



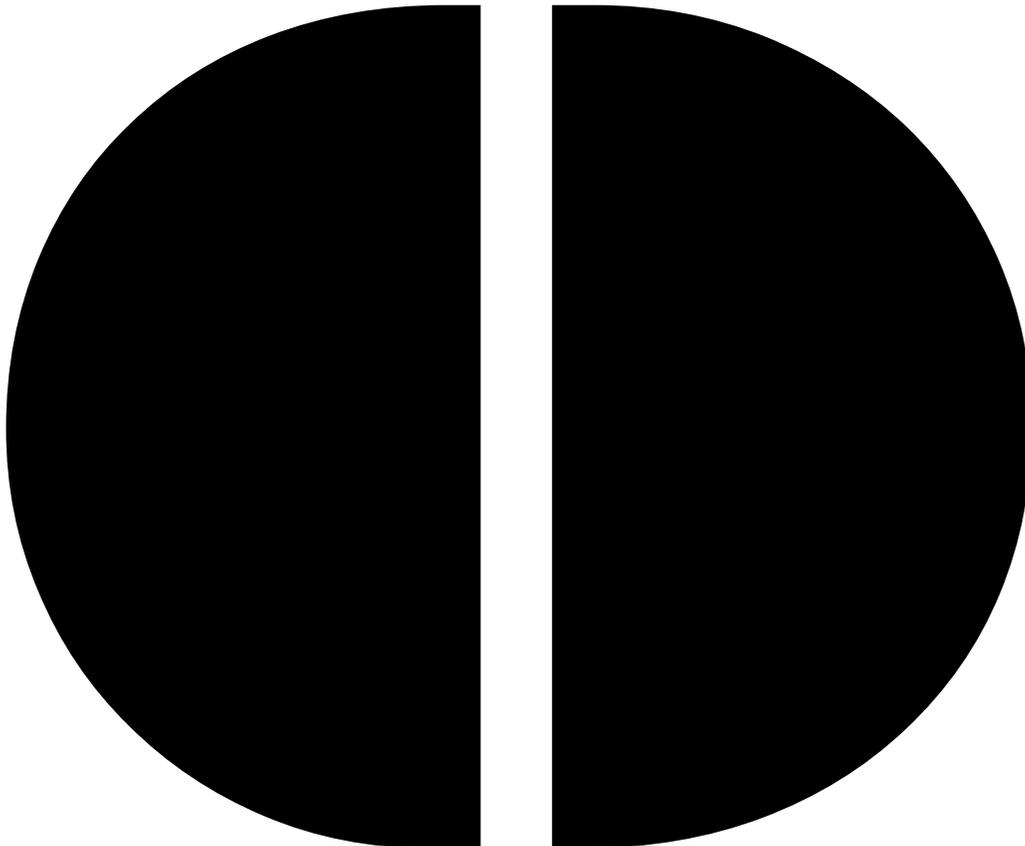
Philadelphia  
Housing Authority  
Building Beyond Expectations

Annual Report  
2007

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# **A DYNAMIC DECADE**

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## A Dynamic Decade

Ten years ago, Carl R. Greene became the Executive Director of the Philadelphia Housing Authority and began the transformation of public housing. Instead of housing of the last resort, PHA now offers quality homes residents are proud to call their own. Forgotten neighborhoods have become neighborhoods of choice.

In the past 10 years, many of the high-rise projects have been demolished, replaced by attractive low-rise developments. Not only have PHA residents benefited — property values in the surrounding neighborhoods have soared while crime has plunged in and around these newly built communities.

PHA's accomplishments have been made possible by an agency infused with professionalism. We are proud of the achievements of the past 10 years in

so many areas, including the quality of our housing, security, technology and financial innovation.

The pages of this year's annual report offer a startling contrast between the past and the present. We look back at the bad old days of public housing with its high-rises, graffiti and Section 8 controversy. Then we'll compare it with today's sparkling housing, surrounded by manicured yards and safe streets. We are always looking to build a better future. One way we do that is through energy conservation. We are building to Energy Star standards — using compact florescent bulbs in our housing and putting a green roof on our new Nellie Reynolds Gardens development. Even this annual report is going green — we chose to print on recycled paper. Our future looks bright as PHA continues to build beyond expectations.

## Message from the Mayor

Philadelphia is a wonderful city, with a strong central core, world-class universities and museums, and long-established thriving neighborhoods. We are also a city with a new attitude, one striving to fulfill our potential. One area where that kind of spirit is sorely needed is affordable housing.

Estimates vary, but experts agree that Philadelphia needs tens of thousands of units of housing for the working poor and for those with modest incomes. I am strongly committed to promoting the construction of new housing and the rebuilding of existing neighborhoods.

The Philadelphia Housing Authority is a crucial partner in our efforts to increase the amount of affordable housing in the City. Over the past decade, PHA has rehabilitated or built several thousand units of housing that provide superior shelter to our citizens.

PHA has been an excellent neighbor in communities across the City, and it is an important collaborator in our efforts to reduce homelessness.

I look forward to working with the professionals at PHA to accomplish even more. But one agency can't do it all. As a city, we will be much more aggressive in encouraging and coordinating development among our public and private housing institutions. We intend to help Community Development Organizations build more houses and create an environment in which both non-profit and for-profit developers can play a larger role in narrowing our affordable housing gap.

Congratulations to the men and women of PHA on your achievements over the past decade.

Best Regards,



**Michael A. Nutter**

Mayor



## Message from the Executive Director

Perhaps the most dramatic and significant change at PHA during the last 10 years has been in the caliber of our workforce. Yes, we have made remarkable improvements in our housing stock, our technology, our Housing Choice Voucher program and our overall impact on the city. But, for me, it all begins with the employees.

Ten years ago, we employed more than 2,500 workers. Very few were college graduates. Many owed their job to political connections. PHA was an agency that existed for the benefit of its employees rather than its customers. Today we have fewer than 1,200 employees. Our various departments – including Construction, Design, Finance, Information Systems, Property Management, Communications, Strategic Management, and Contracting – are staffed by men and women who were recruited for their capabilities, not their connections.

We have a management trainee program that taps into our great local universities to regularly bring fresh talent into the organization. Many of these grads have moved up the ladder to assume important roles in the company. Others have taken the knowledge and experience gained at PHA on to help other companies. We are as proud of them as we are of the men and women who stay and grow with us.

The outcomes we produce at PHA are a direct result of the quality of our workforce and the systems those employees have helped create. The remarkable strides we have made in public housing and the Housing Choice Voucher program in Philadelphia could not have been achieved without our employees.

Ten years as head of this organization has been an extremely gratifying experience for me. Constantly finding new ways to improve the lives of low-income, disabled and elderly families feeds the mind and spirit like few other occupations. I feel grateful to have this opportunity and eagerly look ahead to working further with my committed team to ensure that this great housing evolution continues.

Thank You,



**Carl R. Greene**

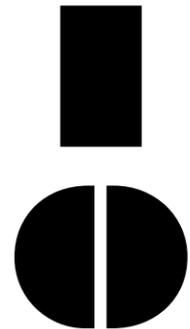
Executive Director



*"Over the past 10 years, we've seen a remarkable change in both the quality of public housing and the quality of service provided."*

*It is truly an accomplishment to change the culture of a big organization to make life better for its customers. This authority used to be an organization that served its employees; today it is a service organization that works for the benefit of its customers."*

**Board Chairman  
Former Mayor  
John F. Street**



**F**alls Ridge is the first PHA site to place affordable housing residents next to market-rate residents in a balanced community. Award-winning developer John Westrum is constructing 128 townhouses to compliment PHA's 28 affordable homes for sale and 135 rental houses. The development includes a 50-unit Senior Building with retail space on the first floor. Falls Ridge replaced another high-rise, Schuylkill Falls, which PHA imploded.



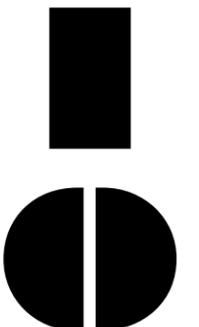


South Philadelphia's Tasker development dated back to the 1940's and was in very poor condition. PHA elected to knock it down, replace it with 554 modern homes and rename it for the community that surrounds it – Greater Grays Ferry Estates. The new development includes a mix of rental and homeownership housing, a workforce-training center, a senior center, and PHA's new office and training building.



*"I have never seen someone who has been able to do so much in bridging the gap between the "haves" and the "have-nots." Since Carl Greene began serving as the Executive Director of PHA, residents have seen a positive change in their quality of life. When it comes to service, to life for seniors, to the community centers, and to programs to help people get on their feet like the Pre-Apprenticeship program, residents are doing much better."*

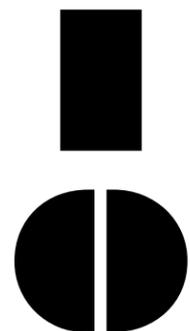
**PHA Commissioner  
City Councilwoman  
Jannie L. Blackwell**



*"In some developments there is more space with front and back yards and off-street parking. This is not the image of public housing of the past when we had projects that were neglected that created fertile grounds for crime, despair and hopeless children.*

*Attention now is also paid to seniors and their health needs. Now residents can talk directly with the senior staff and make a difference in policy. They become a partner in helping to control their environment."*

**PHA Commissioner  
Nellie W. Reynolds**



Lucien E. Blackwell Homes covers 17-blocks of West Philadelphia with suburban-style housing. The late Lucien Blackwell would not recognize the former Mill Creek site renamed in his honor. Three high-rise towers were imploded in 2002. In their place, about 140 new homes were constructed for sale along with 380 rentals as part of a grand scheme mixing row homes, twins, duplexes and multi-story homes. A large community center and more homes remain to be built.



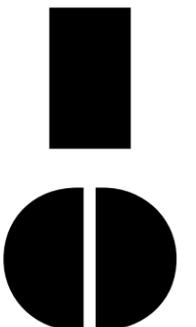


**M**artin Luther King Plaza offers the most dramatic impact of any PHA development. MLK's mix of 226 homes, some for sale and some for rent, replaced four high-rise towers that PHA imploded in 1999. MLK's architecture is designed to blend with the historic neighborhood around it. This development represents the future of public housing in America, offering two and three-story townhouses, and duplexes. Nineteen homes remain to be built.

*"I've watched the Philadelphia Housing Authority change drastically from concrete buildings to real neighborhoods. The idea of mixing low-income folks and folks who can afford houses has been a tremendous effort."*

*The old public housing developments were stigmatized because they weren't the kind of places that people would be proud of. Today's PHA focuses on quality and value. It's just good business."*

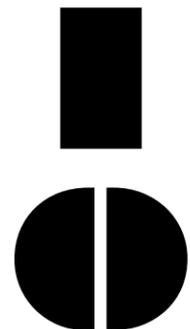
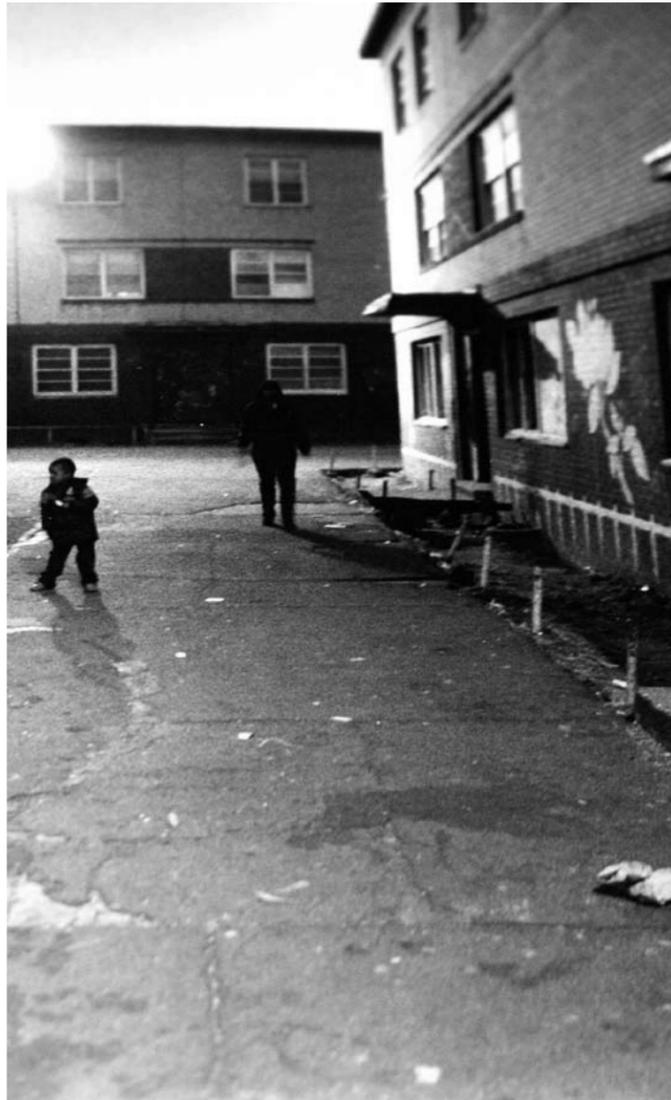
**PHA Commissioner  
Pat Eiding**



How many local celebrities can you name who grew up in Richard Allen Homes? Bill Cosby is the most famous, but he shares that honor with Councilwoman Jannie Blackwell and public relations executive Bruce Crawley. But the Richard Allen they knew is long gone – replaced with multi-bedroom townhouses, a senior complex and a beautiful Community Center.

*“Serving on the PHA board during a time of positive change has been an enriching experience. PHA’s use of the Moving to Work program can serve as a model for improving the lives of the residents we serve and the city as a whole.”*

**PHA Commissioner  
Debra Brady**





## Technology



Even 10 years ago, PHA was ahead of the pack when it came to technology. But only a limited group of employees had access to the terminals. There was no talk of training to open the technology to more staff members. And the daily tasks of corporate life — from purchasing supplies to compiling the housing waiting list — still required moving paper from place to place.

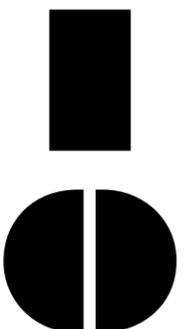
Today, computer technology is a part of daily life at PHA and ongoing training programs coupled with quality assurance controls keep employees up-to-date and efficient. But the biggest change in 2007 has been the move to wireless technology.

Twenty-five PHA managers were issued Panasonic Toughbooks last year. PHA created a Wi-Fi network to enable managers to use the Toughbooks to connect to their desktop computers. This has eliminated any down time. They never have to return to the office to enter information or check something, because everything in their desktop computer is also in their laptop. If a resident has a complaint, such as a leaky pipe, the manager can inspect the damage and authorize a work order on the spot. The Toughbooks have been so successful that PHA is purchasing another 25.

Security is always an issue with a Wi-Fi network, but PHA has covered that, too. Managers have a security token they use to log into the network. Each time they log in, their security number changes, preventing an unauthorized person from using the network.

Of course a top priority at PHA is managing our sites more efficiently. To achieve that, we are unrolling a new software package that will give our property managers the ability to go to a central portal and find everything they need. Today, prospective residents go on a central list and all property managers draw from that list when there is a vacancy. The new software will enable applicants to choose two or three sites they prefer and put themselves on waiting lists. Managers will be able to monitor the lists. The new system will also let managers track when units become vacant and move applicants off the waiting list and into housing more quickly.

*No more waiting for pieces of paper to shuffle from one location to another. Today's technology has made PHA a more efficient operation. And we're already working to improve it tomorrow.*



## Housing Choice Voucher Program

**W**hat a difference a decade makes!

In the late 90's, the Housing Choice Voucher program (also known as Section 8) became a hot button issue in Philadelphia and many American communities. Critics of the program said it eroded the quality of neighborhoods and long-term residents of neighborhoods were quick to blame any ills that befell their communities on the program.

By 2002, bitterness over the program had increased, especially in Northeast Philadelphia. In response, PHA reached out to neighborhood leaders and formed a Citizens Advisory Committee that laid the groundwork for the success the program enjoys today.

In May 2003, using the flexibility provided by the Moving to Work Program, the committee endorsed a plan to shift some resources from the voucher program to three primary areas: the construction of new public housing, technology to make the agency more efficient, and the successful Community Partners program, which offers residents educational and training opportunities. Residents who enter the voucher program became subject to a seven-year time limit.

Later in 2003, PHA used its voucher funding to reach agreement with 13 social service agencies to help 300 homeless families leave transitional housing and get a place of their own. Another 100 families were later added for a total of 400.

Today, the Housing Choice Voucher program is almost invisible. It has become an innovative, award-winning program that meets the needs of clients and stabilizes neighborhoods by promoting investment throughout the city. Complaints about the program have virtually disappeared because clients and landlords are held to strictly enforced standards.

The program's success has drawn more landlords to serve PHA clients: 5,900 today up from 4,600 two years ago. HCV landlords are now better educated thanks to a mandatory training program run in partnership with the Institute of Real Estate Management (IREM). Similarly, a mandatory training program for PHA residents has made them educated, responsible consumers.

Our award-winning rent assessment system has lowered rental costs for PHA, ensuring that the agency doesn't pay more in rent for a house or apartment than the general public would pay for the same unit. The system has inspired public confidence while letting landlords know they'll be paid a fair rent. It has also resulted in increased efficiency by decreasing backlogs and staffing needs. Other housing authorities have contacted PHA because they want to imitate our rent assessment system.

PHA's HCV Quality Initiative has produced improvements throughout the program. Customer satisfaction has increased. Many program functions have been streamlined, cutting the time and paperwork required to put residents into quality affordable housing in the private market.

PHA's newly built developments may attract the headlines, but the turnaround of the Housing Choice Voucher program is an equally impressive accomplishment.



Much has changed at the Philadelphia Housing Authority in the past decade. It is clear to the naked eye that many of the dreaded “projects” have been eradicated and replaced with desirable neighborhoods.

But changing housing was not sufficient to make a difference in helping residents gain self-sufficiency. So PHA established a new set of social services to improve the lives of residents. Ten years ago, programs focused on sustaining people on the welfare rolls or recommended psychological counseling to help people adapt to their lifestyle. The new approach established proactive programs to guide residents toward education and job training.

The jewel in PHA’s social services crown is the Pre-Apprenticeship Program, which has opened the door to the construction trades for hundreds of residents. Not only does the program provide training in painting, electrical work, plastering, roofing, plumbing, carpentry and other skilled trades, it prepares students for the union’s entry examinations and works with the trade unions to place students as members.

Computer labs at many housing sites have brought modern day technology to residents. PHA sponsors courses for residents to learn the basic functions of the computer including word processing, email, and creating documents.



*The Pre-Apprenticeship Program provides training in painting, electrical work, plastering, roofing, plumbing, carpentry and other skilled trades.*



The homeownership program has helped hundreds of residents attain the American dream of owning their own home. Ten years ago, only a handful of residents were positioned to buy a home. Today, former residents own homes in most of PHA’s rebuilt sites, including Falls Ridge, Martin Luther King, Greater Grays Ferry Estates (GGFE) and Lucien E. Blackwell. Many Housing Choice Voucher participants have also taken advantage of PHA’s homebuyers classes and purchased homes.

And we cannot forget the people who have helped us the most. At two PHA developments, LIFE (Living Independently For Elders) centers help our seniors maintain an independent lifestyle, remain in their homes and avoid having to enter a nursing home. At GGFE and Germantown House, medical facilities provide support for seniors who live in the developments and in the neighborhood. An adult day-care center is on tap for Nellie Reynolds Gardens to provide a structured environment for the frail elderly and enable their family members to go to work without worrying about an elder alone at home.

PHA’s new community centers have activities for everyone, from children to seniors. In addition to the computer labs, there are exercise rooms, arts and crafts rooms, conference rooms and dance studios. In 2007, the Boys and Girls Clubs joined with PHA to open after school programs at two PHA sites.

Residents today not only feel proud of where they live — they know they can have a brighter future. They know that there are programs to help them acquire the technical skills to obtain good-paying jobs or to help them buy a home. These social programs exist today because of the initiatives set in place over the past 10 years by PHA.



*Residents today not only feel proud of where they live — they know they can have a brighter future. They know that there are programs to help them acquire the technical skills to obtain good-paying jobs or to help them buy a home.*



Jovan Goldstein, CPA/Partner  
Milligan & Company, LLC

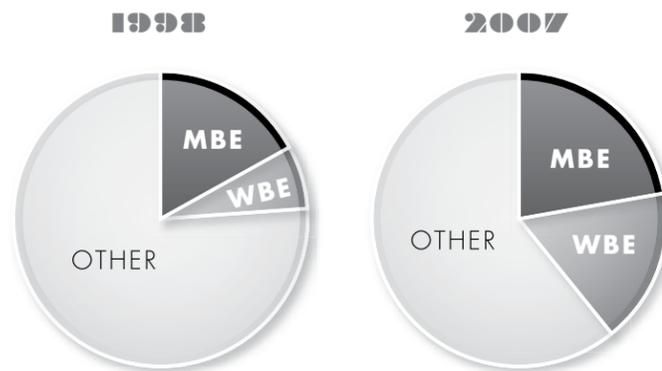
PHA is proud to lead the pack when it comes to government agencies doing business with companies owned by minorities and women.

The 2007 result continues a 10-year period of progressively outstanding performance in this area.

Since 1999, PHA has met or exceeded its goal of 30 percent combined MBE/WBE participation. We are particularly proud of the 2007 WBE participation level of 17 percent, the highest achieved by PHA in the past 10 years.

Such strong performance is a direct result of PHA's continued commitment to the inclusion of minority and women business owners in delivering affordable housing to the citizens of Philadelphia, coupled with aggressive outreach and a thorough validation process.

Our systems, standards and commitment are in place to ensure that performance in this area will remain strong and continue to improve as PHA deploys technology to assist in real-time monitoring of contractor performance. That's a system that will help ensure that all qualified companies get a fair chance to compete for PHA business.



In 2007, 22 percent of all PHA business was conducted with minority-owned firms, and another 17 percent was done with women-owned companies, compared to 17 and 7 percent respectively in 1998.

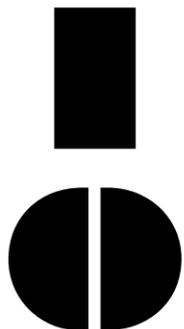
*Such strong performance is a direct result of PHA's continued commitment to the inclusion of minority and women business owners*



May Allan, Owner  
Collectible Art & Frames



Al Brown, Owner  
Complete Welding





## Public Safety

Everyone wants to feel secure in his or her own home, and PHA housing residents are no different.

Ten years ago, it wasn't so easy to feel safe in public housing. High-rise buildings, common courtyards, and single entranceways all contributed to a barracks-like environment. Now we know that this design is not only unattractive, it is unsafe.

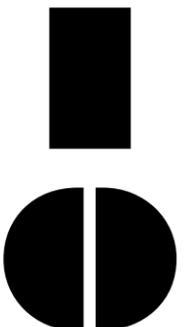
Today, many PHA housing residents are able to enjoy suburban-style homes in the heart of the city. Homes with private entrances, plentiful windows and yards that encourage socialization between neighbors also discourage criminals. And residents who feel a sense of pride in their homes are more eager to cooperate with police and work together to prevent crime at their sites.

PHA residents report feeling safer in PHA's rebuilt developments. They acknowledge they are less tolerant of disruptive behavior at the new sites. And the statistics support their feelings: compared with 1999, crime is down a whopping 73 percent at Greater Grays Ferry Estates, 69 percent at Cambridge Plaza, 47 percent at Martin Luther King and 66 percent at Richard Allen Homes.

PHA's Police Force has also changed in the last 10 years. The most obvious change is size. The old "projects" required PHA to employ a large police force to patrol these high crime areas. With many PHA sites now integrated back into the city's street grid, Philadelphia police provide protection just as they do in non-PHA communities.

Today, the PHA Police Department has a different mission. It is woven into every aspect of the agency, from Risk Management to Operations. This allows for more flexible decision-making and makes it easier to deploy personnel.

PHA's police department is still focused on the crime business, but it is also part of the core business at PHA. That's the kind of security that helps PHA residents sleep easier at night.





*Carl Greene accepts Multifamily Executive Magazine award for "Project of the Year".*

In the past 10 years, PHA has been honored over and over again by its peers and professional groups for the design and construction of quality, affordable housing, as well as its leadership.

In 1999, the **National Association of Housing and Redevelopment Organizations (NAHRO)** gave us its National Award of Merit for Project Design at Raymond Rosen Manor in North Philadelphia. That same year, PHA received a **HUD Best Practices Award**.

In 2001, the **Pennsylvania Association of Housing and Redevelopment Authorities (PAHRA)** recognized PHA for its "Sparkle Plus" maintenance program with a Certificate of Achievement.

In 2002, **NAHRO** recognized the agency with awards for Best Practices and Creative Excellence. The following year, **PAHRA** recognized PHA for its work in rebuilding Richard Allen and modernizing Suffolk Manor with Certificates of Achievement.

From 2003-2005, the **Philadelphia Tribune** recognized Executive Director Carl Greene as one of the city's Top 10 Movers and Shakers. From 2006 through 2008, he has been named among the city's Most Influential African-Americans by the newspaper.

In 2004, **PAHRA** honored Mr. Greene with its prestigious Person of the Year award. That same year, **PAHRA** acknowledged PHA's Pre-Apprenticeship Training Program with a Best Practices award.

That same year, the **Preservation Alliance of Philadelphia** presented PHA with a Grand Jury Award for the remodeling and rehabilitation of Suffolk Manor Apartments, **Multifamily Executive Magazine** also recognized PHA's Marketing program "Building Beyond Expectations."

**PAHRA** once again honored PHA in 2005 with Certificates of Achievement for: its Community Partners training program, Marketing, and the Senior Building at Greater Grays Ferry Estates.

**Multifamily Executive Magazine** gave PHA the Best Use of Technology-Operations award for the implementation of the PeopleSoft system to handle financial and human resources information with much greater efficiency. And Mr. Greene received the J. Wallace Paletou Award from the **Institute of Real Estate Management (IREM)** to recognize people who devote themselves to improving the stature of the real estate management industry through leadership.



*Martin Luther King Plaza has won numerous awards.*

2006 was a banner year for awards to PHA.

The agency won a prestigious award from the **American Institute of Architects** for the design of the new Martin Luther King Plaza.

The **National Association of Homebuilders** also recognized the MLK development as the "Best Affordable Apartment Community."

**10,000 Friends of Pennsylvania** gave a Commonwealth Design Award to the MLK development for smart growth design.

The **General Builders Contractors Association** bestowed its award for publicly funded architecture for the development and construction of Greater Grays Ferry Estates.

Mr. Greene was honored with a cover story, "Public Victory", by **Multifamily Executive Magazine** about the revitalization of PHA using private sector practices.

**PAHRA** again recognized PHA with Awards of Achievement for the modernization of Germantown House and the new MLK units.

The rent assessment system used by PHA's Housing Choice Voucher program received an award from **The Counselors of Real Estate**, a national organization for real estate advisors.

PHA began 2007 with **NAHRO** recognizing Mr. Greene with its first individual award for advocacy. Shortly after, the **U.S. Department of Energy** and the **EPA** recognized the agency for its conservation efforts with an Energy Star Award.

In the fall, the **Apartment Association of Greater Philadelphia** recognized Emlen Arms and Gladys B. Jacobs with "Best In Apartment Living Awards" for curb appeal, while Germantown House was lauded for its maintenance. Topping things off was **Multifamily Executive Magazine's** "Project of the Year" award to the Martin Luther King development.



*Carl Greene accepts Energy Star award.*



*The senior building at Greater Grays Ferry Estates won a certificate of achievement from PAHRA.*

**STATEMENT OF NET ASSETS - MARCH 31, 2007**

	Primary Government	Component Units
<b>Current Assets</b>		
Cash	\$102,791,537	\$5,329,035
Investments	14,397,600	-
Receivables, net:		
Tenants	484,662	146,489
Due From Other Governments	24,658,193	1,381,302
Other Receivables	3,437,981	195,052
Other Current Assets	3,226,729	1,103,229
Total Current Assets	148,996,702	8,155,107
<b>Noncurrent Assets</b>		
Mortgage Receivable	181,462,984	-
Restricted Cash and Investments	7,969,774	10,727,045
Capital Assets, Net of Depreciation	593,483,093	332,404,094
Other Assets	19,345,268	3,058,288
Total Noncurrent Assets	802,261,119	346,189,427
<b>TOTAL ASSETS</b>	<b>\$951,257,821</b>	<b>\$354,344,534</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$15,167,480	\$19,449,705
Due to Other Governments	794,100	2,716,585
Compensated Absences	4,330,343	-
Trust and Deposits	766,065	436,596
Deferred Credits and Other Liabilities	23,896,549	12,317,933
Current Portion of Long-Term Debt	5,611,040	2,685,000
Total Current Liabilities	50,565,577	37,605,819
<b>Noncurrent Liabilities</b>		
Compensated Absences	2,859,942	-
Long-Term Debt	80,426,896	226,051,130
Other Long-Term Liabilities	7,478,471	6,795,840
Total Noncurrent Liabilities	90,765,309	232,846,970
<b>TOTAL LIABILITIES</b>	<b>\$141,330,886</b>	<b>\$270,452,789</b>
<b>Net Assets</b>		
Invested in Capital Assets	\$507,497,794	\$103,667,994
Restricted	2,394,240	-
Unrestricted	300,034,901	(19,776,219)
Total Net Assets	809,926,935	83,891,745
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$951,257,821</b>	<b>\$354,344,534</b>

**STATEMENT OF REVENUES, EXPENSES AND CHANGES  
IN NET ASSETS - YEAR ENDED MARCH 31, 2007**

	Primary Government	Component Units
<b>Operating Revenue</b>		
Tenant Revenue	\$18,894,632	\$7,513,101
Operating Subsidies	305,197,524	4,347,411
Other	6,519,201	836,813
Total Operating Revenue	330,611,357	12,697,325
<b>Operating Expenses</b>		
Administrative	81,477,433	5,305,777
Tenant Services	4,624,944	486,087
Utilities	29,903,028	2,400,288
Maintenance	65,129,020	3,303,879
Protective Services	7,166,224	155,782
General	24,044,225	2,025,311
Housing Assistance Payments	106,210,994	-
Depreciation and Amortization	49,702,360	11,616,174
Total Operating Expenses	368,258,228	25,293,298
Operating Loss	(37,646,871)	(12,595,973)
<b>Non-Operating Revenue (Expenses)</b>		
Interest and Investment Earnings, Net of Capitalized Interest of \$439,043	13,824,385	678,608
Gain on the Sale of Capital Assets	1,047,323	-
Impairment Loss	-	(40,474,709)
Interest Expense, Net of Capitalized Interest of \$4,121,726	(1,570,039)	(2,942,101)
Net Nonoperating Revenue	13,301,669	(42,738,202)
Loss Before Capital Grants	(24,345,202)	(55,334,175)
<b>Capital Grants</b>	<b>20,478,401</b>	<b>-</b>
Change in Net Assets	(3,866,801)	(55,334,175)
<b>Net Assets at Beginning of Year</b>		
As Previously Reported	802,325,342	125,094,361
Prior Period Adjustments	1,828,375	189,334
As Restated	804,153,717	125,283,695
<b>Capital Contributed</b>	<b>9,640,019</b>	<b>13,942,225</b>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$809,926,935</b>	<b>\$83,891,745</b>



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*"I grew up in a rented house, but no one knew that. We fit into the neighborhood quite well. We were part of the neighborhood, and I think that's what Carl Greene had as a vision, to bring back those kinds of neighborhoods."*

**PHA Commissioner  
Pat Eiding**  
*First From Left*

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*"I've been around public housing for 34 years, and the new PHA communities that have gone up are enormously impressive. The Housing Authority has adopted a more efficient culture."*

**Board Chairman  
Former Mayor  
John F. Street**  
*Second From Left*

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*"Carl Greene is a true visionary. He has done for our city what no one, public or private, has done before. In my district, residents live in places they are proud to call home."*

**PHA Commissioner  
City Councilwoman  
Jannie L. Blackwell**  
*Third From Left*

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*"The most gratifying part of our work on the PHA board is seeing the effect that PHA's programs have on the lives of residents. Whether it's housing, job training, or services for the disabled, we make real changes for real people."*

**PHA Commissioner  
Debra Brady**  
*Third From Right*

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*"I have been in public housing for many years, and I see how residents now appreciate a dramatic improvement in the way they live. PHA changed the housing landscape of the city and set an example for others to follow."*

**PHA Commissioner  
Nellie W. Reynolds**  
*Second From Right*

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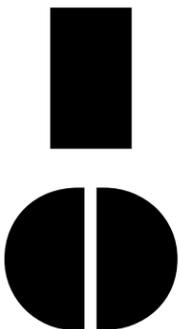
*"The outcomes we produce at PHA are a direct result of the quality of our workforce and the systems those employees have helped create. The remarkable strides we have made in public housing and the Housing Choice Voucher program in Philadelphia could not have been achieved without our employees."*

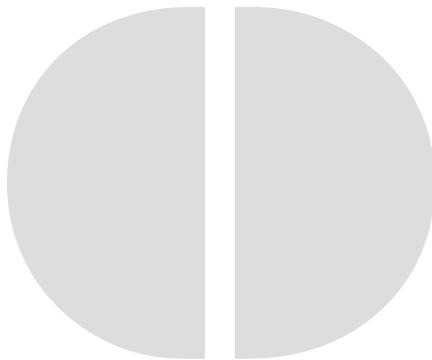
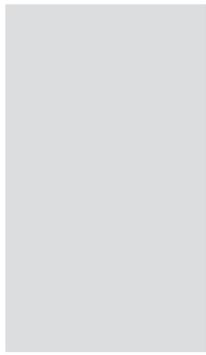
**PHA Executive Director  
Carl R. Greene**  
*First From Right*

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