

PHA Transition Plan

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Philadelphia Housing Authority
Building Beyond Expectations





A Fresh Start

Revelations over the past several months have uncovered deep internal problems that overshadow PHA's reputation as a provider of affordable housing.

These revelations are inconsistent with PHA's public trust and our mission.

They have eroded the confidence of our residents and employees, elected officials and the public at large.



A Fresh Start

We will immediately begin a Transition Plan aimed at rapidly changing the corporate culture:

- For the betterment of our residents and employees
- To rebuild public trust in PHA
- To create a more effective and accountable organization.



Transition Plan

All initiatives and tasks in this Transition Plan are based on three guiding principles:

- Creating a culture of respect
- Restoring a “back to basics” approach to property management and resident services
- Being accountable and transparent in conducting PHA’s business



Creating a Culture of Respect

Update and revise all Human Resources policies and procedures, with emphasis on sexual harassment, ethics and customer service policies

- *Reaffirm and revise policies and procedures*
- *Conduct training for all personnel*
- *Revise Human Resources manual*
- *Produce and distribute a user-friendly Employee Handbook*
- *Develop and adopt an Ethics Policy*



Creating a Culture of Respect

Implement a policy of zero tolerance for:

- Any form of sexual harassment
- Any hostile workplace activities
- Use of public funds for gifts, social activities or any other action designed to exclusively benefit PHA management and employees



Creating a Culture of Respect

Create an open dialogue among staff, residents and management

- Schedule “Deep Changes” seminar with senior staff to synthesize lessons learned from book and workshops – Create recommendations for change
- Create venues and opportunities for discussion, encouraging groups to gather voluntarily to exchange ideas
- Allow all levels including stakeholders and residents to engage in policy change debate.
- Consider this input as we make decisions.



Culture of Respect

Create a variety of opportunities for residents to air their concerns

- Engage residents in transition plan efforts
- Conduct small group meetings with residents from throughout PHA's portfolio to solicit ideas
- Schedule regional meetings
- Identify vehicles to facilitate updating residents and employees on a regular basis



Culture of Respect

Communicate PHA's progress and challenges to employees

- *Establish an internal blog for two-way communication between the Interim E.D. and PHA employees*
- *Review utilization of communications tools – intranet portal and newsletter - to determine how to better use*
- *Coordinate additional face to face meetings*



Culture and Respect

Take Steps toward settling Labor contracts

- Meet with union leadership on labor management issues
- Develop joint board to meet regularly
- Conduct campaign to reach all employees' hearts and minds



Back to Basics

Conduct portfolio assessment

- *Update Physical Needs Assessments for all public housing sites*
- *Evaluate safety and security needs*
- *Target improvements to older developments*
 - *Emphasize durability, quality and cost efficiency*
 - *Involve residents in decision-making process*



Back to Basics

Strengthen PHA's basic property management performance

- *Assess performance on rent collections, vacancy turnaround, work order completion*
- *Assess performance on HCV leasing*
- *Develop and implement strategies to improve performance in these areas*



Back to Basics

Assess PHA's ongoing development activities and scattered site strategy

- *Review of development project status*
- *Review of scattered site portfolio including planned demolition and disposition*
- *Involve Residents in decisions*
- *Develop recommendations*



Back to Basics

Ensure appropriate maintenance staffing levels at PHA sites

- *Review existing site staffing against industry standards and available budget*
- *Shift focus to front-line services that directly impact residents' quality of life*
- *Identify and implement strategies to engage residents in maintaining and improving their communities*



Accountability and Transparency

Conduct a high level assessment of major risk areas and status of PHA finances

- *Meet with independent auditors, HUD IG, and HUD reviewers for understanding of issues and respond with corrective action plans.*
- *Assess agency financial health including reserves*
- *Assess FY12 budget plans*
- *Evaluate priority risk areas*



Accountability and Transparency

Reorganize PHA corporate structure

- *Establish reporting structure to the Board of Commissioners by General Counsel and Internal Auditor*
- *General Counsel will recruit legal staff and handle as much legal work as feasible in-house, and evaluate role of outside counsel.*
- *Develop strong internal audit and compliance function*
- *Review organizational structure and personnel*
 - *Make recommendations and modifications where necessary.*



Accountability and Transparency

Review and assess finances and risk potential of PHA's major subsidiaries

- *Review relevance of subsidiary activities to PHA core mission*
- *Review finances and risk areas of:*
 - *Tenant Support Services Inc (TSSI)*
 - *Philadelphia Asset & Property Management Corporation (PAPMC)*
 - *PA Institute of Affordable Housing Professionals (PIAHP)*
 - *PA Association of Public Service Agencies (PAPSA)*



Accountability and Transparency

Coordinate with HUD Headquarters, HUD Field Office, HUD OIG and other Reviewers

- *Identify point-of-contact for all reviews*
- *Schedule regular meetings of key PHA-HUD staff*
- *Maintain a list of all priority concerns and work items*
- *Update PHA Board on key issues, findings, actions*



Accountability and Transparency

Coordinate with Mayor's Office, Governor's Office, local elected officials, PHFA and key City and State agencies

- *Participate in Mayor's cabinet level discussions on housing and development policy*
- *Maintain continuous communication with elected officials and key agency partners*
- *Engage PHA as a partner in neighborhood level revitalization planning*



Accountability and Transparency

Work with Commissioners to assess and strengthen Board governance

- *Improve and enhance PHA staff reporting to the Board*
- *Establish reporting of General Counsel and Internal Auditor*
- *Develop and schedule a series of briefings for Board*



Accountability and Transparency

Secure approval for Year Eleven MTW Plan



Looking Ahead

We have identified priorities in three broad areas.

- Develop a Culture of Respect, restoring a “Back to Basics” approach to property management and resident services and practicing Accountability and Transparent in conducting PHA’s business
- With the support and collaboration of this board, we will work toward regaining the trust and confidence of our residents, our employees and the general public.