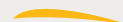


2005–2006
Accomplishments Report



Philadelphia Housing Authority
Building Beyond Expectations



Introduction	1
Moving To Work and the City of Philadelphia	2
Annual Report	4
Strategic Operating Plan	5
Goal 1 (Property Management)	7
Goal 2 (Housing Choice Voucher Program)	11
Goal 3 (Real Estate Development)	15
Goal 4 (Public Safety — Quality of Life)	19
Goal 5 (Resident Support Services)	21
Goal 6 (Productivity and Cost Effectiveness)	25
Goal 7 (Program Compliance and Accountability)	29
Goal 8 (Technology)	31
Goal 9 (Intergovernmental Initiatives)	35
PHA Leadership	36

This is the fifth Annual Accomplishments Report prepared by the Philadelphia Housing Authority (PHA) under the Moving To Work (MTW) Demonstration Program. PHA is one of 32 participants nationwide in the MTW Demonstration Program. Through designation as an MTW agency, PHA and other participating Housing Authorities are given substantial budget flexibility and regulatory relief. Under the terms of its MTW Agreement with the US Department of Housing and Urban Development, PHA is required to publish an Annual Plan and Annual Report. This Annual Accomplishments Report provides a summary of the extensive initiatives undertaken and accomplishments achieved by PHA over the one-year period ending March 31, 2006.

While focusing on the most recent year's activities, the Accomplishments Report makes reference to PHA's major activities and accomplishments during the first five years of the MTW Demonstration Program, the period from April 1, 2001 through March 31, 2006.



Moving To Work and the City of Philadelphia



Executive Director Carl R. Greene

During PHA's five years in the Moving to Work program, an extraordinary, wholesale transformation of the agency and its programs has occurred. Spurred on by a strong sense of urgency, dramatic change and improvement have been accomplished in every PHA community, and at every level of the organization. As described below, PHA is nearing completion of its plan to newly construct or modernize 6,100 housing units. This effort totals more than \$1.2 billion in capital expenditures. Over the next five years, PHA plans to reinvigorate nine more communities at a cost of more than \$500 million.

In parallel, and in large measure because of PHA development activities, the City of Philadelphia as a whole is experiencing a historically significant renaissance of unprecedented proportions. The extent to which PHA development programs have generated hundreds of millions of additional dollars in economic benefits to the community and the City and State governments has now been documented by economists who studied the impact of PHA revitalization activities on the regional economy and surrounding communities.

PHA Executive Director, Carl R. Greene cites the MTW designation as a critical component in both PHA and the City's revitalization efforts. "When I took over leadership

of the PHA," said Greene, "I realized that the magnitude of our physical, management and social challenges would require a totally new approach, one that freed PHA from the constraints associated with typical Public Housing Authority operations. In some respects, the deplorable conditions of PHA housing that existed as recently as eight years ago can be traced directly back to the inflexibility and inadequate funding of the national public housing program. We needed to change this, and MTW designation has served us well in effecting that change."

As a result of the flexibility afforded by the MTW designation, PHA has been able to utilize all available funding in support of the agency's overall goals and to waive numerous bureaucratic requirements that add unnecessary cost and delay progress. Before MTW, use of funding was strictly limited within specific programs. The MTW designation allows PHA to establish a single "block grant" for housing and other authorized agency purposes.

"The financial flexibility afforded by MTW has been crucial to our success," said Executive Director Greene. "It has allowed PHA to act in a responsible and entrepreneurial manner to attract other partners and equity investors. The investment community has embraced PHA's vision for change and the MTW program by providing over \$200

million in private equity investments, and \$200 million in bond financing. I think the results speak for themselves."

As described in the report, the investment community's confidence in PHA has proven to be prudent and well placed. Independent reviews and audits by Standard & Poors and by qualified CPA firms have demonstrated the fundamental soundness of PHA's strategy and financial management operations.

The entire Philadelphia community has also benefited from PHA's revitalization efforts as documented in the "Creating Wealth" study. Said Greene, "We have proved what no one thought possible ten years ago, that the PHA can serve as an engine for city-wide change – and that private properties near PHA redevelopment sites increase in value way beyond the citywide average. We have turned the entire paradigm upside down by showing that public housing can be a positive force for private property revitalization."

The MTW Annual Report describes PHA's accomplishments in implementing one of the largest affordable homeownership programs in the history of the City and State. PHA has sold over 550 affordable homes to first time homebuyers over the past several years. This past year brought the greatest success to date in that regard as PHA began selling hundreds of homes that it has developed. In addition, PHA's Housing Choice Voucher Homeownership Program is one of the largest and most successful in the country.

PHA has changed the face of Philadelphia neighborhoods. It has also transformed the culture of the organization itself. Over the term of the MTW program, PHA has implemented an aggressive strategy of teambuilding, process simplification and technological change. Projects discussed in this report include PHA's rent simplification, Field Service automation, Interactive Voice Response (IVR) and other major initiatives. These improvements have allowed PHA to simplify workflow and monitor real-

time performance data on all project-level operations.

Carl Greene cites these re-engineering and technology efforts as a critical part of the agency's going forward strategy. "PHA is facing substantial cuts in federal operating subsidy at a time of soaring costs, including energy. The changes we have made to our processes and technology will help us to lower the cost of our transactions while meeting the needs of our customers and vendors," said Greene. "We have also placed the concepts of teamwork and customer satisfaction front and center at PHA. The fact that 85% of residents surveyed expressed satisfaction with their PHA housing units shows that we are doing something right."

As PHA submits this MTW Annual Report, the agency continues to advocate for continuation and expansion of the MTW Demonstration Program. "We could not pos-



sibly have achieved this level of accomplishment without the flexibility afforded to PHA by the MTW program," said Carl Greene. "We intend to do everything we can, working with our elected officials and community

leaders, to see that the progress achieved by PHA as part of the MTW program is not reversed."

Annual Report



MTW Year Five was a time of extraordinary accomplishments in the transformation of PHA and the creation of hundreds of new low-income homeowners. PHA's investments have focused on the following general areas:

- *Comprehensive rehabilitation and neighborhood revitalization activities* – PHA is moving into the final year of its \$1.2 billion effort to build or modernize 6,100 housing units. In addition to the hundreds of millions of capital dollars already successfully invested, PHA plans to invest an additional \$519 million in construction spending over the next five years. The multiplier effect of these upcoming investments will generate over a billion dollars in economic activity within the city and state.
- *Creating community wealth* – The quality of PHA communities and the intensity of PHA development efforts are helping drive the economic resurgence of the City of Philadelphia. A recent study of real estate values concluded that, while city-wide property values grew by 55% over a recent five-year period, the neighborhoods surrounding five PHA redevelopment sites experienced increases of 142%. For the first time in its history, PHA began selling newly constructed homes to the public – primarily families earning below 80% of Area Median Income – in early 2005. To date, more than 250 new homes

have been sold at Lucien E. Blackwell Homes, Greater Grays Ferry Estates and Martin Luther King Plaza. In addition to new home sales, PHA expanded its groundbreaking efforts to promote community wealth and homeownership through sales of existing housing and through the Housing Choice Voucher Homeownership program.

- *Customer service focus* – PHA accelerated its efforts to improve service to residents, program participants, vendors and the public at large. Using intensive staff training and new technology, PHA is upgrading its “interface” to the public. Intensive training and technology initiatives have been implemented to enhance PHA's response to the diverse needs of Philadelphia's residents including people with disabilities, non-English speakers and other community members. A major project started in the past year will install a system-wide Interactive Voice Response (IVR) system to provide streamlined, automated responses to customers, vendors and

public inquiries and better track of problems and issues.

- *Support for resident economic self-sufficiency and independent living* – PHA continued to expand its efforts to promote resident economic self sufficiency and senior independent living through a wide variety of new and ongoing programs, including linkages with community partners and the statewide “welfare to work” system. This past year, more than 400 residents completed PHA sponsored employment-training programs. PHA significantly expanded its existing training programs and partnerships, and implemented one of the largest and most successful affordable homeownership programs in the country. PHA also established the Living Independently For Elders (LIFE) program at Greater Grays Ferry Estates in partnership with the State of Pennsylvania and the St. Agnes Continuing Care Center. This program is setting a model for combining subsidized housing and subsidized health care for seniors, and serving nursing home-eligible residents while allowing them the independence of remaining in their own apartments. This new idea saves the government substantial funds by averting more expensive nursing home care while giving residents a lifestyle many prefer. The LIFE Center has 65 seniors now



enrolled. The program has worked so well that PHA is already building a second LIFE Center and planning a third.

- *Community service* – PHA staff and communities are an integral part of the Philadelphia community. As such, PHA has taken the lead in numerous large-scale volunteer efforts, including its Sparkle Plus program. Most recently, PHA opened its doors and hearts to survivors of the Hurricane Katrina disaster, equipping temporary housing facilities, providing food and other basic needs, and facilitating placement of 50 families into permanent housing.
- *Process simplification and standardization* – Through MTW, PHA continued its efforts to streamline program administration including eliminating outdated systems, standardizing operating practices, and updating all policies and procedures. All PHA sites now have Site-Based Management Plans that provide standard operating procedures, site-specific benchmarks and performance indicators, office standards and other relevant information. A new initiative to improve and simplify the housing application and admissions process is underway. Implementation of a simplified rent system and two-year recertifications were two prime examples of this type of activity.
- *Continuous management and administrative improvement efforts* – PHA continued its ongoing management improvement efforts designed to increase administrative efficiency and improve service to our residents. As evidence of the strength of PHA's financial and administrative operations, PHA received unqualified opinions or clean audits on all audited financial statements from 2003 to 2005. PHA also has received a "strong" rating

based on a thorough review of PHA operations conducted by Standard and

Poor's rating service.

Strategic Operating Plan

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

To ensure continuous progress in each goal area, PHA convenes regular inter-departmental goal meetings for each of its nine strategic goals. The goal meetings are working sessions that provide an opportunity for staff to work on key objectives, address operational challenges, and identify solutions to strategic plan tasks. In addition to goal meetings, PHA established a "Leadership Council" which meets weekly to review strategic plan progress and to identify and resolve obstacles to achieving all identified goals. The Accomplishments Report for 2005-2006 highlights and summarizes the accomplishments achieved by PHA under each of the nine Strategic Operating Plan goals during the fiscal year from April 1, 2005 through March 31, 2006.



PHA Executive Director Carl Greene is joined by PHA Board Chairman, Mayor John Street and HUD Secretary Alphonso Jackson at Wanamaker Middle School, which was converted into a shelter and processing center for evacuees from Hurricane Katrina.

Goal 1 Accomplishments Summary

1. Achieved 96.47% rent collection rate at conventional, scattered sites and PAPMC-managed sites
2. Increased overall occupancy by 450 units
3. Conducted HQS/UPCS inspections on 100% of housing units
 4. Completed 100% of emergency work orders within a 24-hour time period
 5. Completed preparation of 860 conventional housing units
 6. Completed “lease up” of the final 40 units at Cambridge Plaza Phase III
 7. Leased 42 units at Martin Luther King Homes Phase IV
 8. Leased 80 rental units at Lucien E. Blackwell Homes Phase II
 9. Leased 103 units at Greater Grays Ferry Estates Phase IIB
 10. Upgraded 244 scattered site homes through the Sparkle Plus Initiative

Strategic Operating Plan Goal 1 Achieve Excellence In Property Management.

As one of Pennsylvania's largest residential property owners, PHA is committed to providing industry-standard, high quality management and maintenance services to all residents. Every day, PHA maintenance and housing management staff strive to respond promptly and efficiently to the service needs of residents and to ensure the continued operation of the citywide network of facilities. The results are clear: more than 85% of residents are satisfied with, and feel safe in their PHA homes according to the most recently completed 2006 survey.

PHA currently owns and manages a total of 20,367 housing units in thirty-one (31) conventional public housing developments, ten scattered site management areas, eight alternatively managed developments and ten newly renovated or constructed Low Income Housing Tax Credit sites. PHA's portfolio includes units managed by its subsidiary, Philadelphia Asset and Property Management Corporation (PAPMC).

During the past year, PHA showed improvement in key indicators of management excellence including vacancy reduction



PHA recorded an impressive rent collection rate of 96.47%

and rent collections. This continuous improvement effort is fueled by an ongoing program of staff training, combined with process improvements designed to efficiently deploy needed resources on-time, and on-budget.

While maintaining all of its ongoing housing operations, PHA opened its doors to the families displaced by Hurricane Katrina. Working with the City of Philadelphia's Operation Brotherly Love, PHA set up an Admissions unit from September through October 2006 at the Wanamaker School. During this period, over 300 evacuees visited the office, of which 44 were housed through PHA's HCV and public housing programs.

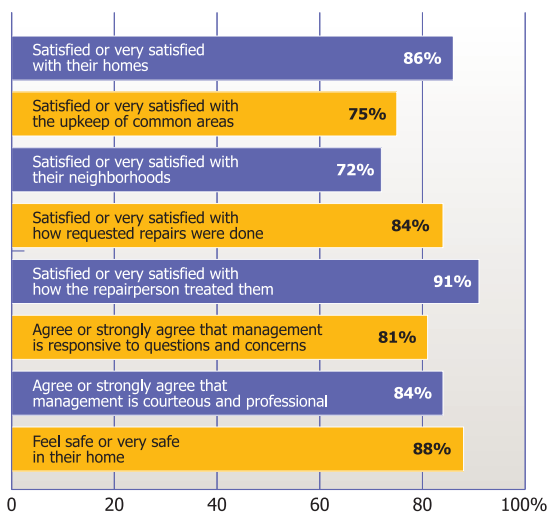
As noted in prior Accomplishments Reports, PHA's professional management has been endorsed by the Standard & Poor's rating service, which gave PHA a "strong" rating, the highest rating awarded to any Public Housing

Authority in the country.

PHA continued to emphasize standardization of all operational policies and procedures and increased accountability at the site level. During the past year, a new desk manual for the PAPMC managed sites was developed and updates were made to Site Based Management Plans on a system-wide basis. Other significant accomplishments in the area of housing management excellence during MTW Year Five included:

- **Rent Collections:** High rent collection rates are a critical factor in generating resources to maintain and improve PHA properties. PHA continued to improve its overall rent collection efforts, resulting in a 96.47% collection rate.
- **Occupancy:** PHA continued to increase the overall number of residents served through the rental housing programs. Adjusted occupancy rates increased to 94.2%, with a net increase of 450 occupied units.
- **Unit Inspections:** Efforts to pro-actively identify and correct problems or deficiencies with PHA housing units remained a

Resident Satisfaction Survey



Goal 1 Accomplishments Summary

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top priority. This past year, PHA staff inspected 100% of all rental units. When needed, field service requests were generated and follow up maintenance work was performed.

- **Unit Rehabilitation:** As part of its ongoing effort to improve housing quality, PHA staff completed preparation of 860 public housing units during the past year.
- **New Lease Ups:** PHA redevelopment efforts resulted in lease ups of 265 new units at Cambridge Plaza Phase III, Martin Luther King Homes Phase IV, Lucien E. Blackwell Phase II, and GGFE Phase IIB.
- **Sparkle Plus:** PHA's award winning Sparkle Plus initiative to beautify and upgrade existing public housing units continued including upgrades to 244 scattered site units.
- **Policies and Procedures:** Training and roll-out of the revised Admissions and Continued Occupancy Plan (ACOP) took place during the year, helping to increase staff knowledge and awareness of all applicable occupancy policies. Revised Desk Manuals including rent collection procedures and inspection protocols were also provided to staff.

- **Implementation of Two Year Recertifications:** PHA completed the transition from the current annual recertification system to a two-year recertification cycle.
- **Implementation of Simplified Rent System:** PHA completed the second phase of the transition to a new rent calculation system for public housing residents that modifies the current deduction system, decreasing the percentage of income paid towards rent based on family size and providing incentives for resident savings and asset building.

During MTW Year Five, PHA continued to implement a number of ongoing property management initiatives related to its public

housing conventional and scattered site portfolio that have been operational during the demonstration period. These ongoing initiatives include:

- **Enhanced vacancy rehabilitation efforts** that, combined with the Home Selection Day process, allow PHA to more efficiently reoccupy vacant housing.
- **Enhanced lease enforcement** to improve the quality and safety of PHA communities and Philadelphia's neighborhoods.
- **Publication of PHA Experience resident newspaper:** Four highly successful quarterly editions were prepared by PHA's Communications Department and distributed to public housing residents, HCV participants and employees.



Goal 2 Accomplishments Summary

1. Provided rent subsidies to 17,084 low income households
2. Leased a total of 716 housing units under the Unit-Based program.
3. Assisted a 105 HCV participants in achieving homeownership. Provided financial support to 24 families with disabilities.
4. Assisted 209 households with increasing their income, which resulted in their voluntary termination from the HCV program
5. Inspected 100% of all scheduled units for Housing Quality Standard compliance
6. Conducted housing fairs attended by over 715 voucher holders and 215 property owners this year, which resulted in approximately 230 housing placements
7. Assisted 360 formerly homeless households to obtain permanent housing
8. Continued to support the Tenant/Landlord Advisory Board as a forum for ongoing community input to PHA HCV program policies and procedures and also hired second community liaison
9. Assisted over 7,200 households in preparing and implementing Family Economic Development Action Plans
10. Continued implementation of the HCV Quality Initiative by providing extensive staff training and development of new automation tools

Strategic Operating Plan Goal 2 Achieve Excellence in The Management Of The Housing Choice Voucher Program And Enforce Program Compliance.

PHA operates one of the country's largest Housing Choice Voucher (HCV) programs, which last year served 17,084 Philadelphia households. In contrast to the PHA-owned housing programs, the HCV program allows PHA to enter into contracts with private property owners to make rents affordable to low-income households. In these efforts, PHA collaborates with a broad range of community members, developers and government agencies to use HCV resources to accelerate and support neighborhood revitalization.

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

PHA continued to operate five community site offices, which provide neighborhood residents with convenient access for conducting business and contacting their assigned Service Representatives. Significant accomplishments in the area of HCV operations during MTW Year Five and prior years included:

- PHA expanded HCV program services to support approximately 17,000 households throughout the City last year.
- In an effort to revitalize PHA neighborhoods, a total of 716 housing units have been leased under the MTW HCV Unit Based program. As part of the Unit Based award process, PHA requires that any projects targeted for vouchers meet the MTW site and neighborhood standards and other MTW requirements.



- PHA's highly successful HCV Homeownership Program expanded to 105 participants who have now purchased their first homes. Some of the homeowners purchased new units at PHA redevelopment sites, while others found quality existing housing in Philadelphia neighborhoods.
- Twenty-four households with family members who have disabilities became homeowners through the HCV Homeownership Program.
- Through extensive resident self-sufficiency efforts, 209 previous HCV program participants have "graduated" from the program. Residents graduate when household income is sufficient to pay all rental expenses without a subsidy.
- HCV housing units provide decent, safe and sanitary housing to program participants as a result of a 100% unit inspection program. Units are inspected before occupancy and then regularly throughout the term of the lease.
- Efforts to improve the quality and expand the geographic distribution of housing

units available to HCV participants were implemented during the past year. These efforts included conducting Housing Fairs, briefing sessions and information materials to program participants. More than 715 HCV participants and 215 property owners participated in the Housing Fairs. Most importantly, the fairs resulted in 230 housing placements.

- PHA assisted 360 formerly homeless families last year through the Supportive Housing program. Families were provided with life skills training and case management services for a six-month period.
- PHA continued to support the Tenant/Landlord Advisory Board that provides input to the agency on HCV policies and procedures. PHA Investigations Department also conducted 1,121 investigations in response to community and staff calls.
- HCV participants who are subject to the seven-year time limit continued to work with PHA to develop a Family Economic Development Action Plan. To date, more than 7,200 households have developed

Goal 2 Accomplishments Summary

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4. Assisted 209 households with increasing their income, which resulted in their voluntary termination from the HCV program
5. Inspected 100% of all scheduled units for Housing Quality Standard compliance
6. Conducted housing fairs attended by over 715 voucher holders and 215 property owners this year, which resulted in approximately 230 housing placements
7. Assisted 360 formerly homeless households to obtain permanent housing
8. Continued to support the Tenant/Landlord Advisory Board as a forum for ongoing community input to PHA HCV program policies and procedures and also hired second community liaison
9. Assisted over 7,200 households in preparing and implementing Family Economic Development Action Plans
10. Continued implementation of the HCV Quality Initiative by providing extensive staff training and development of new automation tools

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

Ongoing efforts in the area of achieving excellence in management of the Housing Choice Voucher program included:

- PHA continued to provide timely payments to landlords through Direct Deposit.
- PHA continued to implement a number of fundamental changes to the HCV program. These initiatives were made possible by the regulatory flexibility allowed under the Moving To Work Demonstration Program. For example, PHA established a seven-year time limit for HCV program that applies to all households except for seniors, persons with disabilities who are unable to work, and households where the head of household is the sole caregiver for a disabled

dependent. PHA has also implemented a two-year recertification program to reduce administrative burdens and promote economic self-sufficiency.

- PHA continued full implementation of its rent simplification program.
- Implementation of the Quality Initiative for the HCV program continued. Several major trainings were conducted to ensure staff is fully compliant with existing regulations and procedures. Staff has been

trained on the revised Administrative and Desk Manual Policy and Procedures, Site Based Management Plan, Rent Simplification, Recertification, Verification and File Management. In addition to the training, automated worksheets were developed for income calculations and verification tracking. Quality control staff continued to work with site office staff to carefully review and ensure the integrity of program files.



Goal 3 Accomplishments Summary

1. Continued effective management and oversight of approximately \$1.2 billion in ongoing redevelopment activity, including planning for \$519 million in construction activities scheduled for the next five years
2. Completed construction of 125 homeownership units at Greater Grays Ferry Phase II
3. Completed the final 103 rental units in Greater Grays Ferry Phase II, for a total of 184 Phase II rental units
4. Completed construction of 40 rental units at Cambridge Plaza III
5. Completed 257 units adapted for mobility-impaired households
6. Completed construction of 74 of 80 Phase II rental units at Lucien E. Blackwell Homes
 7. Assumed the developer role for 90-unit homeownership program at Martin Luther King Plaza Phase II and rental Phase IV. Completed construction of 42 Phase IV rental units,
 8. Completed 75% of modernization construction activity involving 133 units at Germantown House
 9. Completed construction of an expanded Community Center at Wilson Park
 10. Negotiated an agreement of sale for a 54.66-acre parcel at Passyunk Homes

Strategic Operating Plan Goal 3 Develop Affordable Quality Housing that Supports Balanced Communities

PHA development activities are transforming the physical and social landscape of Philadelphia. In public housing communities and throughout the City, evidence of PHA's ambitious development activity is pervasive. In addition to the development activities directly undertaken and/or funded by PHA, the agency is also serving as a catalyst for master planning and design in many other neighborhoods.

PHA has entered the final year of its transformation plan to build or renovate 6,100 housing units. This Strategic Operating Goal encompasses both the redevelopment of existing PHA communities as well as the implementation of new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization.

There are numerous accomplishments and activities in this area, including the following highlights through the end of MTW Year Five:

- PHA is administering capital budgets totaling \$1.2 billion. This includes funding for recently completed redevelopment, new construction and modernization as well as projects scheduled over the next five years. Overall, PHA has raised more than \$204 million in private equity funding



Cambridge III

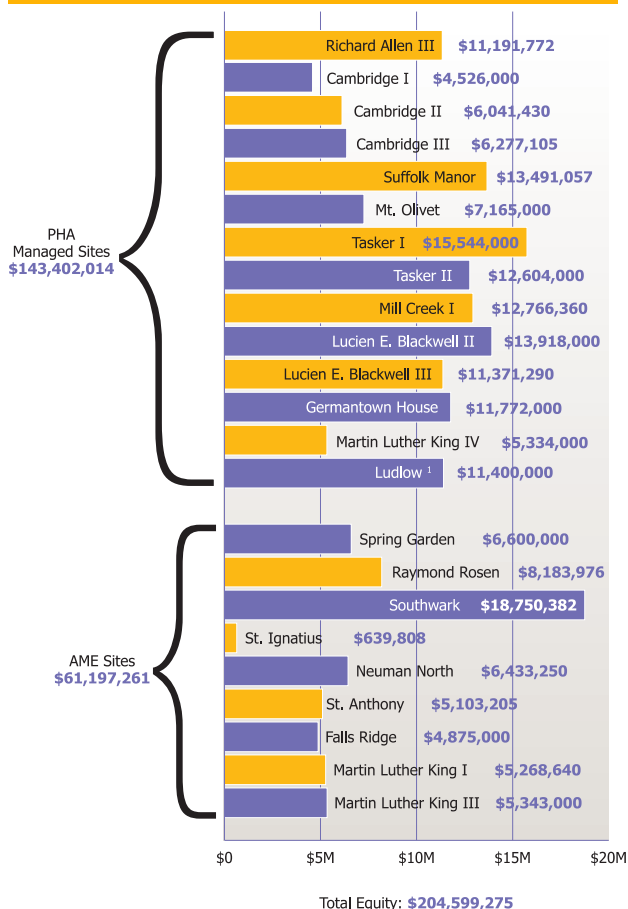


Development Department

through Low Income Housing Tax Credits awarded by the Pennsylvania Housing Finance Agency (PHFA). PHA has served as developer on a total of 20 projects including five new transactions: Falls Ridge Phase IIA, Lucien E. Blackwell Homes Phase VI, Ludlow HOPE VI Phases III and IV and Ludlow modular homes.

- At Greater Grays Ferry, PHA completed construction of Phase II homeownership units and 103 Phase II rental units during the most recent period. The transformation of the former Tasker site is now nearing completion.
- PHA completed construction of 40 rental units at Cambridge Phase III during the past year.
- As part of its commitment to expanding access to housing for people with disabilities, PHA completed work on 257 units adapted for mobility-impaired households. This

Equity Contributions



Goal 3 Accomplishments Summary

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brings to closure the scheduled work as part of the Adapt settlement.

- At Lucien E. Blackwell Homes, PHA completed construction of 74 of 80 Phase II rental units during this reporting period. Demand for new rental and homeownership units at this and other redeveloped sites has been extremely high.
- PHA assumed the developer role for the 90 unit Phase II homeownership and 42 unit Phase IV rentals at Martin Luther King Plaza. During this period, construction was completed for the 42 Phase IV rental units.
- At Germantown House, approximately 75% of the construction activity on 133 housing units was completed as part of the transition to a new Living Independently for Elders (LIFE) site. PHA is working to finalize agreements with medical providers to lease to-be-built contiguous office space.

- PHA completed construction of an expanded Community Center at Wilson Park that now provides enhanced community meeting areas, management offices computer labs, training facilities, a professional recording studio, dance, crafts and other space. PHA also completed design for a new “town hall” to be constructed at Greater Grays Ferry consisting of a 10,000 square foot building with classrooms, offices and other space.
- PHA facilitated master planning efforts for Abbottsford, Brewerytown, Liddonfield, Diamond Street, Bucknell/Judson and several other neighborhoods.

- PHA has successfully negotiated an agreement of sale for a 54.66-acre parcel at Passyunk Homes. The plan will include construction of offices and parking. PHA has submitted the necessary disposition documents to HUD for processing.



Wilson Park Community Center

Goal 4 Accomplishments Summary

1. Achieved an 11% decrease in Part II Quality of Life crimes
2. Conducted investigations in response to over 1,100 public or staff complaints related to the HCV program
3. Continued partnerships with Philadelphia Police Department, the Department of Homeland Security, Narcotics Task Force, DEA and HUD-OIG to ensure coordination of resources and effort.
4. Managed security contracts at 33 sites
5. Conducted criminal records checks on over 10,000 households members
6. Conducted 344 investigations as part of the Lease Enforcement and Compliance Unit activity including filing 38 pending narcotics complaints and enforcing 174 evictions
7. Coordinated over 1,600 court cases resulting in payments to PHA of over \$1.1 million
8. Implemented DARE/GREAT and Explorers youth program activities at elementary schools involving over 1600 youth
9. Established voucher program in collaboration with the District Attorney's office to assist in the relocation of victims or witnesses to violent crime
10. Provided security enhancements to PHA properties including installation of integrated digital security systems at several sites

Strategic Operating Plan Goal 4 Implement Public Safety Programs That Promote the Well-Being Of Our Neighborhoods and the Accountability of Program Participants.



PHA's public safety focus under Strategic Operating Plan Goal 4 encompasses management of security for all PHA housing communities, offices and other facilities. In addition, PHA provides a broad range of public safety related services including support for resident crime prevention efforts, investigation of complaints, coordination of lease compliance activity, criminal records checks and other critical tasks. Highlights of PHA activities through MTW Year Five in the area of public safety programs include:

- Part II "Quality of Life" crimes at PHA developments dropped by approximately 11% in the past year. This category includes primarily non-violent crimes such as fraud, simple assault, stolen property, narcotics violations and disorderly conduct. The level of Part I crimes at PHA developments remained basically the same over the past year; however, in light of the overall citywide increase in these types of crimes, the fact that they did not increase at PHA developments is a positive sign.
- PHA continued to respond effectively to reported incidents and complaints

involving the HCV program. During the past year, PHA conducted over 1,100 investigations of which 368 resulted in several requests for termination. The balance were successfully resolved, unsub-

stantiated or found to be related to non-HCV tenants or property.

- PHA continued to work in partnership with the Philadelphia Police Department and other federal and state law enforcement agencies. Regular meetings are held between the PHA Police Department Chief and the Philadelphia Police Department management to review crime statistics and identify mutually beneficial joint strategies. PHA will soon be linked to the Police Department's new crime tracking and analysis software system, which will assist in planning and responding to public safety issues at PHA communities.
- The PHA utilized and managed privately-contracted security at 33 sites during the year.
- PHA Police Department staff has conducted over 10,000 criminal records checks as required by federal and local policy. This process helps to strengthen the fabric of Philadelphia's neighborhoods by screening out serious criminal offenders from participation in the HCV program.
- As part of its lease compliance efforts to promote quality of life in public housing, PHAPD continued to implement expedited complaint and investigation processing procedures. In the past year, 344 public housing related investigations were conducted, resulting in 174 enforced evictions and the filing of 38 narcotics complaints.
- PHA Police and Legal staff collaborated on over 1,600 court cases with numerous results

favoring PHA. While 174 evictions were enforced as a result of these court cases, a much higher number resulted in settlements which involved payments of overdue balances to PHA totaling over \$1.1 million.

- PHAPD continued its participation in the D.A.R.E., Explorer and G.R.E.A.T. programs which incorporate health and public safety concerns into youth programs. Last year, more than 1,600 youth participated in one or more of these program activities.
- As part of its collaboration with local law enforcement, PHA has established a voucher program to assist victims of and witnesses to violent crime who are identified by the District Attorney's office.
- PHA continued to provide enhanced Tenant Responsibility MTW Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at every recertification period. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.
- PHA provided security enhancements to PHA properties including installation of integrated digital security systems at Wilson Park Community Center, John Street Community Center, Greater Grays Ferry and the Bartram warehouse. Additional systems are under construction at Cambridge Plaza III and Germantown House.



Goal 5 Accomplishments Summary

1. Assisted 174 households with the purchase of newly constructed homes at PHA redevelopment sites in the past year
2. Assisted 105 households with the purchase of homes through the Housing Choice Voucher program, including 22 in the past year
3. Assisted 314 public housing residents with the purchase of homes through the Turnkey III and Section 5h programs
4. Provided first time homebuyer workshops to over 1,300 PHA residents
5. Created a Resident Mortgage Assistance Program (RMAP) comprehensive benefit package to assist residents in achieving homeownership
6. Graduated a total of 444 residents from the Pre-Apprenticeship Program, including 60 in the past year. Since inception, 80% of graduates have found jobs either in the building trades or other industries.
7. Graduated 443 residents from the Community Partners program this year, of which 289 are currently employed
8. Provided health care, meals, transportation and other services to over 4,700 seniors at PHA Senior Centers and through other PHA senior programs this year
9. Provided a range of program services to more than 4,000 residents at the Blumberg One Stop Center this year
10. Provided support and facilities for computer labs at 12 PHA sites

Strategic Operating Plan Goal 5 Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents

Serving and supporting residents is at the heart of PHA's mission. Approximately 80,000 people reside in PHA owned or subsidized units. They encompass a wide spectrum of ages and interests including almost 39,000 children, 5,500 seniors and thousands of people with disabilities. Strategic Operating Plan Goal 5 incorporates the numerous programs and activities undertaken by PHA and its network of community partners to promote resident economic self-sufficiency, encourage the healthy development of children, support seniors and people with disabilities, and maximize resident potential for independent living.

Programs under this goal area include affordable homeownership, youth and senior programs, employment training and job placement initiatives. Because the scope of need among PHA residents is so great, PHA cannot do this job alone. Therefore, central to PHA's approach is leveraging resources, collaborating with resident leadership, and partnering with qualified agencies and institutions to bring the best available program services to PHA residents. Key partnerships have been established with numerous local banks including Wachovia, Citizens and Sovereign Banks; a network of 26 housing counseling agencies; the Pennsylvania Housing Finance Agency, Temple University, Penn State, the Philadelphia Health Institute, Department of Human Services, PCOA, PWDC, and others.

PHA's Communication Department supported and enhanced these efforts through community events, media spots and publications, including the successful "PHA Experience" quarterly newspaper. These efforts are designed to promote resident



awareness of community opportunities, to promote positive role models, to inform residents of PHA policy issues, and to strengthen and reshape PHA's image in the larger community.

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

Significant accomplishments related to this goal area through MTW Year Five included:

- PHA's Program Compliance division secured over \$3.2 million in new funding over the past year. This included funds from various sources for youth and senior programs, employment training, case management, mentoring and other areas. In addition to these direct funding sources, millions of additional leveraged funds and resources were provided by PHA partners to support resident self-sufficiency efforts.
- PHA's unprecedented commitment to affordable homeownership accelerated during the past year.

The Homeownership Division experienced its most successful year on record, selling 174 homes during the past year, with sales at Lucien E. Blackwell Homes Phase I, Greater Grays Ferry Estates, and Martin Luther King Plaza.

- Twenty-two of PHA's homeownership sales this past year were in the Housing Choice Voucher (HCV) Program, five to disabled families. PHA is one of the leading housing authorities in the nation in HCV homeownership sales. To date, 105 homes have been sold under the HCV Program, 24 to disabled families.
- In addition to the above activities, PHA has sold 204 homes to public housing residents under the Turnkey III Program. Under the Section 5h Program, public housing residents have purchased a total of 110 scattered site houses, including eight sold this past year.
- PHA sponsored first-time homebuyer workshops attended by over 1,300 PHA residents. The Homeownership and Communications Divisions received an overwhelming response from marketing efforts, including more than 2,100 applications from prospective homebuyers for new developments.

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- PHA has made a special commitment to fulfilling its objective of providing homeownership opportunities to public housing residents. PHA created a Resident Mortgage Assistance Program (RMAP) comprehensive benefit package to assist residents in achieving Homeownership by providing closing cost assistance, writing down the cost of the home and providing free financial counseling. To promote affordable homeownership, PHA has established partnerships with major banks including Wachovia Bank, Bank of America, Citizens Bank, Commerce Bank, Sovereign Bank and Wells Fargo. PHA also maintains relationships with 26 certified housing counseling agencies throughout the city of Philadelphia.
- PHA continued to operate the Pre-Apprenticeship Training Program initiative in partnership with the building trade unions. This past year, 60 residents graduated from the program. The program has four curriculum areas: General Education Diploma, Adult Basic Education, Life Skills and Shop. Instructors from Community College of Philadelphia coordinate the General Education Diploma program. The programs offer two advanced and one intermediate class. During the 14 program cycles, PHA has sponsored and placed approximately 220 graduates into the Building trades.
- PHA provided services to residents under the Community Partners program. PHA works with and provides financial support to Community Partners who provide employment and training opportunities for PHA residents. Training is currently provided in a wide range of industries including medical billing, building trades, hospitality, pharmacy technician, and certified nursing assistants. Last year, 784 PHA residents enrolled in Community Partner programs. Of this group, 443 graduated from their respective programs, and 289 were reported as working at the end of the training cycle. The average rate

of pay for graduates was \$10.67 per hour.

- PHA served over 4,700 seniors through the Congregate Housing Services Program, LIFE, Senior Centers at Wilson Park and Liddonfield, satellite senior centers at Cassie Holley and Emlen Arms, the Service Coordinator program, and PHA Senior Transportation program. These programs play a critical role in helping seniors to live healthy and productive lives, maximizing their potential for extended independent living. The new LIFE program is part of PHA's ongoing initiative to assist frail and/or at-risk seniors with intensive "assisted living" services.
- Residents actively participated in various social service, literacy and economic self-sufficiency programs operated at the PHA Blumberg One Stop Self-Sufficiency Center. PHA and its partners provided



more than 4,000 units of service during the past year.

- PHA continued to support a citywide network of on-site computer technology labs available to residents as well as continued its mobile computer lab program. New labs were added this year at Norris Homes and Spring Garden and are utilized by residents of all ages including youth participating in the Skills for Life program. PHA Police Department personnel sponsored over 200 training sessions at the computer labs.
- PHA collaborated with the Point Breeze Performing Arts Center to bring youth after-school and summer camp programs as well as intergenerational programs for youth and seniors to the John Street Community Center.
- PHA served over 58,000 meals at 26 sites as part of its Summer Food Service Program for low-income children.



Pre-Apprenticeship Training Program

Goal 6 Accomplishments Summary

1. Achieved a 13% reduction in fuel used to heat PHA properties
2. Implemented a number of energy conservation measures to achieve estimated annual savings of \$320,000
3. Implemented tighter utility management controls estimated to result in \$509,000 in two-year savings
4. Achieved a reduction of 68% in the number of property claims made against PHA
5. Increased percentage of property claim financial claims covered by PHA insurers from 19% to 45%
6. Reduced the size of the PHA vehicle fleet by 4%
7. Achieved a 14% decrease in fuel consumption of PHA vehicles
8. Implemented an agency-wide Teambuilding Initiative
9. Introduced an employee pre-screening program to more precisely identify candidates who meet PHA's unique needs
10. Achieved a physical to book inventory accuracy rate of 99.997% for fiscal 2005-2006 with aid of new cycle count procedure for inventory items at PHA's warehouses.

Strategic Operating Plan Goal 6 Improve the Productivity and Cost Effectiveness of PHA's Operations.

In a time of dwindling resources and increasing need, PHA remains committed to enhancing productivity and reducing the overall cost of operations. PHA continued to undertake efforts to improve productivity, fully utilize available resources, and identify opportunities for cost savings. Heightened attention to the management of utility costs and implementation of energy conservation measures also bore fruit. PHA also continued a series of automation initiatives designed to improve service delivery while reducing transaction costs. Accomplishments related to Strategic Operating Plan Goal 6 through MTW Year Five included:

- By implementing strict monitoring controls, PHA reduced fuel usage last year from over 558,000 gallons to approximately 484,000 gallons – a 13% reduction. This action helps to limit the overall increase in utility charges resulting from dramatically increased fuel costs.
- PHA's newly constructed units incorporated state-of-the-art energy conservation measures including installation of solar panels at Greater Grays Ferry Estates and Lucien E. Blackwell Homes. To reduce energy consumption in older units and buildings, PHA completed a series of improvements including replacement of toilet fixtures and replacement of lighting fixtures, estimated to result in annual savings of \$320,000.
- PHA implemented new procedures to monitor and manage utility usage and charges. Savings from these efforts are estimated at \$509,000 over a two-year period.
- PHA Risk Management worked to reduce the frequency and cost of property claims against PHA. Last year, the number of claims fell by 68% to 98 claims. The total damage claim amounts decreased from \$92 million to \$76 million, while the



percentage covered by PHA insurers increased from 19% to 45%.

- PHA implemented more stringent controls on vehicle usage and maintenance while achieving zero accidents resulting from mechanical malfunction. The size of the PHA fleet has been reduced by 4%, providing significant savings in fuel, insurance and repair costs. Through careful monitoring of vehicle usage, vehicle fuel consumption decreased by 14% last year, which partially offsets the increased cost of fuel.
- Implementation of the PeopleSoft integrated fixed assets module eliminated the need for spreadsheet tracking, improved tracking of depreciation and enhanced PHA's ability to quickly and clearly view all of its assets.
- Implementation of the new PeopleSoft Treasury module resulted in several operating efficiencies.

PHA now has the capacity to view its cash position on a daily basis and reconcile its bank statements on the first day following the end of the reporting month. Further, as part of this initiative, PHA implemented the Check 21 system that allows site managers to scan checks at the site and immediately transfer funds into the bank. Since checks are deposited immediately and accurately, PHA has faster use of available funds and enhanced capacity to generate interest income.

- In support of PHA's belief that that an informed, motivated workforce produces



PHA reduced the size of its fleet by 4%

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the best results, the agency launched a Teambuilding Initiative in 2005, modeled after successful best management practices in the for-profit sector. The program – based on the fact that people accomplish more as teams rather than as individuals – was developed jointly by the Communications Dept. and Office of Strategic Management. The 18-session curriculum was conducted in bi-weekly strategic operating plan (SOP) goal team meetings, and included sessions on conflict resolution and problem-solving techniques. The program was reinforced through quarterly workshops for all participants and focused on topics such as communications style and diversity. Teamwork training will continue in FY '07 with an initial focus on employee empowerment.

- On an ongoing basis, PHA continues to implement its MTW rent simplification system that requires less frequent recertifications and provides more opportunities for residents to save money.
- In order to identify candidates who would

meet PHA's unique needs, the Human Resources Department introduced a pre-screening program to accomplish the following objectives: Identify characteristics and competencies that help predict workplace performance at any level of the organization; determine a candidate's analytical thinking and reasoning aptitude in addition to their skills and emotional intelligence; understand how individuals perceive one another and how this will translate into team behavior and success; provide insight into career development opportunities for candidates/employees. Full program rollout was scheduled for May 2006.

- Supply Chain Management implemented a cycle count procedure for inventory items at PHA's two warehouses. As a result,

PHA achieved a physical to book inventory accuracy rate of 99.997% for fiscal 2005-2006. Therefore, PHA was not required to perform a full physical inventory at the close of the fiscal year, resulting in substantial savings in overtime costs.

- To precisely track all fixed assets at PHA developments and offices, Supply Chain Management planned, executed and implemented a bar coding system.



Human Resources Department

Goal 7 Accomplishments Summary

1. Received unqualified opinions on PHA 2004 and 2005 audited financial statements
2. Received unqualified opinions on all of the business units 2003 and 2004 audited financial statements
3. Received unqualified opinions on the Defined Contribution and Defined Benefit Plans for 2004
4. Achieved 100% compliance in Davis Bacon and Prevailing Wage requirements by PHA contractors
5. Submitted required cost certifications for Cambridge Plaza II, Richard Allen III, Mill Creek I and Mount Olivet
6. Implemented funding-based activity codes to better track development expenditures
7. Awarded 33% of contract dollars to minority and woman-owned businesses
8. Implemented new reporting systems to track expiring contracts, task orders, and active contracts
9. Established enhancements to HCV quality control automation system
10. Developed plans for Public Housing quality control initiative

Strategic Operating Plan Goal 7 Improve program compliance, reporting, performance and accountability.

PHA incorporates quality assurance, program compliance and performance monitoring into all of its program operations. On an ongoing basis, staff members from PHA's Office of Strategic Management provide quality control reviews of program files, assist operating units to assess and re-engineer business practices to promote efficiency, and provide regular monitoring of strategic goals and objectives. PHA also utilizes a leading-edge project management system to track and report on all program initiatives. This system is updated monthly and reviewed by senior management. Significant accomplishments related to this goal through MTW Year Five included:

- PHA continued to receive unqualified opinions based on detailed independent audits of its financial statements. Audits also were conducted of PHA business units and the PHA Deferred Compensation and Defined Benefit Plans and resulted in unqualified opinions. These audit results reflect the high priority placed on internal controls and tight accounting procedures at PHA.
- PHA, in cooperation with the City of Philadelphia Labor Standards Unit, continued to monitor and enforce the Davis Bacon Act and Prevailing Wage regulations for all construction contracts. This effort resulted in 100% compliance by prime and sub-contractors.
- PHA conformed to all required investor and funding source requirements including timely submission of cost certifications for Cambridge Plaza II, Richard Allen III, Mill Creek I and Mount Olivet. These actions illustrate the careful attention PHA pays to conformance to regulatory and other funding covenants.
- As part of its PeopleSoft automation initiative, PHA implemented funding-based activity codes to improve tracking of



development expenditures. This is a key enhancement in light of the enormous scope of PHA's development activities.

- PHA continued its commitment to working with minority and woman-owned businesses. During the past year, PHA awarded 33% of contract awards to MBE and WBE firms (22% MBE, 11% WBE), totaling \$60,906,954.
- In an effort to strengthen contract management, PHA Contracts Administration implemented new reporting systems to track all active and expiring contracts and task orders.
- PHA continued to enhance its industry-leading quality control initiatives including improving the computer tracking system used by HCV quality control reviewers. PHA also established plans to roll out enhanced quality control measures for admissions and the public housing program during the coming year.
- PHA's Contracting Department developed and delivered a seven-hour training session entitled, "The Procurement Process: Understanding Your Role." All staff in Supply Chain, including Procurement and Contracts, Contract Administration and Warehouse Operations took this course, based on Steven Covey's *Seven Habits of Highly Effective People*.
- PHA's Contracting Department developed and began implementation of an organizational plan with the following features: commodity/client based contracting teams to improve customer service and increase commodity knowledge; strategic sourcing model to increase market participation in PHA acquisitions and drive cost savings; distribution of acquisition support services (e.g., Affirmative Action compliance reviews, pre-qualification approval processing, etc.); and departmental reporting to facilitate establishment and monitoring of departmental performance goals.
- PHA's Office of Inspector General (OIG) conducted multiple audits and investigations during the past year. A compliance audit of Housing Choice Voucher Program client files showed there was significant improvement in file maintenance compared to the results of last year's review. In addition, OIG opened 28 cases of under-reported income by PHA clients; recovered \$7,973 from a landlord who had been overcharging clients and debarred the landlord from the program; completed an investigation, which led to criminal proceedings against two residents who under-reported their income, leading to recovery of \$16,794. Both tenants were also sentenced to seven years probation.

Goal 8 Accomplishments Summary

1. Implemented PeopleSoft Field Service CRM module
2. Implemented PeopleSoft CRM Support module
3. Implemented PeopleSoft Accounts Receivable module for public housing rent collections
4. Implemented PeopleSoft Treasury Module
5. Implemented Check 21 for public housing residents
6. Implemented Business Objects enterprise reporting system
7. Implemented Niku Clarity project management application to monitor and track Strategic Operating Plan initiatives
8. Implemented PeopleSoft HR Forms enhancements
9. Provided extensive staff training on all application systems
10. Commenced implementation of a new Interactive Voice Response system

Strategic Operating Plan Goal 8 Maximize the use of technology to improve efficiency and accountability of PHA operations

PHA continued and expanded efforts to incorporate best practices technology into all phases of PHA operations. PHA has established industry-standard network equipment, upgraded or replaced mission critical software applications, built a qualified and responsive technology staff, and improved the capacity of all PHA computer users through extensive training. PHA's ISM department continues to build upon the previously cited Standard & Poor's (S&P) review of PHA operations. S&P noted the agency's "...highly sophisticated technological capabilities" which exceeded those of any other housing authority it had evaluated. Key accomplishments through MTW Year Five included:

- PHA successfully implemented the PeopleSoft Field Service and CRM Support modules. The Field Service Module replaced PHA's legacy work order system. It is integrated with the PeopleSoft ERP applications such as HRMS/Payroll, Requisitions and Inventory modules. With the new Field Service module, designated PHA employees can log, assign, and track service orders automatically. Through integration with other PeopleSoft modules, Field Service records employees' time, monitors service performance, and tracks parts and inventory. After the service orders are



"Check 21"

- completed, PHA site Asset Managers now have the ability to audit every work order. PHA anticipates significant productivity gains over time as a result of this implementation.
- The CRM Support application is designed to increase customer service particularly in a Call Center environment. With implementation of this module, PHA call center as well as 160 other departmental representatives now have immediate, on-line access to customer information, and can create cases and track information being giving to PHA customers. A major objective of this project is to improve the quality and accuracy of PHA interactions with the public, as well as to improve customer and vendor satisfaction.
- PHA completed implementation of the PeopleSoft Accounts Receivable module for public housing rent collection. This new "open" item system replaced the old balance-based Legacy Account Receivable. The open item system allows site managers to apply cash receipts to the correct billing item. This module is tightly integrated with the public housing legacy

applications. All payments and collections are handled in the new module.

- As previously noted, PHA implemented the PeopleSoft Treasury module during the past year. This module has numerous operational advantages including enhancing PHA's ability to reconcile bank statements quickly and accurately, manage its cash position and electronically retrieve bank statements.
- PHA implemented Check 21 for Public Housing and LIHTC residents. Check 21 automates the electronic capture of rent payments and provides immediate transmission of the payment to the bank for deposit. Currently this product is being utilized at 15 locations and has processed 282 deposits totaling over \$1.1 million dollars.
- PHA commenced implementation of the Business Objects software solution to establish a central repository of reports that can be accessed through PHA's Internet browser. At this point there are 355 different reports in Business Objects each of which can have multiple instances created daily, weekly, monthly etc., All

Goal 6 Accomplishments Summary

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users who have a network user login at PHA have access to Business Objects.

- PHA continued to implement and refine usage of the Niku Clarity project management system. Through this tool, PHA staff from all divisions report and track activities and projects associated with the Strategic Operating Plan.
- Expanded use of the existing PeopleSoft HR software was achieved through implementation of a series of PeopleSoft HR forms. The HR Forms project automated a series of formerly manual forms related to employee status changes, requests for personnel, employee evaluations and other functions.
- To maximize benefits from the above listed activities, PHA conducted extensive training sessions for end users from all areas of the agency. Structured training programs help to ensure knowledge retention and proper use of the system.

- PHA commenced implementation of a large-scale new project to implement an Interactive Voice Response (IVR) system. The IVR will link to PHA's phone and software systems, and will provide callers with a wide menu of options. For example, PHA applicants will be able to check

their waiting list status. Callers will also be given the option to obtain information on PHA programs and policies. In addition, the system will facilitate tracking and quick response by PHA Call Center and designated staff. The new system will be installed in the next year.



Information Systems Management Department

Goal 9 Accomplishments Summary

1. Partnered with major banks to promote home-ownership and with 26 certified housing counseling agencies throughout the city of Philadelphia
2. Secured approximately \$1.2 billion in resources from a wide variety of agencies including HUD, PHFA and the Commonwealth of Pennsylvania
3. Partnered with private investors to leverage \$204 million in Low Income Housing Tax Credit equity
4. Secured over \$3.2 million in new supportive service, employment and training funding over the past year
5. Transferred 133 scattered site properties to development entities who will create 371 home-ownership and 232 rental units
6. Partnered with the Commissioner of Revenue to capture back taxes due to the City valued at more than \$100,000 for this past year
7. Partnered with the Redevelopment Authority to acquire over 300 deteriorated properties
8. Partnered with the National Guard in cleaning and sealing up vacant or open properties throughout the City.
9. Collaborated with Institute for Real Estate Management to provide training to 800 Housing Choice Voucher program landlords
10. Supported resident-police partnerships through the Police Advisory Board and Town Watch programs.

Strategic Operating Plan Goal 9 Maximize Relationships and Initiatives to Deliver Sound and Effective Services



PHA understands that achieving the physical and social revitalization of Philadelphia's low-income communities requires creative partnerships and collaborations with many federal, state and local government as well as private sector partners. Strategic Operating Plan Goal 9 focuses on creating and nurturing partnerships to achieve maximum benefit for PHA resident and program participants. Significant accomplishments in this area through MTW Year Five included:

- To promote affordable homeownership, PHA has established partnerships with major banks including Wachovia Bank, Bank of America, Citizens Bank, Commerce Bank, Sovereign Bank and Wells Fargo. PHA also maintains relationships with 26 certified housing counseling agencies throughout the city of Philadelphia.
- In an effort to promote quality service and accountability among HCV private prop-



erty owners, more than 800 property owners have participated in a mandatory orientation program offered by the Institute of Real Estate Management. This is a unique and groundbreaking program that PHA believes results in better service to HCV participants and more responsiveness to community concerns.

- PHA continued its collaboration with the Commissioner of Revenue to review and ensure compliance of property owners with vendor tax and utility payments before an owner is accepted into the HCV program. This year, these efforts resulted in over \$100,000 in back taxes paid to the City.
- PHA has secured funding for capital programs totaling \$1.2 billion. This activity reflects PHA's outstanding track record in forging partnerships with state, federal and local agencies as well as private investors.
- PHA has earned the confidence of private investors, who have contributed a total of \$204 million in private equity funding to PHA developments. The confidence of the financial community is also reflected in the fact that PHA has raised approximately \$200 million in bond financing to support rental and homeownership projects.
- Thirteen disposition applications were submitted during the past year to permit transfer of 133 scattered site properties. The transferred properties will be combined with other parcels assembled by developers and made part of planned development involving 371 homeownership and 232 rental units.
- PHA has partnered with the City of Philadelphia Redevelopment Authority to acquire over 500 deteriorated properties in the Mill Creek and Ludlow areas as part of the overall HOPE VI revitalization plan.
- PHA staff assisted the National Guard in cleaning and sealing up

vacant or open properties throughout the City in order to prevent these sites from being used for criminal or other hazardous purposes.

- PHAPD continued to provide support for resident-police partnerships through the establishment of a Police Advisory Board and the development of Town Watch programs.
- PHA's Program Compliance division secured over \$3.2 million in new funding over the past year. This included funds from various sources for youth and senior programs, employment training, case management, mentoring and other areas. In addition to these direct funding sources, millions of additional leveraged funds and resources were provided by PHA partners to support resident self-sufficiency efforts.



PHA assisted National Guard in sealing vacant properties

PHA Leadership



Standing, from left to right: Commissioners Patrick J. Eiding, Debra L. Brady, Councilwoman Jannie L. Blackwell and Senior Deputy Executive Director Michael Leithead
Seated, from left to right: Commissioner Nellie W. Reynolds, Board Chair Mayor John F. Street, and Executive Director Carl R. Greene

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