers, Nesmith & Company, Urban League, Elite Janitorial, Ferry LLP Development Group, the Combine Group, PECO/Exelon, and the Quantum Group. These companies join others such as Aker Shipyard, Gamesa Windmill Plant and Boeing/Vertol Industries in recruiting Pre-Apprenticeship grads.

- PHA placed residents in jobs through the Section 3 Program. This program, which requires PHA contractors to hire qualified PHA residents for new positions, produced two hundred and eighty-nine (289) jobs in the past fiscal year. PHA contractors continue to fill their workforce needs with qualified PHA residents, who are often graduates of the Pre-Apprenticeship program.
- A total of sixty-three (63) residents enrolled and twenty-nine (29) graduated from the Certified Nursing Assistant (CNA) Program over the past year, bringing the total to one thousand and twenty-seven (1027) residents. CNA graduates have a 90% employment rate. All graduates are employable as state certified CNAs.
- A total of ninety-three (93) residents enrolled and forty-nine (49) graduated from the Pharmacy Technician Program over the past year, for a total of four hundred and twenty-six (426) residents. Pharmacy Technician graduates have a 90% employment rate. All graduates are eligible to sit for the Pennsylvania State Certification and may secure employment as Pharmacy Technicians.

# Strategic Operating Plan Goal 5

## Continued

### John F. Street Community Center

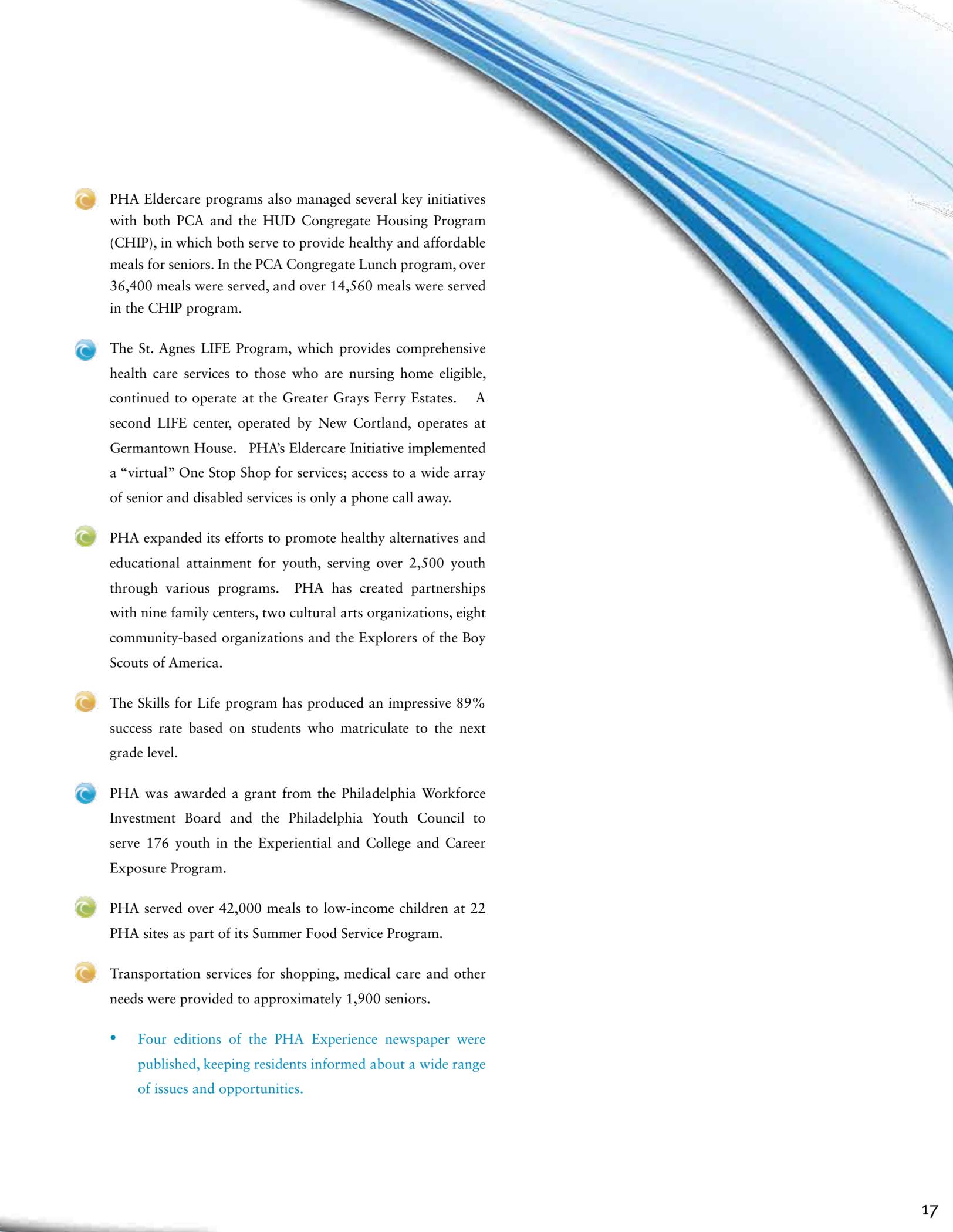


PHA opened a community Library at the John F. Street Community Center with a total of 8000 new and donated books from The Philadelphia Free Library, community donors and PHA staff.

- A total of fifty-two (52) residents enrolled and thirty-two (32) graduated from the Medical Billing Program this year, for an overall total of two hundred and eighty-four (284) graduates. Medical Billing graduates have a 92% employment rate. Graduates may secure employment as Medical Billing Clerks.
- PHA has expanded the number and variety of programs available to residents by incorporating new Community Partners in Year Eight. (The full list of Community Partners is included under goal 9.)



- PHA opened a community Library at the John F. Street Community Center with a total of 8000 new and donated books from The Philadelphia Free Library, community donors and PHA staff. The library is open to the community from 12 to 3pm and to the Boys and Girls Club from 3-8pm. The library also is the site of one of the PHA's Neighborhood Network Computer Labs.
- PHA's partnership with the Boys & Girls Clubs of Philadelphia, now in its second year, has gotten only better with age. 250 children took part in the after school program established under this partnership. Sites at both Wilson Park and John F. Street Community Centers are operating at capacity with long waiting lists.
- The eldercare programs were able to conduct 3,900 Social Service coordinator visits in 2008, resulting in 1,700 referrals for additional services. In addition, the eldercare program held 15 special events programs, which included health fairs, special celebrations, disability workshops and other events.

- 
- PHA Eldercare programs also managed several key initiatives with both PCA and the HUD Congregate Housing Program (CHIP), in which both serve to provide healthy and affordable meals for seniors. In the PCA Congregate Lunch program, over 36,400 meals were served, and over 14,560 meals were served in the CHIP program.
  - The St. Agnes LIFE Program, which provides comprehensive health care services to those who are nursing home eligible, continued to operate at the Greater Grays Ferry Estates. A second LIFE center, operated by New Cortland, operates at Germantown House. PHA's Eldercare Initiative implemented a "virtual" One Stop Shop for services; access to a wide array of senior and disabled services is only a phone call away.
  - PHA expanded its efforts to promote healthy alternatives and educational attainment for youth, serving over 2,500 youth through various programs. PHA has created partnerships with nine family centers, two cultural arts organizations, eight community-based organizations and the Explorers of the Boy Scouts of America.
  - The Skills for Life program has produced an impressive 89% success rate based on students who matriculate to the next grade level.
  - PHA was awarded a grant from the Philadelphia Workforce Investment Board and the Philadelphia Youth Council to serve 176 youth in the Experiential and College and Career Exposure Program.
  - PHA served over 42,000 meals to low-income children at 22 PHA sites as part of its Summer Food Service Program.
  - Transportation services for shopping, medical care and other needs were provided to approximately 1,900 seniors.
    - Four editions of the PHA Experience newspaper were published, keeping residents informed about a wide range of issues and opportunities.

# Strategic Operating Plan Goal 6

*Improve the Productivity and Cost Effectiveness of PHA's Operations.*

## Quality Assurance Team



PHA's efforts to improve productivity and cost efficiency continued to be emphasized over the past year. Across all departments and levels of the operation, staff engaged in working groups, discussions and detailed analyses designed to identify cost savings and/or productivity enhancing opportunities.



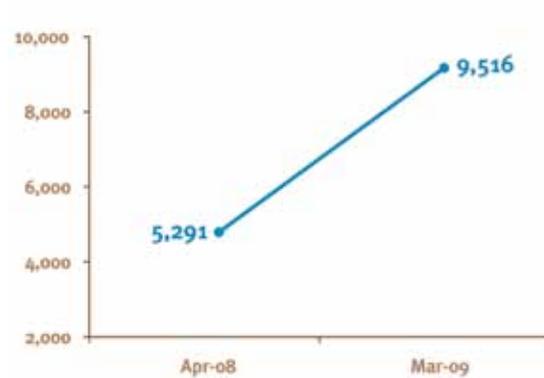
## Accomplishments related to Strategic Operating Plan Goal 6 in MTW Year Eight included:

- PHA expanded the Performance Management Initiative over the past year. Through this program, PHA leverages cross-functional teams of staff in support of site-level improvement programs.
- PHA reduced total inventory from \$3,443,882.01 to \$2,533,472.65 for an overall reduction of \$910,409.36, or 26% as compared to the previous fiscal year. The reduction resulted from re-evaluation of PHA needs, strict maintenance of item reorder-points and reductions of days-of-supply variables in inventory management calculations.
- As part of the Supply Chain Data Quality Initiative, projects were developed focusing on external partners and vendors. Checklists for Vendor and Procurement Contracts have been developed to accomplish 100% audit of files to ensure most recent data for better partner and vendor correspondence, and to improve the services provided. Projects aimed at reducing the payment lifecycle and updating policies and procedures were also developed under the Supply Chain Data Quality Initiative.

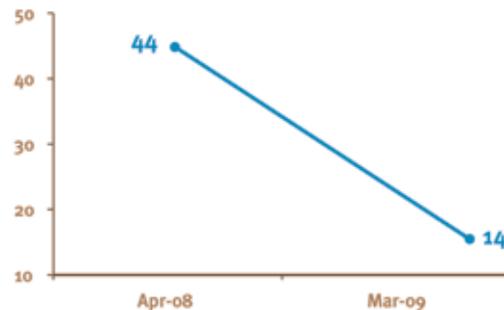
- As part of the Financial Data Quality Initiative, a cleanup and optimization of all Physical Assets and the corresponding financial information has been developed. This project entails complete review and audit of Physical Assets, establishing an optimal process for the upload of new assets and retirement of older assets, and an enhancement of the PeopleSoft Asset Management module.
- As part of the Human Resource Data Quality Initiative, a clean-up plan with regard to current employee data and information was developed. This is comprised of verifying, correcting and updating personal and professional employee information in the HR database. Also, checklists regarding the documentation included in employee files were created to ensure all relevant and required documents are available and maintained at all times.
- An audit schedule was developed to ensure that all the files are maintained and stored at a designated location at all times. Policies and procedures have been developed for HR functions, including: Recruitment, Payroll, Time and Labor, and Benefits.
- As part of a continuous process of improvement initiatives for HR functions, the Quality Assurance team is working on improving the current functions and working on creating policies and procedures to document enhancements in the recruitment process, overtime automation, workforce development, career development processes, the conducting and recording of training programs, and succession planning. This project entails a complete streamlining of HR workflow, with accompanying enhancements to the PeopleSoft HR module.

## Ending the Backlog of Service Orders

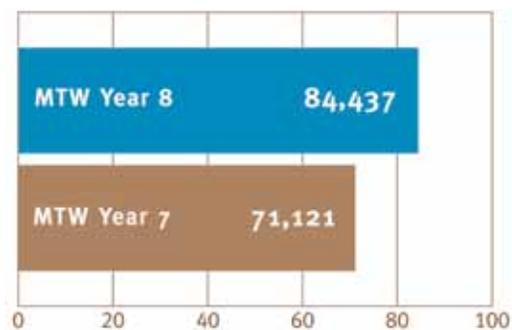
Completed Service Orders Per Month



Days to Complete Service Orders



Service Orders Completed Year to Year



# Strategic Operating Plan Goal 7

*Improve Program Compliance, Reporting, Performance and Accountability*

# Strategic Operating Plan Goal 8

*Maximize the Use of Technology to Improve Efficiency and Accountability of PHA Operations*

## Minority and Woman-owned Businesses



Rhonda Griffith is president of Pest Free Maintenance, Inc., a PHA vendor.

PHA continued to implement an ambitious quality assurance and compliance program throughout the organization, combined with an array of technology initiatives. All program procedures are documented, which facilitates the review and/or audit of program transactions. PHA's Quality Assurance Department provided quality control reviews of program files, assisted operating units to assess and re-engineer business practices to promote efficiency, and provided regular monitoring of strategic goals and objectives. PHA continued to utilize a sophisticated project management system to track and report on all program initiatives. This system is updated monthly and reviewed by senior management.

## Significant accomplishments related to these goals through MTW Year Eight included:

● PHA continued its commitment to working with minority and woman-owned businesses. During the past year, PHA achieved over 47% MBE participation with contract awards totaling over \$26 million. Women also owned 19% of those same businesses.

PHA continues to place an emphasis on providing better service to both internal and external customers. A Data Quality initiative geared toward the elimination of duplicate and incorrect data elements, thus maintaining clean and updated data, has been implemented. Various projects for Supply Chain, Finance, Human Resources and IT Operations were created as part of this initiative.

● The Quality Assurance team commenced documentation of business processes for all operations across various departments through out the organization in Oracle Business Process Architect, which helps in daily business operations, training etc. Oracle Business Process Architect is also used for maintaining all organizational charts and information for better resource management.

● PHA implemented the use of ePro technologies. ePro technologies replaced many paper-based procurement processes with streamlined digital transactions. Purchase Orders, Invoices, Shipping Documents and several other document sets are being replaced, eliminating manual processes such as copying, faxing and other labor associated with paper processes.



- PHA conformed to all required investor and funding source requirements including timely submission of cost certifications for all Low Income Housing Tax Credit sites. These actions illustrate the careful attention PHA pays to conformance to regulatory and other funding covenants.
- PHA implemented a new software system for the Housing Choice Voucher program. This new system provides centralized reporting, correspondence, vendor and tenant management, electronic inspections, optimized and integrated A/R and A/P processes.
- The PHA vacancy tracking control book was implemented to display and record the total costs of unit rehabilitation. This implementation will enable PHA to better manage unit turnover time and costs.
- PHA completed the PeopleSoft Financials Module upgrade to version 9.0. This upgrade makes PHA current with the most recent release of PeopleSoft Financials. PHA is now able to take advantage of new and evolving PeopleSoft functionality. In addition, existing applicable PHA enhancements and customizations were identified and reengineered to fit seamlessly within the new PeopleSoft 9.0 environment (i.e. Affirmative Action at the Contract sub-level).
- PHA launched the Business Intelligence (BI) initiative. This implementation takes advantage of all the upgraded systems providing management level dashboard displays. It provides historical, current, and predictive views of critical business operations. The SAS business intelligence offers decision makers with fast and simple access to critical reports and analysis. The SAS self-service reporting is tailored to the different skills and needs of individuals, enabling everyone to generate reports on their own. Additionally, SAS provides the tools to develop Key Performance Indicators to assess the present state of business and prescribe a course of action for the future.

### PHA Contracts - Year 8



PHA continued its commitment to working with minority and woman-owned businesses. During the past year, PHA achieved over 47% MBE participation with contract awards totaling over \$26 million. Women also owned 19% of those same businesses.

# Strategic Operating Plan Goal 7 and 8

## *Continued*

- As part of the IT Operations Data Quality Initiative, Enterprise Business Intelligence (SAS) to track performance metrics for Supply Chain, Finance, and Human Resources operations has been developed. A project has also been developed to implement a Centralized Document Management System aimed at creating a document warehouse that will be accessible to multiple simultaneous users to reduce processing times and improve efficiency in daily operations for various departments across the organization.
- PHA expanded Interactive Voice Response (IVR) services to include the Housing Choice Voucher (HCV) component of the organization. This expansion now allows all of the HCV offices to use IVR technology including the voice-recording component, Call Parrot. HCV Managers are able to monitor incoming calls to ensure agents adhere to compliance and quality standards. The implementation is enriched with comprehensive and user-friendly data mining capabilities including agent ID, caller ID, time, date, and more. This integrated system is used as a training device to enhance customer service.
- A total of 293,811 calls were received into the PHA Call Center system - the hub of communications between the public (clients, residents, tenants and citizens, etc) and the Authority. This system enables callers to advise PHA of deficiencies, concerns or problems and assignment, generate work orders to correct issues and be connected to the proper PHA department. The service orders or cases can be tracked for timeliness and accuracy of resolution. The system also affords PHA the ability to review processing from initial call through final resolution for timeliness and efficiency.
- PHA upgraded the AVST Voice Mail System for PBX and Centrex. This replacement enhances the functionality and capacity of voicemail for more than 600 users. The replacement of the voicemail system provided additional computing power, compliance with industry requirements, and stability.
- To improve the ability to adapt to the increased demand for access to the data center and the enhanced user base, PHA has upgraded to a high volume switch, upgraded internet security software, enhanced SPAM email filtering, and direct connectivity to internet. Access to the data center is now crisp as well as having the capacity to accommodate the expansion of VOIP services and increased application access.
- PHA implemented centralized business critical forms and letters. For ease of access the forms and letters are accessed via the PHA PORTAL. The forms have business ownership for version control.

# Strategic Operating Plan Goal 9

## *Maximize Relationships and Initiatives to Deliver Sound and Effective Services*

Strategic Operating Plan Goal 9 focuses on creating and nurturing partnerships to achieve maximum benefit for PHA residents and program participants. As federal funding for HCV and public housing declines, relative to need, the importance of forging partnerships in support of PHA's mission has become even more important to the agency's long-term success.

### Significant accomplishments in this area through MTW Year Eight included:

- The Commonwealth of Pennsylvania, Pennsylvania Housing Finance Agency and PHA formed a strategic partnership in an effort to increase the supply of service-enriched housing in Philadelphia. Key areas of collaboration include: the implementation of an Older Adult Day Center co-located at Nellie Reynolds Gardens and additional sites in the future; best efforts to forge partnerships with Living Independently for Elders (LIFE) providers at new and existing PHA sites; the expansion of the Nursing Home Transition Initiative; support for co-locating Assisted Living services with public housing; and best efforts to identify sources of funding to support accessibility modifications.
- The DPW-PHFA-PHA strategic partnership greatly expanded the Nursing Home Transition Initiative, in which PHA provides housing opportunities for persons living in nursing homes who wish to live independently. PHA entered into a Memorandum of Understanding with Liberty Resources, Inc., to provide tenant based rental assistance in the form of housing choice vouchers for 100 LRI clients looking to transition out of or avoid placement in a skilled nursing facility. State funding through PHFA will finance 75 of the 100 vouchers for 2 years.
- To promote affordable homeownership, PHA continued its highly effective partnerships with major banks including Wachovia Bank, Bank of America, Citizens Bank, TD Bank, Sovereign Bank and Wells Fargo. PHA also maintains relationships with 27 certified housing counseling agencies throughout the city of Philadelphia.

### Adult Daily Living Center at Nellie Reynolds Gardens



The Commonwealth of Pennsylvania, Pennsylvania Housing Finance Agency and PHA formed a strategic partnership in an effort to increase the supply of service-enriched housing in Philadelphia. A key area of collaboration includes the implementation of an Older Adult Daily Living Center at Nellie Reynolds Gardens.

# Strategic Operating Plan Goal 9

## Continued

### Healthy Homes



A second \$871,664 “Healthy Homes” grant was awarded to PHA, the only housing authority in the nation to receive this award.

PHA’s Community and Supportive Services Development efforts resulted in the receipt of new grant funds from numerous partners including:

- An additional \$1,000,000 from the Commonwealth of Pennsylvania through the Philadelphia Workforce Development Corporation to support the Pre-Apprenticeship program;
- A second \$871,664 “Healthy Homes” grant award to PHA, the only housing authority in the nation to receive this award;
- \$240,819 from the Pennsylvania Department of Education to support the Summer Food Program;
- \$920,000 from the U.S. Department of Health and Human Services Administration to implement an Assets For Independence Homeownership Program designed to provide homeownership opportunities to low and moderate income Philadelphians;
- \$356,720 from HUD to provide Family Self Sufficiency program services to public housing and Housing Choice Voucher recipients;
- \$200,000 from the Philadelphia Youth Network to provide services under the best practices Skills for Life Program;
- \$48,966 from the Philadelphia Corporation for Aging to provide meals and transportation, trips and activities to seniors;
- \$109,448 from HUD in support of PHA’s Congregate Housing Program;
- \$344,448 HUD Shelter Plus Care Program dollars in partnership with Project HOME to augment the city’s homeless prevention efforts;
- PHA helped Da Networks Housing to submit a successful application that resulted in an award of \$480,000 for 2 Family Service Coordinators to serve the Ludlow community;
- And finally, PHA partnered with the Free Library of Philadelphia to receive a \$24,000 award from the Claniel Foundation to expand the Family Reading program from 4 to 6 sites.



### In addition, PHA assisted Tenant Support Services, Inc. in raising:

- \$15,000 from the Enon Community Reinvestment Ministry Grant program to provide a nutrition education component in the Summer Food program.
- \$25,000 from the Pennsylvania Department of Community and Economic Development (DCED) to provide after school and summer camp programs at Bartram Village.
- An additional \$100,000 from the Wachovia Foundation for the South Philadelphia After-school Recreation Center (SPARC) at Wilson Park.
- The Philadelphia Department of Public Health began offering primary health care to PHA residents, who formerly used the emergency room for their health care. The American Cancer Society offered a smoking cessation program to PHA residents, who on average smoke at a rate nearly twice the national average.
- PHA's Community and Supportive Services development efforts also resulted in leveraged funds and services. Drexel University provided \$78,840 of in-kind support of PHA's "Healthy Homes" grant. Partnership efforts that leveraged resources and services are not all quantified in dollars and cents because they are more difficult to assign a monetary value, such as the One Warm Coat outreach that made much needed coats available to 814 residents, and Health Partners, Inc which provides free teachers at PHA Neighborhood Network sites.

### One Warm Coat Outreach Program



PHA's Community and Supportive Services helped supply much needed coats to 814 residents, with the support of AIG.

# Strategic Operating Plan Goal 9

## Continued

### Jewish Employment & Vocational Services (JEVS)



Jewish Employment & Vocational Services (JEVS) provides a 36-hour Home Maintenance and Repair Program course through the Orleans Technical Institute. In the last year, approximately 101 residents enrolled in Home Maintenance Program provided by JEVS.

PHA offered a broad range of supportive services to residents, including the following offered through the agency's Community Partners program during Year Eight:

- Opportunities Industrialization Corporation, Inc. (OIC) provides Hospitality Training in the areas of Culinary Arts, Guest Services, Front Office Procedure, and/or Travel Tourism. In the last year, approximately one hundred and twenty-three (123) residents enrolled in one of the various programs offered by OIC, of which fifty-four (54) graduated.
- Educational Data Systems Inc. (EDSI) provides Supported Work, Job Search, Job Placement, Community Service and Job Retention services; In the last year, approximately seventy-seven (77) residents enrolled in one of the various programs offered by EDSI.
- Management Environmental Technologies, Inc. (MET) offers Job Training, Youth Development, Cultural Awareness, Small Business Development and Neighborhood Improvement programs. In the past year, approximately twenty-three (23) residents enrolled in one of the various programs offered by MET.
- The Enterprise Center Self Employment Program offers classes, individualized coaching, and a professional and nurturing environment, allowing students to gain valuable, marketable skills and the resources to start a business. By the end of the program, students will be prepared to begin their own business venture. In the past year, approximately twenty-five (25) residents enrolled in the Self-Employment Program offered by the Enterprise Center.
- Community College of Philadelphia's Administrative Assistant Job Readiness Program prepares students to serve as administrative assistants by providing training in the areas of life skills, customer service, computer use, workplace etiquette, filing, job searching and interviewing. In the past year, approximately fifty-one (51) residents enrolled in Administrative Assistant program offered by CCP.
- New WAVE Resources Inc Customer Service provides a 16-week course for careers in hotels, restaurants, and food service at schools, financial services, airlines, personal care facilities, and retail. In the last year, approximately one hundred and nine (109) residents enrolled in one of the various programs offered by New WAVE. Sixty-two (62) graduated.
- The New WAVE Resources Inc Commercial Drivers License program provides a 16-week course that trains residents to drive commercial vehicles such as trucks, buses, and ambulances. Upon successful completion, students can obtain one of two types of commercial driver's licenses, Class A (Tractor Trainer) or Class B (small trucks and buses). In the last year, approximately one hundred and forty-nine (149) residents enrolled in the program.
  - This training is critical to residents in the HCV program and those thinking of becoming homeowners.
  - In all, 354 residents graduated from Community Partners training programs.



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