



PHILADELPHIA HOUSING AUTHORITY
ACCOMPLISHMENTS

R E P O R T

April 1, 2017 - March 31, 2018





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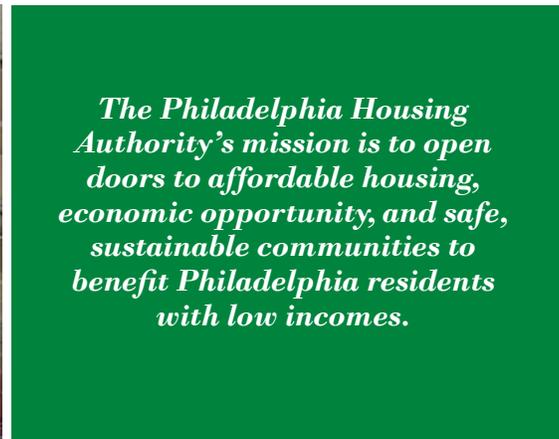


Strawberry Mansion Apartments

MISSION



The Philadelphia Housing Authority's mission is to open doors to affordable housing, economic opportunity, and safe, sustainable communities to benefit Philadelphia residents with low incomes.



STRATEGIC DIRECTIONS PLAN

IN DECEMBER 2015, THE PHA BOARD OF COMMISSIONERS APPROVED A 5-YEAR STRATEGIC DIRECTIONS PLAN CONTAINING 12 STRATEGIC PRIORITIES.



— 1 —

Preserve and expand the supply of affordable housing available to Philadelphia's residents with low-incomes;

— 2 —

Achieve excellence in the provision of management and maintenance services to PHA residents;

— 3 —

Create safe communities in collaboration with neighborhood residents and law enforcement agencies;

— 4 —

independence through partnerships for employment, job training, education, health, and other evidence-based supportive services;

— 5 —

Improve access to quality housing choices and opportunity neighborhoods through the Housing Choice Voucher Program;

— 6 —

Incorporate energy conservation measures and sustainable practices throughout PHA operations;

— 7 —

Improve customer service, streamline operations, and create a business model that is data-driven and high-performing;

— 8 —

Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity, and adheres to the highest ethical standards;

— 9 —

Strengthen existing relationships and forge new public, private, and philanthropic partnerships to support PHA's strategic goals;

— 10 —

Make PHA an employer of choice with an accountable, diverse, trained, and productive workforce;

— 11 —

Ensure that PHA is a good neighbor and reliable community partner; and

— 12 —

Encourage innovation and promote PHA's financial health through ongoing participation in the Moving to Work Program.

Message from

THE PHA PRESIDENT & CEO AND THE BOARD CHAIR

This has been a challenging and tremendously exciting year for the Philadelphia Housing Authority. Against a backdrop of proposed deep reductions in federal support for public housing and voucher programs, we continued our efforts to preserve and expand the supply of affordable housing in the City of Philadelphia. Throughout the year, PHA staff worked diligently and tirelessly to provide quality housing and services to the 80,000 veterans, seniors, people with disabilities and families with children who depend on PHA for housing - and to offer hope to the tens of thousands of households with very low incomes who are on long waiting lists for PHA programs.

This Accomplishments Report highlights PHA's activities during Fiscal Year 2018. PHA's many successes over the year would not have been possible without the active support and partnership of Mayor Jim Kenney and the City of Philadelphia. While we are proud of every one of these accomplishments, several illustrate innovation and the success of PHA's efforts to leverage our limited resources to help transform neighborhoods and the lives of the residents that we serve:

- At Strawberry Mansion, PHA completed construction and welcomed residents home to a new 55-unit development, consisting of a mix of walk-up apartments and townhomes. The development exceeds the Enterprise Communities Green Communities design standard, and is funded under a long-term project-based Rental Assistance Demonstration (RAD) contract.
- In partnership with HELP USA, the former Spring Garden School was transformed into 37 affordable apartments for veterans and seniors, an initiative that completes the long-term redevelopment of the previously distressed Richard Allen Homes public housing site. Funding for the school, now known as the Lural Lee Blevins Veterans Center at HELP Philadelphia V, was provided primarily through Low Income Housing Tax Credits and Historic Tax Credits, with PHA providing long-term operating subsidies to ensure affordability. Health care, counseling and other services for both building and neighborhood residents are available on-site.
- In the Sharswood community, PHA continued to implement an ambitious, community-driven Transformation Plan that ultimately will result in over 1,200 affordable rental and homeownership units, new and enhanced services for residents and a whole host of long-term neighborhood investments. Construction began on the rehabilitation of the 94-unit Blumberg senior tower, the reconfiguration of neighborhood streets and implementation of a "green" stormwater management system. In partnership with Habitat for Humanity, the homes of 49 existing low-income Sharswood homeowners were provided with critically needed repairs. Habitat plans to build 20 new affordable homeownership units in the neighborhood.
- Sharswood also experienced the grand opening of the Vaux Community Building, which is the centerpiece and focal point for education and supportive services in the neighborhood. PHA completed the first phase of the Vaux rehabilitation just in time to join HUD Secretary Ben Carson in welcoming the freshman class of the Big Picture Philadelphia High School. The new school - a collaborative

effort of the School District of Philadelphia, Big Picture Schools and PHA - underscores our commitment to fostering communities of choice and opportunity. Adding to the sense of excitement and promise building in the neighborhood, PHA began construction on a new headquarters building to be located along Ridge Avenue, helping to revive the Sharswood commercial corridor.

- In the North Central neighborhood, PHA broke ground on 89 public housing replacement units under Phase II of the Choice Neighborhoods Transformation Plan initiative. The units will replace those demolished at the distressed Norris Apartments development, and are part of an overall City-PHA plan to build 267 rental and homeownership units. The new apartments are located on vacant land nearby to the Temple University SEPTA regional rail station.
- Through the Unit Based Leasing program, PHA provided critical construction funding and/or operating subsidy commitments for 331 additional apartments at eleven (11) new developments sponsored by diverse non-profit partners such as Nueva Esperanza, Project HOME, Norris Square Community Alliance, Gaudenzia, Norris Square Community Alliance and others.
- Over the past year, PHA helped 73 public housing and Housing Choice Voucher resident households to purchase their first homes. All PHA homebuyers were required to participate in pre-purchase counseling programs, and will also receive post-purchase support services.
- As a result of joint efforts of the City and PHA Police Departments, PHA residents were safer this year, with an overall 27% decrease in reported crimes. Compared to the prior year, crime fell in every major category.

Reading through the PHA Accomplishments Report, we hope you will find information that will enhance your understanding of the important work taking place in Philadelphia to expand the range and quality of affordable housing options. We thank our dedicated staff, PHA's committed resident leadership, our HUD and City of Philadelphia partners, and the many other individuals and organizations who contributed to another successful year.

Thank you for your continued support of PHA and its mission.

Sincerely,



CHAIR, BOARD OF COMMISSIONERS



PRESIDENT & CEO

Message from
MAYOR JIM KENNEY

One of my great joys as Mayor is working hand-in-hand with the Philadelphia Housing Authority, an agency that serves tens of thousands of the city's low-income seniors, disabled, veterans and families.

PHA has the dual role of continuously developing new apartments while also maintaining properties across the city. It is a critically important job, especially considering the high level of poverty that persists in some sections of our city.

PHA's work on behalf of low-income citizens complements efforts by our Administration. The agency ensures that as new residents move to the city and buy newly developed, more expensive homes, our long-term residents can still afford to remain in their neighborhoods.

For example, we are working with City Council to substantially increase funding to the foreclosure prevention program to help more homeowners get through difficult stretches. We propose expanding the Homestead Exemption to protect low- and middle-income homeowners from increasing assessments. And we are proposing millions more to the Philadelphia Land Bank so that we can return more abandoned land to productive use, including affordable housing.

PHA has compiled an exceptionally consistent record over the past few years in developing new homes. Some homes have been developed in collaboration with nonprofit developers such as NewCourtland's redevelopment of PHA's former Liddonfield community in the Northeast, while others are developed exclusively by PHA such as the new public housing as part of the ongoing transformation of the Sharswood community.

I am especially proud of the work PHA is doing in Sharswood, a neighborhood that had been neglected for decades. In addition to the hundreds of homes it is developing there under a Choice Neighborhood plan, the Authority broke ground in 2017 on what will be the agency's new headquarters building. The symbolism of PHA moving its office workforce from Center City to North Philadelphia speaks volumes about the organization's commitment to neighborhoods. But the new building represents more than a symbol; its presence is also intended to spark life into the Ridge Avenue business corridor.

Not far from Sharswood, PHA, in collaboration with the City, has begun building streets through the site where the Blumberg high-rise towers used to stand, reconnecting existing streets on both ends. This will not only improve overall traffic flow, but, more importantly for residents, also allow bus service to flow through the heart of the neighborhood. The redesign of the street pattern follows the City's Green Streets model to reduce storm water pollution from entering the sewer.



Finally, PHA and the City continue efforts battling homelessness. The Blueprint program, which provides housing from PHA, paired with supportive services from the City, continued its remarkable record of keeping formerly homeless people housed.

All of these efforts and accomplishments stem from PHA leadership, specifically Kelvin Jeremiah as President and CEO, and the Board of Directors led by Chair Lynette Brown Sow. Indeed, the hallmark of Kelvin Jeremiah's tenure has been his ability to lead an agency that works well with partners and operates with the highest levels of ethics and transparency – all to the benefit of Philadelphia citizens. These values were yet again reflected over the past year.

Congratulations to the PHA staff and board on another year of outstanding accomplishment.

Supportively,

A handwritten signature in black ink that reads 'James F. Kenney'.

MAYOR



TRANSFORMING A COMMUNITY



A NEIGHBORHOOD BEACON

PHA broke ground in June 2017 for its new headquarters building in North Philadelphia. The new edifice is part of the Choice Neighborhood plan to rejuvenate Sharswood and the Ridge Avenue commercial corridor. Once complete, it will become home to several of PHA's operations and administrative functions at one site.

The building's design, featuring large glass windows, is intended to convey transparency and an outward looking agency. It will give the corridor a corporate presence with a new, modern face. The

ground floor of the building will include a retail area and a café. These facilities will serve employees and neighborhood residents, and provide those residents with job opportunities. PHA hopes to spur other businesses to join the agency along the Ridge Avenue corridor to bring amenities that will make the Sharswood community a neighborhood of choice.

The housing authority moved from its leased Center City offices to its wholly owned Greater Grays Ferry Office building in early March for a temporary headquarters location.

PHA anticipates that construction of the new headquarters building will be completed by late 2018. The work is taking place under a \$45 million contract with the joint venture of Shoemaker Construction Co. and Synterra, Ltd. The building is designed to achieve LEED Certification rating; the most widely used third-party verification for green buildings, and meet the latest applicable Energy Star Standards.



View from the 5th Floor of the new PHA Headquarters





A DREAM COME TRUE

Vaux Big Picture High School opened in early September 2017 with a special ceremony featuring special guest HUD Secretary Ben Carson.

PHA joined with the School District of Philadelphia to open the City's newest college preparatory school as part of housing authority's Choice Neighborhood Transformation Plan for the Sharswood neighborhood. The school represents a unique partnership between PHA, nationally acclaimed education innovator Big Picture Learning, and the School District. It is a district-managed neighborhood high school, operated by Big Picture, with educators represented by the Philadelphia Federation of Teachers.

Secretary Carson said the school will make a big difference and represents the opportunity to pass knowledge to the next

generation with a chance to influence the future. He thanked PHA for its investment in the school, renovations that will eventually total between \$10 and \$15 million. The historic Vaux Building, as it's now known, will also house other services for the neighborhood.

126 students are enrolled and taking classes at the school. Eventually, the school will have just over 500 students total. The first year enrollment numbers indicate that the school is serving the families and students that it was intended to serve. Seventy-five percent of the students enrolled are PHA residents while 95% come from the school's catchment area.

EXPANDING CHOICES IN A NEIGHBORHOOD

Temple University's College of Public Health and its Department of Nursing will open a nurse managed clinic at the Vaux Building in Summer 2018.

The clinic will serve Sharswood including neighborhood residents and the general public. The university reached an agreement with PHA under its Community School Initiative in mid-March 2018.

Data collected by PHA shows that health is a barrier to finding and maintaining employment. Residents of North Philadelphia experience higher rates of obesity, diabetes, hypertension and heart disease compared to other areas of the city.

The clinic will be staffed by nurse practitioners and clinical nurse specialists. These professionals have expertise in health promotion, disease management, group intervention work, and family based care.

Once the clinic is established, engaging other College of Public Health disciplines and their students, including physical, occupational and speech therapy, social work and public health educators, will be possible.



RESTORATION OF SENIOR HIGH RISE



The rehabilitation of the 13-story senior high-rise building in the Sharswood/Blumberg neighborhood formally started. The high-rise is the only building remaining from the superblock that contained the Blumberg Apartments.

The rehabbed senior building will contain 94 one-bedroom rental units that will include new bathrooms, kitchens, central air conditioning, and elevators.

Work is also under way to break up the old superblock by reintegrating the site into the City's streetscape, building one new street and connecting two other existing streets. The redesign of the street pattern follows the City's plan to reduce storm water pollution from entering the combined sewer system through the use of green infrastructure. The "green streets" model is cost effective and minimizes the need for water rate increases.

Reconnection of 23rd Street through the neighborhood makes bus service through the core of the neighborhood possible, something residents want.

All 94 units in the building will be converted from public housing to Project Based Vouchers under HUD's Rental Assistance Demonstration Program.

PHA is investing \$8.9 million in the street work and \$28 million in the rehabilitation of the senior high-rise, both of which should be completed by end of 2017.





IMPROVING THE QUALITY
OF NEIGHBORHOODS

THE NORTH CENTRAL TRANSFORMATION BEGINS

The summer of 2017 marked the start of construction for Norris Apartments Phase II in the city's North Central neighborhood.

This new development consists of 89 newly constructed rental units located on vacant land just east of the Temple University regional rail station. It will partially replace an obsolete 147-unit low-rise development west of the station that dated back to late 1959 and early 1960.

Norris Phase II is one of five phases planned under a \$30 million Choice Neighborhoods Implementation grant to the City of Philadelphia and PHA by the U-S Department of Housing and Urban Development in June 2014.

This development will become home to families and seniors. It complements ongoing private housing and commercial development in the neighborhood. PHA expects completion of the construction by fall 2018. Norris Phase II has high sustainability



goals and will seek certification from LEED, Energy Star Homes, and Enterprise Green Communities. Ultimately, five phases of construction will take place in the North Central neighborhood over five years with the creation of 267 rental units and 30 homeownership units.

HOUSING IS ABOUT PEOPLE

In early March 2018, PHA completed the relocation of residents of the Norris Apartments townhome units in early March 2018 to allow demolition of existing units and the construction of new units at the site under the North Central Choice Neighborhoods Transformation Plan.

This huge task began in May 2017 with a total of 122 households eligible for relocation.

Admissions Department employees completed a seamless transition for all affected residents.

PHA signed an agreement with the First Judicial District on behalf of the Mentors Empowering Now to Overcome Recidivism (MENTOR) program in April 2017.

The program seeks to interrupt the cycle of

recidivism by providing supportive services to individuals who are reentering society after a period of incarceration.

It will facilitate reentry for up to 20 nonviolent ex-offenders into public housing as additions to eligible current households in good standing.



Norris Relocation Meeting, April 2017

PHA began using the new 504 Case Module System and streamlined the Reasonable.

Accommodation request process. This new system allows cases to be entered independently of recertifications and interim reexams.



Judges Lisa Rau and Michael Erdos join PHA President & CEO Kelvin Jeremiah at the MENTOR signing ceremony.

CREATING ANOTHER NEIGHBORHOOD OF CHOICE

In late February 2018, PHA won a Choice Neighborhoods Initiative Grant from the U.S. Department of Housing and Urban Development toward the redevelopment of Bartram Village and the surrounding Kingsessing neighborhood in Southwest Philadelphia.

The award includes both Planning and Action grants; \$300,000 for planning costs and \$1 million in flexible funds to be used for physical community development or economic development projects that enhance and accelerate the transformation of the neighborhood.

PHA had already taken the first steps toward the redevelopment of Bartram Village and the surrounding neighborhood in late 2017. The PHA Board of Commissioners approved a contract with Pennrose Properties LLC, a Philadelphia-based private developer of affordable housing. Pennrose has engaged the services of Wallace, Roberts & Todd (WRT) LLC as Planning Coordinator to help facilitate the planning efforts. Revitalization of Bartram Village and the surrounding neighborhood is consistent with

PHA's strategy to reinvent public housing through creation of viable, self-sustaining, mixed income communities. Bartram Village was built in 1942 and lacks the amenities, layout, unit space, and energy efficiency needed in a 21st Century housing development. The development is adjacent to Bartram's Garden, Philadelphia's

leading access point for public recreation, with a recreation trail, urban farm and outdoor cultural programs.



KEEPING A HISTORIC COMMUNITY AFFORDABLE

PHA completed a new 55-unit development in the historic Strawberry Mansion neighborhood that has caught the eye of private developers since the location is close to Center City.

The Strawberry Mansion Apartments are built on three blocks. The neighborhood is currently experiencing a major upturn as a result of private investment and other capital improvements. These new, affordable apartments will complement the revitalization of the community, helping to ensure that quality housing remains available for lower-income residents.

The new apartments are comprised of one, two, three and four-bedroom homes, in a mix of walk-up apartments and townhomes. They are designed to conserve energy. The development will exceed the threshold 2015 Enterprise Green Communities Criteria, the leading U.S. standard for the design, construction and operation of healthy, energy efficient and environmentally responsible affordable housing. The new homes have easy access to the Girard Avenue commercial corridor, educational institutions, such as Temple University, and transportation, including the recently expanded and modernized 33rd Street transportation hub.



A HISTORIC REHAB AT RICHARD ALLEN



PHA and HELP USA celebrated the completion of the long awaited remake of the historic Spring Garden School next to Richard Allen Homes on Veterans' Day.

This represents the last leg of redevelopment at PHA's Richard Allen Homes, creating 37 affordable apartment units for veterans and seniors.

PHA partnered with HELP USA, one of the nation's largest homeless service providers and low-income housing developers serving at-risk populations including veterans, to rehabilitate this historic school building to the tune of over \$13.5 million. Most of the construction cost was covered with Low Income Housing Tax Credits and Historic Tax Credits obtained by HELP USA.

The housing authority has leased the school building to HELP USA for 99 years and is subsidizing the rental units with Project Based Vouchers (PBV) for 20 years, a value of \$9.5 million.

The new development is situated between the full-service Drexel Community Health Center and PHA's John F. Street Community Center, with on-site services provided by HELP USA.

A CENTER FOR VITAL ACTIVITIES



PHA broke ground on the long-awaited Lucien E. Blackwell Community Center, on the site of the West Philadelphia public housing development that also bears the name of the late congressman and city councilman.

The new center will cover approximately 12,000 square feet. It will feature a regulation size basketball/volleyball court, warming kitchen, community room, and outdoor patio. The site will also contain parking spaces and an INDEGO bike station, and have LEED (Leadership in Energy and

Environmental Design) certification. The City will operate the facility and collaborate with PHA on the programming.

Councilwoman Jannie L. Blackwell, widow of Lucien and a former PHA commissioner, secured \$2 million from the City as part of the \$6.3 million construction cost.

The community center is the next to last phase of redevelopment of the former Mill Creek housing development under a former federal program called HOPE VI, which enabled PHA to rid the

neighborhood of old style public housing. The housing authority completed the last of 685 units of new family-style homes in 2008, both on the former Mill Creek site and in the surrounding area.

The final segment of the development is a park to be built by the City next to the new community center.

A DEAL THAT HELPS BOTH YOUTH AND SENIORS

In a historic transaction that will create a community of seniors and college students, NewCourtland Senior Services and the PHA completed the purchase and sale of the former Liddonfield public housing development in Northeast Philadelphia in mid-May 2017.

Plans for the 32-acre site include new senior housing, a LIFE Center, and sports fields for neighboring Holy Family University as well as space to expand in the future.

PHA will provide operational funding through its Housing Choice Voucher Program for 20 years for up to 300 apartments. That funding would equal more than \$3 million per year and more than \$60 million for the length of the commitment.

The housing and the 15,000 square-foot LIFE Center will occupy one-third of the property. On another third, NewCourtland will build fields for softball, lacrosse, soccer,

and track. The remainder of the site will be reserved for use at a later time, with input from the Upper Holmesburg community.

NewCourtland and PHA believe that more affordable senior housing means healthier seniors. Providing safe, affordable residences are proven to decrease unnecessary and costly nursing home stays, while increasing independence and happiness.

QUEEN LANE: A WINNING DEVELOPMENT

The Queen Lane Apartments received a LEED for Homes Silver certification. This is one step higher than the basic LEED for Homes certification that PHA originally sought.

Queen Lane has a home energy rating score of 68. That's 32 percent more energy efficient than the typical new home. The development has great surface water management with green roofs, flow-through planters, pervious paving, and high and very high efficiency plumbing fixtures. 89% of the construction waste at the Queen Lane site was diverted from landfills!

The new Queen Lane Apartments replaced an aging, obsolete 16-story high-rise built in the mid-1950s with a mix of two-story flats and walk-up apartments, and three-story townhouses.

The redeveloped site was completed in December 2015.





CREATING MORE
HOUSING OPPORTUNITIES

OFFERING RESIDENTS OPPORTUNITY THROUGH HOUSING CHOICE

Since its inception in FY 2015, the Housing Opportunity Program (HOP) has enrolled over 300 families, 125 of whom have moved to an opportunity area, including 23 new families in FY 18.

they generally offer a better quality of life and because economically diverse neighborhoods are healthier communities.

Opportunity areas are neighborhoods identified as those with low concentrations of poverty and high performing schools.

HOP participants receive counseling services and other training before, during, and after their move, to help them succeed and thrive in their new communities.

Moves to “Opportunity Neighborhoods” are encouraged because

| Previous Neighborhood | Poverty rate | New Neighborhood | Poverty Rate | Difference in Poverty Rate |
|-----------------------|--------------|------------------|--------------|----------------------------|
| Logan | 27.1% | East Falls | 12.5% | 14.6% |
| Mantua | 59.7% | Mt. Airy | 4.3% | 55.4% |
| Frankford | 32.2% | East Oak Lane | 14.7% | 17.5% |
| Germantown | 28.3% | West Oak Lane | 14.9% | 13.4% |
| Lawncrest | 36.9% | Tacony | 16.5% | 20.4% |

MOBILITY = OPPORTUNITY



Myia Hurst is a bubbly, ambitious 40-something who’s thankful for the Housing Opportunity Program at PHA.

The program provides mobility counseling to assist Housing Choice Voucher families find quality housing in top-rated communities throughout the region.

This allows families the opportunity for better housing, diverse neighborhoods, and access to better schools and shopping.

In Myia’s case, the program also let her complete college level courses that will help her career prospects.

Best of all, Myia anticipates becoming fully self-sufficient in the near future.



A HELPING HAND

In Fiscal Year 2018, PHA added an additional 50 vouchers to the Section 811 voucher program, a supportive housing program for persons with disabilities.

The Section 811 program is a partnership between the Pennsylvania Housing Finance Agency (PHFA), the City of Philadelphia’s Office of Homeless Services, and PHA.

As of March 2018, 55 individuals with disabilities secured permanent housing through the Section 811 program with an additional 30 searching for an HCV unit.

NEW HOUSING OPPORTUNITIES

Below is a snapshot of the new housing opportunities created by the Unit Based Voucher Program in FY 2018:

| Project Based HAP Contracts signed FY 2018 | | | | | |
|---|----------------------------|-----|--|------------------|-------------------------|
| Site | Sponsor | | Description of Project | Vouchers Awarded | Annual Budget Authority |
| New Courtland Allegheny Phase II | New Courtland | PBV | New Construction for seniors in North Phila. | 40 | \$458,016 |
| Lindley Court | Presbys Inspired Life | PBV | Rehabilitation site in Logan for seniors | 11 | \$117,924 |
| SIL Program | Intercommunity Action Inc. | PBV | Existing site for individuals with mental health/chemical dependency in Roxborough | 13 | \$98,904 |
| Tioga Family Center | Gaudenzia | PBV | New Construction for low income families in North Phila. | 24 | \$356,196 |
| Centennial Village | Community Ventures | PBV | New Construction for low income families in West Phila. | 23 | \$314,220 |
| TOTALS | | | | 111 | \$1,345,260 |

| RAD HAP Contracts signed | | | | | |
|-----------------------------------|----------------------------------|-----|--|------------------|-------------------------|
| Site | Sponsor | | Description of Project | Vouchers Awarded | Annual Budget Authority |
| Haddington III | Mission First | RAD | New Construction in West Philadelphia for low-income families - RAD transfer of assistance site | 48 | \$729,408 |
| Roberto Clemente House | NUEVA ESPERANZA | RAD | Substantial rehabilitation development in North Philadelphia serving low-income families - RAD transfer of assistance site | 38 | \$592,800 |
| Cantrell Place | Presbys Inspired Life | RAD | Substantial rehabilitation development in South Philadelphia for seniors RAD transfer of assistance | 40 | \$485,040 |
| Witherspoon Senior Apts. | Presbys Inspired Life | RAD | New Construction in West Philadelphia serving seniors - RAD transfer of assistance | 40 | \$467,712 |
| 1315 North 8 th Street | Project HOME | RAD | New Construction of 30 units of affordable housing targeted for youths aging out of foster care in the West Poplar neighborhood (homeless) | 25 | \$294,000 |
| Norris Square | Norris Square Community Alliance | RAD | Rehabilitation of existing family units in North Central Philadelphia - RAD transfer of assistance site | 29 | \$418,056 |
| Blumberg Senior | PHA | RAD | New Construction of an existing site for seniors | 94 | \$1,131,384 |
| TOTALS | | | | 314 | \$2,987,016 |



ADVANCING FAMILIES AND
COMMUNITIES

JOBS WANTED: RESIDENTS WANT TO WORK



Over 700 people lined up to take part in a job fair at the John E. Street Community Center was sponsored by PHA and School District of Philadelphia.

Job applicants formed a line that ran down Poplar Street and then down 12th Street to have a shot at landing a job with the school district.

The job opportunities included instructional support, climate, food services, transportation, facilities, and maintenance positions.

Job seekers were able to fill out an application online and network with recruiters about opportunities with the district.

Finding employment is important, so that families can stabilize themselves and save money to get into their own homes.



Section 3 Program

In FY 2017, PHA exceeded its minimum HUD goals for hiring and subcontracting. The total number of Section 3 hires was 168, both from the Job Bank and directly by PHA contractors. By the end of FY 2018, PHA will likely exceed its goals once again.

For the first 3 quarters of FY 2018, PHA added 91 Section 3 hires to its work force. While the figure for contractors is still being calculated, last fiscal year our PHA contractors hired 130 Section 3 residents. The expectation is the number will likely increase because of an uptick in major construction projects.



Bonding the Digital Divide

Through a partnership with T-Mobile and Philly SEEDS, CORD is able to close the digital divide of PHA residents as they gain access to technology.

PHA is now providing T-Mobile tablets to approximately 4,500 families so that they can possess a resource that would enable for them to have access to resources beyond their development. PHA orchestrated a tablet distribution as an incentive for residents to sign up for a Job Training Program. As a result, to date, (CORD) department has received 400 resident referrals.

This tool enables residents to perform job searches, college applications, homework assistance, and other activities necessary for daily living.



CORD CONNECTS RESIDENTS TO A WORLD OF POSSIBILITIES

PHA's Community Operations & Resident Development (CORD) department operates a wide range of programs that promote resident self-sufficiency.



Youth Enrichment Services

PHA coordinated a summer program to serve 68,639 nutritional meals and offer Summer Camp at 19 sites, punctuated with activities such as basketball tournaments, spelling bees, and “STEM” (Science, Technology, Engineering and Math) contests. Approximately 90 youth participated in the basketball tournament and 100 youth participated in the annual spelling bee and 240 youth participates in the ‘STEM’ Program.

17 PHA residents participated and completed the AFI Cash for Success Scholarship Program which allowed PHA to successfully match the savings in their Individual Development Account at an 8-1 match. This money can be used for tuition, books and equipment necessary for their course of study as they pursue post-secondary education. Out of 22 slots 17 participants received their match and, five are currently saving.



Spelling Bee/ Bookbags

280 youth from 13 PHA sites participated and read at least 15 minutes per day, in accord with School District of Philadelphia recommendations.

PHA concluded its summer programming by issuing approximately 2,500 book bags filled with supplies to school-aged residents.

In addition to the summer programming, PHA competitively procured two vendors to provide year-round afterschool services to 240 children residing at 12 sites. All programs meet the PHA standard of homework assistance, literacy and numeracy training, community service, and recreation.



Jobs Plus Pilot Program

The Jobs Plus Program is an intensive program of employment-readiness, job training, job placement, and support services for the residents of the Raymond Rosen public housing development.

The ultimate goal of the program is to assist residents with activities such as finding new employment, improving financial literacy, and improving educational outcomes.

There were completed 332 assessments and 300 are currently enrolled in the program.



Community Partners Programs

The Community Partners Programs assists residents with life skills and career training. PHA collaborates with local organizations to provide residents with educational and workforce training opportunities to help them attain economic independence, empowerment, and self-sufficiency through education and job training.

During the past fiscal year, the training included Human Services, Certified Nursing Assistant and Phlebotomy, Dental Technician, Pharmacy Technician, Call Center Training, Community Health Worker, Housekeeping, Front Desk and Culinary Arts.

Residents also participated in the Workforce Ready program and Entrepreneur Works offered training for residents seeking to start or expand their own business. As of this report's publication, a total of 67 residents completed job-training programs and 57 percent achieved employment.



Resident Empowerment Conference

In August 2018, PHA, in collaboration with the Resident Advisory Board (RAB) hosted a national resident empowerment conference with attendees from around the country. Resident leaders were educated on the latest information regarding HUD policies, resident advocacy and other information relative to the public housing industry. Several HUD officials and Executive Directors also attended.

GED Programs

In an effort to improve the literacy rates among our residents, PHA continues to pursue and enhance its partnerships with local universities to help provide more opportunities for public housing residents to achieve their GED goal and move onto college or receive post-secondary education.

In addition, PHA and its various partners (Drexel University, Temple University, and the Community College of Philadelphia), provide direct adult basic education and GED classes with an expanded opportunity for adults and youth to complete their GED and help make college a viable option.

A total of 70 residents completed the adult education courses and 5 residents received their GED.

PROJECT SOAR HELPS RESIDENTS FLY

PHA residents who need help filling out financial aid forms for college and other post-secondary educational opportunities can now do so through Project SOAR (Students + Opportunities + Achievements = Results).

This test program got underway in mid-October 2017 at Wilson Park and is offered at eleven sites.

PHA is employing two full-time education navigators to work with 250 public housing youth, ages 15-20, per year. The navigators devise strategies to address and prevent participants from dropping out of school, and encourage the goal of post-secondary education. They also promote awareness and benefits of a college education and provide readiness and services to youth selected to take part in the program.

SOAR participants will receive assistance with applying to scholarships available through PHA and HUD; as well as city, state and national scholarship opportunities.

The U.S. Department of Housing and Urban Development awarded over \$300,000 to PHA in late 2016 to hire “education navigators” that help low-income youth and their families fill out the forms.

Guidance counselors, traditionally responsible for assisting students with college preparedness, including financial aid forms and related activities, have been reduced significantly in recent years.



WORTH ITS WEIGHT IN GOLD



PHA President & CEO Kelvin Jeremiah joined RAB President Asia Coney at the 50th anniversary of the organization. Tyrone Reed of the Committee for a Better North Philadelphia and attorney George Gould of Community Legal Services were among 11 honorees at the event.

The Resident Advisory Board (RAB) that serves PHA residents turned 50 years old in November 2017.

The board makes recommendations in the development of the housing authority’s operating plan. By federal law, PHA is required to request input from the RAB for any significant amendment or modification to that plan.

Before its founding, living conditions for residents were deplorable and residents had no way to make things better.

Today, PHA works in partnership with the RAB, and that’s critical to the agency’s success, including the funding and design of programs such as Moving to Work (MTW) and the Rental Assistance Demonstration program (RAD) work for residents.



PHA President and CEO Kelvin Jeremiah congratulates Nickole Mingo as Resident of the Month at the agency’s July board meeting.

RESIDENT FINDS REWARDING WORK

Nickole Mingo, a scattered sites resident, had hit a dead end search for a job until she received an invitation from PHA’s Family Self-Sufficiency office. She completed the Community Health Worker program at Temple University and now works for Temple University Hospital.

Community Health Workers act as a bridge between needy patients and the health care system. The goal is improved care, improved health and lower costs, and saving doctors’ time for the things they are uniquely qualified to do.

Nickole says the job has its own rewards; for example, when a patient calls to thank her for encouraging them to take action and see the doctor.

She has a passion for helping people and her next goal is a degree in social work.

THANK YOU FOR NOT SMOKING

In February 2018, the PHA Board adopted a smoke-free policy that it applies to all units to comply with HUD requirements and makes repeated violations a basis for eviction as of April 2, 2018. PHA was the largest Authority to become completely no smoking.

Arizonans Concerned About Smoking (ACAS) and the Arizona Smoke-Free Living Coalition formally recognized PHA in May 2017 as a national leader in the effort to provide a healthy and safe smoke-free living environment.

ACAS conferred its Tobacco Control Health Leadership Award on PHA for taking action years before the US Department of Housing and Urban Development (HUD) came out with a mandate for all housing authorities.



NEW SPROUTS



PhillySEEDS, a 501 (-c) (-3)- nonprofit subsidiary of the Philadelphia Housing Authority, had a record fiscal year for 2018 with their 3 core programs:

- PhillySEEDS Scholars Program
- Homeownership Closing Costs Assistance Program
- Rental Security Deposit Assistance Program

All three core programs were promoted to PHA residents, PHA resident councils, and PHA departments through various presentations, workshops, and seminars.

Below is a chart highlighting the programs and their successful graduates:

During fiscal year 2018, PhillySEEDS, Inc. received two grants that helped to support its core programs from Customer’s Bank and Santander Bank Foundation. Santander Bank Foundation awarded PhillySEEDS \$30,000 to promote financial literacy, homeownership, and entrepreneurship opportunities to Sharswood neighborhood residents, Vaux Big Picture High School students, and their families.

| PhillySEEDS Program | Successful Program Recipients | Total Amount Awarded |
|-----------------------------|-------------------------------|----------------------|
| Homeownership Closing Cost | 27 | \$ 68,780 |
| Security Deposit Assistance | 28 | \$ 32,262 |
| Scholars Program | 66 | \$258,000 |
| TOTALS | 121 | \$359,042 |

THERE'S NO PLACE LIKE HOME

The Homeownership department set a sales record in fiscal year 2018.

Homeownership sales including Section 5H and Housing Choice Voucher (HCV) Homeownership programs plus non-program participants totaled 73, which is a 26% increase from the prior fiscal year.

Qualified Section 5H participants have the ability to purchase the scattered site home they are living in from PHA at fair market value.

Qualified HCV homeownership participants are able to convert their rental voucher into a homeownership voucher to assist their new mortgage payment anywhere from 15 to 30 years.

Other PHA residents who do not qualify for the HCV Homeownership or Section 5H programs can still enroll in the

homeownership readiness process and find affordable homes in the City of Philadelphia with the assistance of the Homeownership Opportunities department.

The chart below shows the breakdown of all three programs sales and their increases over the past three fiscal years:

| | FY2016 | FY2017 | FY2018 |
|-------------------|-----------|-----------|-----------|
| Section 5H | 2 | 5 | 13 |
| HCV Homeownership | 18 | 39 | 41 |
| Non-Program | 11 | 14 | 19 |
| TOTAL | 31 | 58 | 73 |

DEVOTED TO HIS NEIGHBORHOOD SCHOOL

The kids at Gideon Elementary School call him “Mr. Jimmy.”

His real name is Juan Griffin and he has four daughters, all of whom graduated from the school just west of Johnson Homes where he and his family live.

Mr. Griffin is part of the “climate staff” at the site, making sure that kids are lined up when they have to be, maintaining order in the lunchroom, keeping the students out of fights, and generally acting as a father figure.

The job is not glamorous, but very necessary for the school to have an orderly, safe, and welcoming environment.

For him, it’s not about the money, it’s about the kids.



IN PURSUIT OF FREEDOM, HAPPINESS

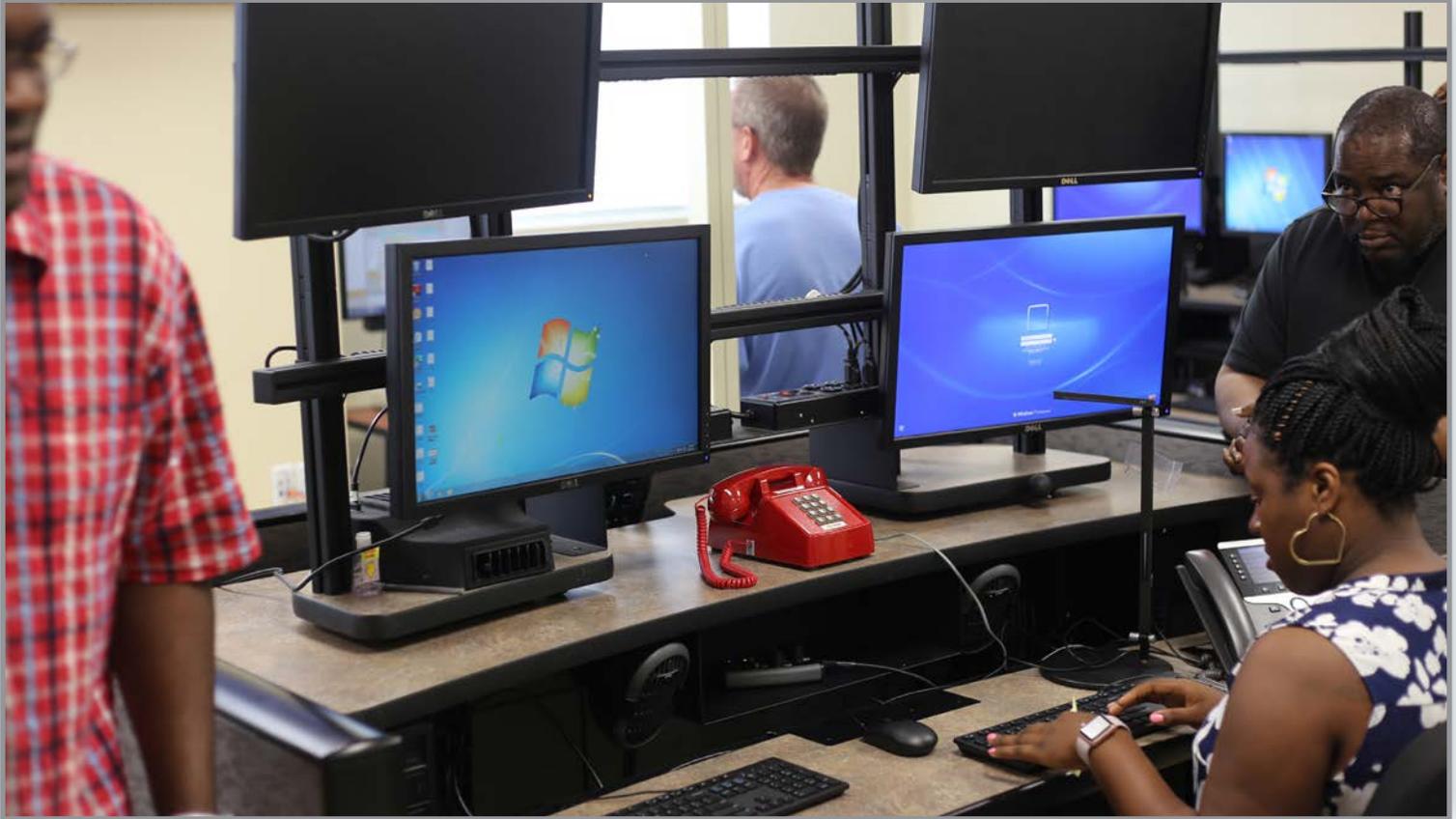
Four Assets for Independence (AFI) grant candidates became homeowners in FY 18, for a total of 11 new homeowners under the AFI Grant to date. The overall grant is for 20 homeownership spots to be filled.

In Education, 1 out of 16 AFI Education applicants received their AFI grant funds during FY 2018. The overall education slots for this grant are 22.

The last AFI grant category, Entrepreneurship, has two slots remaining to be filled. The AFI team will conduct a business plan review for the applicants. If scored and approved, these residents will receive the 8:1 match from their current Individual Development Savings Accounts.

All AFI eligible candidates must save towards their goal for a minimum of six

months through a bank account from either the Philadelphia Federal Credit Union or PNC Bank.



The PHA Police Department achieved a significant decrease in crime at PHA developments for calendar year 2017 compared to the previous year.

The Department works closely with residents and resident leaders to address safety issues. Members of PHAPD receive cultural diversity training that helps to build trust with the community regarding issues they face on a regular basis.

Statistics for calendar year 2017 show crime fell across the board, with decreases in the following categories:

- Homicide (-12.5%)
- Rape (-7.1%)
- Robberies (-49.3%)
- Aggravated Assault (-9.6%)
- Burglary (-9.1%)
- Theft (-34.4%)
- Auto Theft (-76.1)

The overall crime rate decreased in 2017 by 27.2%!

A new Radio Room was designed and built to allow for better communications between

Radio Room personnel, PHAPD officer's, Philadelphia Police Department and PHA residents. The Radio Room was dedicated in July 2017.

A Computer Aided Dispatch (CAD) system became operational in January 2017, improving dispatch capabilities, allowing for electronic reporting of incidents, and vastly improving the records management system.

A weekend command system also started in January, allowing for a rotational coverage by Command level personnel on business days. Hands-on supervision round the clock is critical to helping the department improve upon its safety record.





A SEAMLESS OPERATION

DOING BUSINESS WITH PHA

Twice a year, PHA hosts a business networking event to provide suppliers with the opportunity to learn how to become a vendor for the agency.

Prospective vendors learn about upcoming contract opportunities, prequalification, submitting proposals, bidding procedures, Section 3 compliance, minority and women-owned business participation, and bonding and insurance requirements.

A total of 82 vendors took part in these events in 2018.

PHA's Supply Chain Management team in collaboration with the City of Philadelphia's Office of Procurement hosted its semi-annual "Doing Business" during the City's annual MED Week (Minority Enterprise Development), an event designed to show vendors how to grow their businesses and learn about government procurement and networking processes.



SUPPLIER DIVERSITY

In FY18, Philadelphia businesses received **\$33.6 million** of the total PHA contracted procurement spend of **\$78.8 million**. In other words, 42.6% of the agency's spending went to city businesses.

PHA also posted a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) participation rate of **61% MBE** and **41 percent WBE**.

Philadelphia based businesses or organizations received \$52 million out of total disbursements of \$106.6 million in FY18. That's 49% of all disbursements.

PHA continues to work closely with all Chambers of Commerce, the City's Procurement Department, the City's Department of Sustainability, and the School District's Procurement Department to share MBE/ WBE lists, contracts for piggybacking, and energy procurement knowledge.



\$33.6 Million from PHA contracts were spent with Philadelphia businesses.

GETTING THE MOST FOR THE MONEY

The Supply Chain Fleet Management Department commenced the Fleet modernization process with the leasing of 72 new vehicles in 2017. The influx of new vehicles has already affected the fuel and repair costs for the Fleet. Vehicle repairs are down by 23% and fuel consumption has dropped 11%. Seventy-two new vehicles have been placed on order with Enterprise for 2018 to continue modernizing the fleet.



MAKING SURE EVERYONE COMPLIES

In FY 2018, the Office of Audit and Compliance (OAC) successfully performed investigative, audit and compliance-related activities relating to PHA's operations, programs, and services.

| OAC by the Numbers | |
|--------------------|--|
| 426 | Complaints Received |
| 161 | Investigations Opened |
| 120 | Open Investigations Substantiated |
| \$255,235.80 | In Ordered Restitution/ Reimbursement to PHA |

OAC's actions have reduced risks and ensured that policies, procedures, laws, and regulations are followed, established standards are met, resources are used efficiently and effectively, and PHA objectives are achieved.

Highlights for FY 2018 include:

- 17 fraud cases were forwarded to the District Attorney's office for egregious amounts owed to PHA, totaling \$337,206 – 14 arrests from these cases were completed during the fiscal year and three are pending
- OAC collected \$167,610 from repayment agreements arising from investigations into tenant misconduct
- OAC ensured PHA's efficient and transparent cooperation with, and response to:
 - 1 Agency wide review conducted by the Philadelphia Regional Office of HUD.
 - 2 Commonwealth of Pennsylvania Grant Close Out Audits
 - 2 HUD Office of Inspector General Reviews
 - 1 HUD Management Decision Letter
- OAC monitored the development of and/or updated Standard Operating Procedures for several PHA departments

FINDING THE RIGHT PERSON FOR THE JOB

PHA is dedicated to recruiting, training, and retaining a diverse and highly qualified work force. The Human Resources Programs division is responsible for recruitment and placement.

PHA expanded its Summer Youth Employment Program across the Authority. The agency employed 25 student-employees, including 6 PHA residents during calendar year 2017.

Also in 2017, the Labor and Employee Relations (LER) division proactively partnered with Liberty Mutual insurance to help employees return to work. As a result of this partnership, employees are returning to work sooner. The average number of days away from work decreased by 35%!



ISM – THE EPICENTER OF PHA

PHA's Information Systems Management (ISM) department ensures that PHA runs efficiently and smoothly. High quality customer service is made possible by the software applications that ISM installs, develops, and delivers. It's what everyone expects from a 21st century business.

ISM completed a number of key projects during FY 18 including:

- The upgrade of the Philadelphia Housing Authority Police Department (PHAPD) command center infrastructure enabling the room to be 100% power energized through outages, including a dedicated connection with the City of Philadelphia's database. Further, the system was integrated with mobile devices in police cruisers. ISM also created an online incident report that pulls data from a case management system which is then integrated into the citywide reporting tools.
- The deployment and training for Copilot touchscreen kiosks for three senior developments. These kiosks allow seniors to check in and register for daily activities independently, empowering them to place orders from custom made menus.
- The development of a case management system for tracking lead based occurrences. The new system tracks HUD required Lead Base Blood Test results for residents.
- The conversion of PHA's wireless carrier from Sprint to T-Mobile, allowing PHA to reduce recurring monthly operating costs while facilitating the use of a virtual private network technology for use in the field by Public Housing Maintenance crews for inspections.
- The execution of E-recruit solutions that allows PHA recruiters to plan out daily activities, easily search for job applicants to fill current job openings. Once an applicant gets an offer, the system will automatically trigger the hiring process.



PHA's Office of the General Counsel (OGC) possesses the skill, judgment, and know-how to support activities at the housing authority. The expertise of the OGC is critical to the success of the agency, its clients, and stakeholders.

Auctions: During FY 18, the department coordinated two successful auctions of 177 scattered sites properties that resulted in \$13.1 million in revenue for PHA. The money raised by these auctions helps support the mission of the housing authority. PHA uses funds raised through the auctioned properties for other, much needed housing opportunities. Auctioning excess properties is part of a broad strategy to reposition PHA's large inventory of scattered site holdings.

Rental Assistance Demonstration (RAD): RAD is critical to PHA's capital redevelopment program and financial viability. It allows PHA to leverage additional private equity to create or preserve affordable housing units. OGC's efforts were integral to completing the financing of the Blumberg Senior and Strawberry Mansion developments, both of which were RAD transactions. Overall, the OGC has worked on initiating or closing 17 RAD developments, totaling 1,285 low-income rental units

Bond Issuance: OGC was instrumental in finalizing the bond issuance that will underlie the construction of PHA's new headquarters on Ridge Avenue, a critical component of the Sharswood/ Blumberg Choice Neighborhoods Transformation Plan.

Risk Management: OGC's Risk Management Division received two awards from the Housing Insurance Industry for its claim reduction activities: Most Improved - Risk Management – 2017 for most Improved Claim History for years 2013, 2014, 2015, for conventional units of 2500 or more; and the Outstanding Risk Control Program – 2017 Two Star Performer.



PHA Auction, February 2018



Rehab Work at the Blumberg Senior Tower



THE BOTTOM LINE

STATEMENT OF NET POSITION - MARCH 31, 2017

| | Primary Government | Component Units |
|--|------------------------|----------------------|
| CURRENT ASSETS | | |
| Cash and cash equivalents | \$108,055,988 | \$ 8,556,585 |
| Restricted cash | 7,816,770 | 36,933,784 |
| Investments | 10,029,143 | — |
| Receivables | 71,398,822 | 3,517,992 |
| Other current assets | 1,529,333 | 310,627 |
| TOTAL CURRENT ASSETS | \$198,830,056 | \$49,318,988 |
| NONCURRENT ASSETS | | |
| Mortgages receivable | \$377,168,992 | — |
| Restricted investments | 1,602,926 | — |
| Capital assets, net | 545,093,402 | 446,429,299 |
| Equity interest in component units | 5,076,592 | — |
| Other assets | 8,957,433 | 1,254,374 |
| TOTAL NONCURRENT ASSETS | \$937,899,385 | \$447,683,673 |
| TOTAL ASSETS | \$1,136,729,441 | \$497,002,661 |
| Deferred outflows of resources | 27,229,605 | |
| TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | \$1,164,029,046 | \$497,002,661 |
| CURRENT LIABILITIES | | |
| Accounts payable | \$ 5,434,821 | \$ 1,216,069 |
| Accrued liabilities | 14,525,117 | 1,968,138 |
| Current portion of long-term debt | 5,345,000 | 18,481,610 |
| Due to other government agencies | 448,432 | — |
| Compensated absences | 4,353,051 | — |
| Resident security deposits | 787,358 | 511,522 |
| Unearned revenue and other current liabilities | 5,085,322 | 6,463,960 |
| TOTAL CURRENT LIABILITIES | \$35,977,101 | \$28,641,299 |
| NONCURRENT LIABILITIES | | |
| Compensated absences | \$ 2,902,027 | — |
| Long-term debt | 35,556,084 | 322,033,853 |
| Net Pension Liability | 90,608,463 | — |
| Other long-term liabilities | 5,126,779 | 81,526,386 |
| TOTAL NONCURRENT LIABILITIES | \$134,193,353 | \$403,560,239 |
| TOTAL LIABILITIES | \$170,170,454 | \$432,201,538 |
| NET POSITION | | |
| Net investment in capital assets | \$504,192,318 | \$104,945,393 |
| Restricted for development | 3,245,279 | — |
| Unrestricted (deficit) | 486,420,992 | (40,144,270) |
| TOTAL NET POSITION | \$993,858,592 | \$64,801,123 |
| TOTAL LIABILITIES AND NET POSITION | \$1,164,029,046 | \$497,002,661 |

STATEMENT OF REVENUES, EXPENSES AND CHANGE IN POSITION - MARCH 31, 2018

| | Primary Government | Component Units |
|---|-------------------------|-----------------------|
| OPERATING REVENUE | | |
| Tenant revenue | \$ 26,685,078 | \$28,616,583 |
| Operating subsidies | 351,720,093 | — |
| Other income | 15,699,328 | 1,190,864 |
| TOTAL OPERATING REVENUE | \$394,104,499 | \$ 29,807,447 |
| OPERATING EXPENSES | | |
| Administrative | \$ 78,709,325 | \$ 9,154,876 |
| Tenant services | 4,050,662 | 200,437 |
| Utilities | 21,045,251 | 4,355,956 |
| Maintenance | 62,359,670 | 11,284,321 |
| Protective services | 10,461,522 | — |
| General | 24,744,990 | 3,476,364 |
| Housing assistance payments | 166,940,437 | — |
| Depreciation and amortization | 44,156,807 | 17,956,827 |
| TOTAL OPERATING EXPENSES | \$412,468,574 | \$ 46,428,781 |
| OPERATING LOSS | \$ (18,364,075) | \$(16,621,334) |
| NONOPERATING REVENUE (EXPENSES) | | |
| Interest and investment earnings | \$ 6,421,840 | \$ 17,099 |
| Interest expense | (2,565,618) | 6,229,278) |
| Forgiveness of mortgage receivabl | (1,855,897) | — |
| Other revenue | 562,169 | 8,818,717 |
| NET NONOPERATING REVENUE (EXPENSE) | \$2,562,494 | \$2,660,446 |
| LOSS BEFORE CAPITAL CONTRIBUTIONS | \$ (15,801,581) | \$(13,960,888) |
| CAPITAL CONTRIBUTIONS | | |
| HUD capital subsidies | \$ 17,059,566 | — |
| Partner distributions | — | (96,372) |
| Partner contributions | — | 28,399,133 |
| CHANGE IN NET POSITION | \$1,257,985 | \$ 14,341,873 |
| Net Position, Beginning | \$992,600,607 | 50,459,250 |
| NET POSITION, ENDING | \$993,858,592 | \$ 64,801,123 |

STANDARD & POOR'S GLOBAL RATINGS

On March 8, 2017 – S&P Global Ratings assigned an 'A+' rating to PHA's General Revenue Bonds (PHA Headquarters Project), Series 2017 for \$28.9 million.

S&P Global Ratings stated, "The stable rating outlook reflects PHA's strong position as provider and developer of affordable housing in Philadelphia ..."

Additionally, in a pre-publication notice dated October 27, 2017, S&P Global Ratings affirmed its 'AA-' underlying rating, with a stable outlook, on Philadelphia Housing Authority's series 2002A-2002B and series 2003C-2003D Capital Fund Program Revenue bonds.

These high ratings provided PHA the opportunity to explore lowering the interest rates, and saving PHA as much as \$1 million a year.

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PHILADELPHIA HOUSING AUTHORITY

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