



PHILADELPHIA HOUSING AUTHORITY BOARD OF COMMISSIONERS MEETING MINUTES Thursday, December 18, 2014, 3 p.m., at 12 S. 23rd St., Philadelphia, PA 19103

The regular meeting of the Philadelphia Housing Authority (“PHA”) Board of Commissioners was brought to order at approximately 3:00 p.m. by the Chair, Lynette Brown-Sow. Vice-Chair Wetzel and Commissioners Camarda, Coney, Danzy, and Markman were in attendance, as well as President & CEO, Kelvin Jeremiah (“CEO Jeremiah”) and Board Secretary and General Counsel, Barbara Adams. The Chair began the meeting by requesting a moment of silent reflection.

CEO Jeremiah reviewed the procedure for public comment at the Board meeting and announced that two resident recruits for the PHA Police Department are currently in the Philadelphia Police Academy, four more will enter the class next week, and six more are in the process of qualifying. Also, a groundbreaking ceremony for Queen Lane was held on December 17, 2014 and special thanks were extended to Queen Lane Resident Council President Corliss Gray for her unflagging support during the process of development for this site.

As part of the monthly Resident Spotlight, highlighting a PHA resident who has been able to excel with help from PHA’s resident services programs, CEO Jeremiah recognized Nicole Bennett, who completed the Community College of Philadelphia’s Work Ready Program and was hired at Aramark. She was recently promoted to Housekeeping Supervisor and was unable to attend the meeting, as she was at work, but received a round of applause.

As part of PHA’s monthly employee recognition program, Joanne Strauss introduced the winner for December Employee of the Month, Bret Holden, Director of Eligibility and Special Programs in the department of Leased Housing. Mr. Holden was presented with a check for \$250.00 and a certificate.

The Chair then inquired whether there were any corrections or amendments to the minutes of the Board meeting of November 20, 2014. Hearing none, the minutes were accepted as submitted.

Nine resolutions were presented, all of which were unanimously approved.

Resolution 11746, attached in Appendix 1, was presented by Keith Daviston, Senior Executive Vice President - Finance/Chief Financial Officer, for approval of the comprehensive annual financial report, dated December 18, 2014, and the associated financial statements, for the period of April 1, 2013 through March 31, 2014. The auditing firm that prepared the report, McGladrey LLC, gave a presentation, after which Commissioner Markman, as a member of the Audit Committee, moved for approval of the resolution. The motion was seconded and Commissioner Markman stated that the Audit Committee recommended approval of the resolution. Following the opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved.

Resolution 11747, attached in Appendix 1, was presented by David Walsh, Executive Vice President - Supply Chain Management (“EVP-SCM”), to authorize PHA to contract with Betty the Caterer, Inc. for catered meal services for seniors, in a total amount, if all options are exercised, not to exceed three hundred fifty-nine thousand six hundred sixteen dollars (\$359,616.00). Commissioner Coney, as Chair of the Resident Services Committee that reviewed the resolution, moved for its approval. The motion was seconded and Commissioner Coney noted that the Resident

Services Committee recommended approval of the resolution. Following public comment, the resolution was unanimously approved.

Resolution 11748, attached in Appendix 1, was presented by David Walsh, EVP-SCM, to authorize PHA to contract with USA Environmental Management, Inc. and Health & Safety Services, Inc. for environmental consulting services for asbestos and indoor air quality testing. The total aggregate amount to be spent under the two contracts, combined, including the exercise of any options, is not to exceed five hundred sixty thousand two hundred fifty dollars (\$560,250.00). Commissioner Coney, as Chair of the Resident Services Committee that reviewed the resolution, moved for its approval. The motion was seconded and Commissioner Coney noted that the Resident Services Committee recommended approval of the resolution. Following the opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved.

Resolution 11749, attached in Appendix 1, was presented by David Walsh, EVP-SCM, to authorize PHA to contract with SB and Company for pension plan auditing services. The total aggregate amount of the contract, if all options are exercised, is not to exceed one hundred eleven thousand nine hundred seventy-six dollars (\$111,976.00). Vice-Chair Wetzel, as a member of the Finance Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following the opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved.

Resolution 11750, attached in Appendix 1, was presented by Michael Johns, Senior Executive Vice President – Capital Projects and Development, to authorize the President & CEO or his designee(s) to repurchase homes that were sold by PHA as first-time homebuyer homes, when the owner has defaulted and the amount to obtain the property does not exceed the market value of the home or 120% of the original sale price, whichever is higher. This resolution would allow the authorization until January 1, 2016, unless extended by a resolution of the Board of Commissioners. Vice-Chair Wetzel, as a member of the Finance Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following the opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved.

Resolution 11751, attached in Appendix 1, was presented by Celeste Fields, Executive Vice President – Leased Housing, to authorize PHA to contract for Unit (also known as "Project") Based Vouchers with ACHIEVEability; Presby's inspired Life (Witherspoon Senior Apts.); Presby's inspired Life (Cantrell Place); Project HOME; Impact Services Inc.; St. Ignatius Nursing and Rehab Center; New Courtland; and Help Philadelphia V. Vice-Chair Wetzel, as Chair of the Policy and Planning Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following discussion and the opportunity for public comment, of which there was none, the resolution was unanimously approved.

Resolution 11752, attached in Appendix 1, was presented by Erik Soliván, Senior Vice President – Office of Policy, Research and Enterprise Planning, to approve submission to HUD of PHA's Moving to Work ("MTW") Annual Plan for Fiscal Year Sixteen and authorize PHA's President & CEO to take all necessary steps to secure HUD approval and to implement the Plan, subject to receipt of adequate funding from HUD. Vice-Chair Wetzel, as Chair of the Policy and Planning Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following the

opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved

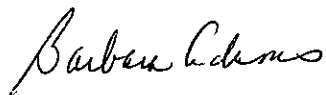
Resolution 11753, attached in Appendix 1, was presented by David Walsh, EVP-SCM, to authorize PHA to enter into a ground lease with Pennrose Properties, LLC for the development of approximately 2.2 acres of land located within PHA's Falls Ridge Community. The ground lease term will be for a minimum of sixty-five (65) years, with the total payment amount due to PHA being an up-front payment of seven hundred fifty thousand dollars (\$750,000.00), unless additional years and a commensurate payment are negotiated. Vice-Chair Wetzel, as Chair of the Policy and Planning Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following discussion and public comment, the resolution was unanimously approved

Resolution 11754, attached in Appendix 1, was presented by Erik Soliván , Senior Vice President – Office of Policy, Research and Enterprise Planning, for the adoption of a five-year Strategic Directions Plan for the Philadelphia Housing Authority. Vice-Chair Wetzel, as Chair of the Policy and Planning Committee that reviewed the resolution, moved for its approval. The motion was seconded and Vice-Chair Wetzel noted that the reviewing Committee recommended approval of the resolution. Following the opportunity for public comment, of which there was none, and there being no further discussion, the resolution was unanimously approved

The public comment period was then held, beginning at 4 p.m., after which the Chair adjourned the meeting at approximately 4:10 p.m.

Sign-up sheets with the names of members of the public speaking on particular resolutions, as well as the sign-up sheets with names of members of the public signing up to speak in the general comment period, with a designation of the topic, are attached as Appendix 2.

Respectfully submitted,



Barbara Adams
Secretary
Philadelphia Housing Authority

APPENDIX 1

**THE PHILADELPHIA HOUSING AUTHORITY
MEETING OF THE BOARD OF COMMISSIONERS
12 S. 23rd St.
PHILADELPHIA, PA 19103
THURSDAY, DECEMBER 18, 2014, at 3 p.m.
AGENDA**

- A. Call to Order** Lynette M. Brown-Sow, Chair of the Board of Commissioners
The Philadelphia Housing Authority Board of Commissioners
- B. Remarks** Lynette M. Brown-Sow, Chair of the Board of Commissioners
Kelvin A. Jeremiah, President & CEO
- C. Approval of Minutes** of the Board Meeting held November 20, 2014, as distributed.
- D. New Business**
1. **RESOLUTION ADOPTING THE COMPREHENSIVE FINANCIAL REPORT OF THE PHILADELPHIA HOUSING AUTHORITY FOR THE FISCAL YEAR ENDING MARCH 31, 2014**
(Keith Daviston)
 2. **RESOLUTION AUTHORIZING A CONTRACT WITH BETTY THE CATERER, INC. FOR CATERED MEAL SERVICES FOR SENIORS**
(David Walsh and William Myles)
 3. **RESOLUTION AUTHORIZING CONTRACTS FOR ENVIRONMENTAL CONSULTING SERVICES, FOR ASBESTOS AND INDOOR AIR QUALITY TESTING, WITH USA ENVIRONMENTAL MANAGEMENT, INC. AND HEALTH & SAFETY SERVICES, INC.**
(David Walsh and Dinesh Indala)
 4. **RESOLUTION AUTHORIZING A CONTRACT FOR PENSION PLAN AUDITING SERVICES WITH SB AND COMPANY**
(David Walsh and Joanne Strauss)
 5. **RESOLUTION AUTHORIZING THE REPURCHASE OF FIRST-TIME HOMEBUYER HOMES IN CASES OF DEFAULT**
(Michael Johns)
 6. **RESOLUTION AUTHORIZING CONTRACTS FOR UNIT-BASED (ALSO KNOWN AS PROJECT-BASED) VOUCHERS WITH ACHIEVEABILITY; PRESBY'S INSPIRED LIFE (WITHERSPOON SENIOR APTS.); PRESBY'S INSPIRED LIFE (CANTRELL PLACE); PROJECT HOME, IMPACT SERVICES, INC.; ST. IGNATIUS NURSING AND REHAB CENTER; NEW COURTLAND; AND HELP PHILADELPHIA V**
(David Walsh and Celeste Fields)
 7. **RESOLUTION AUTHORIZING THE PHILADELPHIA HOUSING AUTHORITY TO SUBMIT ITS MOVING TO WORK ("MTW") ANNUAL PLAN ("PLAN") FOR FISCAL YEAR SIXTEEN TO THE U.S. DEPARTMENT OF HOUSING AND URBAN**

DEVELOPMENT ("HUD") AND TO TAKE ALL ACTIONS TO OBTAIN HUD APPROVAL AND IMPLEMENT THE PLAN
(Erik Soliván)

8. **RESOLUTION AUTHORIZING A GROUND LEASE WITH PENNROSE PROPERTIES, LLC. FOR THE DEVELOPMENT OF APPROXIMATELY 2.2 ACRES OF VACANT LAND WITHIN THE FALLS RIDGE COMMUNITY**
(David Walsh and Michael Johns)
9. **RESOLUTION AUTHORIZING THE ADOPTION OF A FIVE-YEAR STRATEGIC DIRECTIONS PLAN FOR THE PHILADELPHIA HOUSING AUTHORITY**
(Erik Soliván)

E. Public Comment Period

RESOLUTION NO. 11746

RESOLUTION ADOPTING THE COMPREHENSIVE ANNUAL FINANCIAL REPORT
OF THE PHILADELPHIA HOUSING AUTHORITY FOR THE FISCAL YEAR ENDING
MARCH 31, 2014

WHEREAS, the law of the Commonwealth of Pennsylvania requires that all general-purpose local governments and component units publish a complete set of financial statements presented in conformity with Generally Accepted Accounting Principles ("GAAP") and audited in accordance with Generally Accepted Auditing Standards ("GAAS") by a firm of certified public accountants; and

WHEREAS, the Philadelphia Housing Authority ("PHA") contracted with McGladrey LLP, Certified Public Accountants ("McGladrey"), pursuant to applicable procedures, to conduct the required audit of PHA's financial statements, business-type activities, blended component units, and each PHA major fund, for the fiscal year ended March 31, 2014, which McGladrey has done; and

WHEREAS, the PHA Audit Committee has met with McGladrey, the PHA President & CEO, PHA's Chief Financial Officer, and PHA's Office of Audit and Compliance, after the completion of PHA's audit, to review and discuss the audit report and the associated audit results; and

WHEREAS, the PHA Audit Committee has recommended acceptance of the comprehensive annual financial report, as prepared by McGladrey LLC, and the associated financial statement, as prepared by PHA management, for the period of April 1, 2013 through March 31, 2014, dated December 18, 2014 as reviewed by McGladrey LLC, PHA management and the Audit Committee, and as distributed and presented to PHA's Board of Commissioners;

BE IT RESOLVED, that PHA's Board of Commissioners hereby adopts and approves the comprehensive annual financial report, dated December 18, 2014, and the associated financial statements for the period of April 1, 2013 through March 31, 2014.

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14
Barbara Adams, General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11747

RESOLUTION AUTHORIZING A CONTRACT WITH BETTY THE CATERER, INC. FOR CATERED MEAL SERVICES FOR SENIORS

WHEREAS, the Philadelphia Housing Authority ("PHA") has identified a need for catered meal services for seniors and a Request for Proposal was developed for the selection of a company to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

WHEREAS, the Request for Proposal was mailed to the appropriate companies on PHA's Outreach List and distributed to those who responded to the invitation through the publications; and

WHEREAS, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

WHEREAS, based upon the consensus evaluation, it is recommended that a contract be awarded to Betty the Caterer, Inc. ("BTC Foods"); and

WHEREAS, it is further recommended that the contract be for a total amount not to exceed three hundred fifty-nine thousand six hundred sixteen dollars (\$359,616.00), with a two-year base period and three one-year option periods, as follows:

- 1) The not-to-exceed amount for the two-year base period is one hundred thirty-eight thousand four hundred twenty-six dollars (\$138,426.00);
- 2) The not-to exceed amount for the first one-year option period is seventy-one thousand nine hundred five dollars(\$71,905.00);
- 3) The not-to-exceed amount for the second one-year option period is seventy-three thousand seven hundred thirty dollars (\$73,730.00); and
- 4) The not-to-exceed amount for the third one-year option period is seventy-five thousand five hundred fifty-five dollars (\$75,555.00);

BE IT RESOLVED, that the President & CEO or his authorized designee is hereby authorized to conclude and execute a contract with BTC Foods, in a total contract amount not to exceed three hundred fifty-nine thousand six hundred sixteen dollars (\$359,616.00), with a two-year base period and three one-year option periods, subject to the availability of funds therefor, as set forth above, and to take all necessary actions relating to such contract, including determining whether the options available under the contract shall be exercised.

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14

Richard A. ... General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11748

RESOLUTION AUTHORIZING CONTRACTS FOR ENVIRONMENTAL CONSULTING SERVICES, FOR ASBESTOS AND INDOOR AIR QUALITY TESTING, WITH USA ENVIRONMENTAL MANAGEMENT, INC. AND HEALTH & SAFETY SERVICES, INC.

WHEREAS, the Philadelphia Housing Authority ("PHA") has identified a need for environmental consulting services and a Request for Proposal was developed for the selection of companies to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

WHEREAS, the Request for Proposal was mailed to the appropriate companies on PHA's Outreach List and distributed to those who responded to the invitation through the publications; and

WHEREAS, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

WHEREAS, based upon the consensus evaluation, it is recommended that contracts be awarded to USA Environmental Management, Inc. and Health & Safety Services, Inc.; and

WHEREAS, it is further recommended that each of the two contracts, one for USA Environmental Management, Inc. and one for Health & Safety Services, Inc., be for a total amount not to exceed five hundred sixty thousand two hundred fifty dollars (\$560,250.00), with a two-year base period and three one-year option periods, as follows:

- 1) The not-to-exceed amount for the two-year base period is two hundred twenty-four thousand one hundred dollars (\$224,100.00); and
- 2) The not-to-exceed amount for the first one-year option period is one hundred twelve thousand fifty dollars (\$112,050.00); and
- 3) The not-to-exceed amount for the second one-year option period is one hundred twelve thousand fifty dollars (\$112,050.00); and
- 4) The not-to-exceed amount for the third one-year option period is one hundred twelve thousand fifty dollars (\$112,050.00); and

WHEREAS, the total aggregate amount to be spent under the two contracts, combined, including the exercise of any options, is not to exceed five hundred sixty thousand two hundred fifty dollars (\$560,250.00);

BE IT RESOLVED, that the President & CEO or his authorized designee is hereby authorized to conclude and execute contracts with USA Environmental Management, Inc. and Health and Safety Services, Inc., with the total aggregate expenditure under the two contracts not to exceed five hundred sixty thousand two hundred fifty dollars (\$560,250.00), subject to the availability of funds therefor, as set forth above, and to take all necessary actions relating to such contracts, including determining whether the options available under the contracts shall be exercised.

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14
Barbara Davis General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11749

**RESOLUTION AUTHORIZING A CONTRACT FOR PENSION PLAN AUDITING SERVICES
WITH SB AND COMPANY**

WHEREAS, the Philadelphia Housing Authority ("PHA") has identified a need for pension plan auditing services and a Request for Proposal was developed for the selection of a company to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

WHEREAS, the Request for Proposal was mailed to the appropriate companies on PHA's Outreach List and distributed to those who responded to the invitation through the publications; and

WHEREAS, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

WHEREAS, based upon the consensus evaluation, it is recommended that a contract be awarded to SB and Company; and

WHEREAS, it is further recommended that the contract be for a total amount not to exceed one hundred eleven thousand nine hundred seventy-six dollars (\$111,976.00), with a two-year base period and three one-year option periods, as follows:

- 1) The not-to-exceed amount for the two-year base period is forty-two thousand eight hundred eighty dollars (\$42,880.00);
- 2) The not-to exceed amount for the first one-year option period is twenty-two thousand two hundred ninety-two dollars (\$22,292.00);
- 3) The not-to-exceed amount for the second one-year option period is twenty-three thousand twenty dollars (\$23,020.00); and
- 4) The not-to-exceed amount for the third one-year option period is twenty-three thousand seven hundred eighty-four dollars (\$23,784.00);

BE IT RESOLVED, that the President & CEO or his authorized designee is hereby authorized to conclude and execute a contract with SB and Company, in an amount not to exceed one hundred eleven thousand nine hundred seventy-six dollars (\$111,976.00), subject to the availability of funds therefor, as set forth above, and to take all necessary actions relating to such contract, including determining whether the options available under the contract shall be exercised.

I hereby certify that this was

APPROVED BY THE BOARD ON 12/18/17

Barbara Adams, General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11750

RESOLUTION AUTHORIZING THE REPURCHASE OF FIRST-TIME HOMEBUYER HOMES IN CASES OF DEFAULT

WHEREAS, the Philadelphia Housing Authority ("PHA") has constructed a number of homes purchased by first-time homebuyers; and

WHEREAS, the development of first-time homebuyer homes requires a significant investment of PHA resources, as the cost to construct typically exceeds the sales price in order to keep the homes affordable (the "PHA construction subsidy"); and

WHEREAS, the first-time homebuyer transactions are structured with the homebuyer's private first mortgage in the first lien position and a second mortgage and resale restriction from PHA in second lien position; and

WHEREAS, if the first-time homebuyer defaults on the first mortgage, the property may go into foreclosure and PHA risks losing its lien and the cost of the PHA construction subsidy in the property; and

WHEREAS, it is advantageous for PHA to repurchase these properties if the properties appear to be in good repair and PHA is able to repurchase the property when supported by the market value considering PHA's construction subsidy in the property; and

WHEREAS, as a matter of good business practice and in order to meet the demands of the foreclosure or threatened foreclosure process, the Board has determined that the President & CEO should have the authority to conduct the negotiation and expend PHA funds for the repurchase of first-time homebuyer homes when the homeowner is in default on its first mortgage and the amount to complete the purchase does not exceed the market value of the home or 120% of the original sale price, whichever is higher; and

WHEREAS, a report from the President & CEO to the Board as to such transactions, to be provided within two months of the closing on any such transaction, as to the location, cost and other relevant details, is determined to be appropriate to inform the Board;

BE IT RESOLVED, that the Board hereby authorizes the President & CEO, or his authorized designee, to expend PHA funds for the purchase of homes that were sold as first-time homebuyer homes when the homeowner is in default on its first mortgage and the amount to complete the purchase does not exceed the market value of the home or 120% of the original sale price, whichever is higher, and further authorizes and directs the President & CEO to take all actions necessary to conclude these transactions and to provide a report to the Board on any such purchases, as set forth above, with such authorization to terminate on January 1, 2016, unless extended by resolution of the Board of Commissioners.

I hereby certify that this was

APPROVED BY THE BOARD ON 12/18/14

Barbara Adams, General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11751

RESOLUTION AUTHORIZING CONTRACTS FOR UNIT-BASED (ALSO KNOWN AS PROJECT-BASED) VOUCHERS WITH ACHIEVEABILITY; PRESBY'S INSPIRED LIFE (WITHERSPOON SENIOR APTS.); PRESBY'S INSPIRED LIFE (CANTRELL PLACE); PROJECT HOME, IMPACT SERVICES, INC.; ST. IGNATIUS NURSING AND REHAB CENTER; NEW COURTLAND; AND HELP PHILADELPHIA V

WHEREAS, the Philadelphia Housing Authority ("PHA") has identified a need for rental assistance to low-income families in the private rental market through the Housing Choice Voucher Program, which is funded by HUD and a Request for Proposal ("RFP") was developed for the selection of a company to address fulfilling this requirement, according to established procedures and all applicable laws regarding public contracts; and

WHEREAS, the ("RFP") was mailed to the appropriate companies on PHA's Outreach List and distributed to those who responded to the invitation through the publications; and

WHEREAS, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

WHEREAS, based upon the consensus evaluation, it is recommended that contracts be awarded, subject to their obtaining qualifying financing as set forth in the RFP, to:

- 1) ACHIEVEability, for nineteen (19) vouchers;
- 2) Presby's Inspired Life (Witherspoon Senior Apts.), for fifteen (15) vouchers;
- 3) Presby's Inspired Life (Cantrell Place), for fifteen (15) vouchers;
- 4) Project HOME, for eighty-eight (88) vouchers;
- 5) Impact Services Corp., for eight (8) vouchers;
- 6) St. Ignatius Nursing and Rehab Center, for ten (10) vouchers;
- 7) New Courtland, for twenty (20) vouchers; and
- 8) Help Philadelphia V, for a total of fifteen (15) vouchers; and

WHEREAS, it is further recommended that the Housing Assistance Payment ("HAP") contracts for the eight (8) entities listed above, if awarded, be for an initial term of fifteen (15) years, with an option to extend for up to an additional fifteen (15) years;

BE IT RESOLVED, that the President & CEO or his authorized designee is hereby authorized to conclude and execute contracts with ACHIEVEability, Presby's Inspired Life (Witherspoon Senior Apts.), Presby's inspired Life (Cantrell Place), Project HOME, Impact Services Inc., St. Ignatius Nursing and Rehab Center, New Courtland, and Help Philadelphia V, subject to their obtaining qualifying financing as set forth in the RFP, which contracts consist of a total of one hundred ninety (190) unit-based (also known as project-based) vouchers, subject to the availability of vouchers therefor, as set forth above, and to take all necessary actions relating to the HAP contracts, including determining whether the options available under the HAP contracts shall be exercised.

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14
Douglas Chen, General Counsel
ATTORNEY FOR PHA

RESOLUTION NO. 11752

RESOLUTION AUTHORIZING THE PHILADELPHIA HOUSING AUTHORITY TO SUBMIT ITS MOVING TO WORK ("MTW") ANNUAL PLAN ("PLAN") FOR FISCAL YEAR SIXTEEN TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT ("HUD") AND TO TAKE ALL ACTIONS TO OBTAIN HUD APPROVAL AND IMPLEMENT THE PLAN

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") administers a Moving to Work ("MTW") Demonstration Program that is designed to provide the opportunity for selected Housing Authorities to explore and demonstrate more efficient ways to provide and administer low-income housing; and

WHEREAS, pursuant to Philadelphia Housing Authority ("PHA") Board of Commissioners Resolution No. 10618, dated December 21, 2000, PHA submitted to HUD an MTW Application Plan and Agreement; and

WHEREAS, since 2001, when HUD accepted PHA's application for participation in the MTW Demonstration Program and HUD and PHA executed a MTW Demonstration Agreement ("MTW Agreement"), PHA has continuously participated in the MTW Demonstration Program; and

WHEREAS, as a participant in the MTW Demonstration Program, PHA is required to develop an MTW Annual Plan for each fiscal year during the term of the MTW Agreement, which outlines the PHA budget and MTW activities, and to submit the Annual Plan for approval by its Board at least seventy-five (75) days prior to the beginning of each fiscal year; and

WHEREAS, PHA has developed the MTW Annual Plan for Fiscal Year Sixteen ("Plan"), beginning on April 1, 2015, a summary of which is attached hereto as Attachment "A," and which has been distributed to the Board;

WHEREAS, PHA has fulfilled the HUD requirement of providing opportunities for resident and public participation and comment on the Annual Plan, including scheduling at least one (1) public hearing and taking into consideration any comments received, by: 1) holding an introductory meeting with resident leadership and interested PHA residents on November 25, 2014; 2) holding a public hearing on December 1, 2014; 3) posting the draft plan on PHA's website; 4) making copies of the draft plan available at PHA site offices; and 5) accepting and considering public comments over a period lasting from November 17, 2014 to December 17, 2014; and

WHEREAS, PHA is a block grant agency and the MTW Annual Plan includes a consolidated budget in accordance with the MTW Agreement;

BE IT RESOLVED, that the Board of Commissioners does hereby approve the MTW Annual Plan for Fiscal Year Sixteen, in substantially the form distributed to the Board, and authorize PHA's Chair and/or its President & CEO or their authorized designee(s) to: 1) submit to HUD the PHA MTW Annual Plan for Fiscal Year Sixteen; 2) take all steps necessary to finalize and secure HUD approval and implement initiatives as described in the Plan, subject to receipt of adequate funding from HUD; 3) certify that the Public Hearing requirement has been met; and 4) execute the HUD Certifications of Compliance with MTW Plan Requirements and Related Regulations, in substantially the form attached hereto as Attachment "B."

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14
Barbara Chas. General Counsel
ATTORNEY FOR PHA Page 13 of 36

ATTACHMENT "A" TO MTW ANNUAL PLAN RESOLUTION FOR FY SIXTEEN

Philadelphia Housing Authority – Moving to Work (MTW) Program FY 2016 Annual Plan Highlights

Background

- FY 16 MTW Annual Plan covers the period from 04/01/15 through 03/31/16.
- Incorporates new HUD requirements for content, formatting, tables and standard metrics.
- Focuses on "MTW activities", i.e. activities which require MTW programmatic or budget flexibility to implement. Non-MTW activities are briefly highlighted.

Process

- Public comments were solicited from 11/17/14 – 12/17/14.
- PHA advertised the public comment period, and posted the draft on its website. Copies were distributed to resident leadership and were also made available at several PHA offices.
- A resident leadership meeting was held on November 25. An open public hearing was held on December 1, 2014.

Funding

- Funding estimates are preliminary and subject to change based on Congressional appropriations.
- Total projected FY 16 MTW funding is \$358 million. See Tables 8 and 9.
- Non-MTW funding not included in MTW Plan.

Occupancy Projections

- Public Housing - 13,970 households
- MTW Vouchers – 17,500 households
- Unit Based Leasing – 2,133 households

MTW Activities

- PHA plans to continue the implementation of the MTW activities previously approved by HUD
- MTW activities incorporate required HUD standard metrics and benchmarks.

FY 2016 Planned Activities

- The following table provides a summary of major activities and planned objectives, encompassing both MTW and Non-MTW initiatives.

(Attachment "A", cont'd)

Summary of Proposed Activities and projections for the MTW FY Sixteen Annual Plan

Initiatives	Proposed Activities
"6 in 5" Program	<ul style="list-style-type: none"> • 317 new Public Housing units projected to be available at nine developments (Table 1) • 206 new Unit Based Voucher units at nine developments to be under HAP contract (Table 3) • Pipeline of other developments in planning stages (Table 4) Additional proposals under review under PHA Local Unit Based RFP
Preventing and Reducing Homelessness	<ul style="list-style-type: none"> • 500 housing opportunities committed through Blueprint program • 583 vouchers and supportive services for homeless veterans through VASH program • 18-unit Impact Veterans development scheduled to open
Neighborhood Transformation	<ul style="list-style-type: none"> • Choice neighborhoods Implementation Grant at Norris Homes and North Central neighborhood • Choice Neighborhoods Planning grant and Phase I redevelopment at Blumberg development and Sharswood neighborhoods
Scattered Site Repositioning	<ul style="list-style-type: none"> • Disposition and auction of >100 vacant and obsolete properties planned • Neighborhood master planning activities • Partnerships to create replacement housing units through RAD and other available programs
Rental Assistance Demonstration	<ul style="list-style-type: none"> • RAD offers potential to secure new capital funds and preserve existing housing units, while protecting tenants' rights. • Secure HUD approvals for Board-approved RAD conversion of 2,899 units • Secure new capital funding to undertake rehabilitation efforts
Nursing Home Transition Program	<ul style="list-style-type: none"> • Collaboration with City, State, and non-profit providers to provide community-based housing opportunities for nursing home eligible, low-income disabled individuals. • Provide 75 housing opportunities for nursing home eligible clients
Public Safety Initiatives	<ul style="list-style-type: none"> • Implement community policing model • Establish mobile mini-stations • Support for Mayor's Youth Violence Prevention Strategic Plan • Expand SAFE Program
Energy Conservation and Sustainability	<ul style="list-style-type: none"> • Reduce energy consumption by 20% by year 2020 through Better Buildings Challenge • Energy conservation activities at Morton Homes and other sites • Potential for Energy Performance Contract • Implementation of Green Action Plan and Green Operations Manual
Second Chance Pilot Program	<ul style="list-style-type: none"> • Implementation of ten voucher pilot program to provide supportive services and housing subsidies to ex-offenders that are actively reintegrating themselves into society

	<ul style="list-style-type: none"> • Participants must be in good standing with STAR and RISE programs • Regular monitoring of participant compliance and progress • Time-limited vouchers
Smoke Free	<ul style="list-style-type: none"> • Implement No Smoking initiative at all PHA developments • Help residents access smoking cessation assistance
Self Sufficiency	<ul style="list-style-type: none"> • Wide range of programs for youth, adults and seniors identified in table 10 of the plan
Proposed Policy : Occupancy Policy	<ul style="list-style-type: none"> • PHA is evaluating changes to selection preferences and continued occupancy policies for some new and newly rehabilitated units. Policy changes are subject to Board approval • Active participation in employment, job training and/or educational programs proposed as a condition of occupancy • Elderly and disabled would be exempted
Rent Simplification Initiatives	<ul style="list-style-type: none"> • PHA will continue to implement previously approved MTW initiatives which simplify program administration and provide incentive for economic self sufficiency
HCV Mobility	<ul style="list-style-type: none"> • Continue implementation of HUD-funded effort to help families find housing and employment opportunities in areas with greater economic, educational, and social opportunities. • Provide counseling, support and rental assistance subsidies to participating families • Collaborate with HUD, the First Suburbs Project and other local Housing Authorities on this initiative
Improving Access to PHA services	<ul style="list-style-type: none"> • Provide fair and full access to PHA services by non-English speaking clients • Continue implementation of Language Access Plan in Public Housing and HCV programs • Provide translation services, multi-lingual forms and materials

ATTACHMENT "B" TO MTW FY SIXTEEN ANNUAL PLAN RESOLUTION

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan*
<p>Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning April 1, 2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:</p>
<p>1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.</p>
<p>2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.</p>
<p>3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.</p>
<p>4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.</p>
<p>5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.</p>
<p>6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.</p>
<p>7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.</p>
<p>8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.</p>
<p>9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.</p>
<p>10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.</p>
<p>11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.</p>
<p>12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.</p>

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.	
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).	
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.	
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.	
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.	
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.	
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).	
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.	
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.	
_____	_____
PHA Name	PHA Number/HA Code
I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)	
_____	_____
Name of Authorized Official	Title
_____	_____
Signature	Date
*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.	

RESOLUTION NO. 11753

**RESOLUTION AUTHORIZING A GROUND LEASE WITH PENNROSE PROPERTIES, LLC
FOR THE DEVELOPMENT OF APPROXIMATELY 2.2 ACRES OF VACANT LAND WITHIN
THE FALLS RIDGE COMMUNITY**

WHEREAS, the Philadelphia Housing Authority ("PHA") issued a solicitation for a developer to develop vacant land and enter into a ground lease agreement for approximately 2.2 acres of land, which is located within PHA's Falls Ridge Community; and

WHEREAS, the Request for Proposal was distributed to the appropriate companies on PHA's Outreach List and distributed to those who responded to the invitation through the publications; and

WHEREAS, the proposals were reviewed and evaluated by an evaluation committee and the supporting documents were reviewed by the Contracting Officer; and

WHEREAS, based upon the consensus evaluation, it is recommended that a ground lease agreement be awarded to Pennrose Properties, LLC ("Developer"); and

WHEREAS, the Developer has proposed to develop the site with mixed-income housing containing ninety-six (96) units and rear parking; and

WHEREAS, the Developer has proposed to use MBE and WBE certified sub-contractors to participate in the project; and has committed to implement an employment plan that will require 30% of new hires to be Section 3 eligible; and

WHEREAS, the Developer has proposed to pay PHA up-front the total amount due under the agreement, of seven hundred fifty thousand dollars (\$750,000.00); and

WHEREAS, the term of the ground lease agreement will be for a minimum of sixty-five (65) years, with a not-to-exceed option of an additional thirty-four (34) years at a rate commensurate with the sixty-five (65)-year rate; and

WHEREAS, PHA has determined that the disposition of the site is in the best interests of PHA, its residents, and the East Falls Community; and

WHEREAS, the selection of the Developer and entry into a ground lease agreement will be subject to approval of PHA's Board of Commissioners and the United States Department of Housing and Urban Development ("HUD");

BE IT RESOLVED, that the President & CEO or his authorized designee is hereby authorized to negotiate, conclude and execute a ground lease agreement with Pennrose Properties, LLC, in a total amount to be paid to PHA of at least seven hundred fifty thousand dollars (\$750,000.00), with a minimum term of sixty-five (65) years, as set forth above, and to take all necessary actions to carry out the provisions of this resolution and the provisions of any related and previously approved actions, in compliance with applicable statutes, laws, and regulations.

I hereby certify that this was

APPROVED BY THE BOARD ON 12/18/14

Robert L. Davis, Special Counsel
ATTORNEY FOR PHA

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RESOLUTION NO. 11754

RESOLUTION AUTHORIZING THE ADOPTION OF A FIVE-YEAR STRATEGIC DIRECTIONS PLAN FOR THE PHILADELPHIA HOUSING AUTHORITY

WHEREAS, the Philadelphia Housing Authority ("PHA") has completed a year-long process to develop a Strategic Directions Plan for the agency; and

WHEREAS, the development of the Strategic Directions Plan included input from residents; resident leaders; vendors; organizational partners, including non-profits and government agencies; the Board of Commissioners; and the PHA Strategic Directions Steering Committee; and

WHEREAS, the Strategic Directions Plan details the priority objectives for the PHA during the next five years for all departments and identifies the following twelve (12) goals for the agency:

- 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) Enhance resident well-being and 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
- 12) Encourage innovation and promote PHA's financial health through ongoing participation in the Moving To Work Program; and

WHEREAS, the Strategic Directions Plan also identifies five-year measures of success, a series of strategic initiatives and/or projects to be accomplished by 2019, and notes that an annual work plan will be used internally to help organize work activities and ensure accountability; and

WHEREAS, the Strategic Directions Plan was published and presented for a thirty (30) day public comment period, from November 17, 2014 to December 17, 2014, including a public hearing that was held on December 1, 2014 and all comments received were considered;

BE IT RESOLVED, that the Board of Commissioners does hereby approve the five-year Strategic Directions Plan for PHA, in substantially the form previously distributed to the Board and attached to this resolution as Attachment "A."

I hereby certify that this was
APPROVED BY THE BOARD ON 12/18/14 Page 20 of 36
Barbara Adams, General Counsel
ATTORNEY FOR PHA

ATTACHMENT "A"
**PHILADELPHIA HOUSING AUTHORITY:
STRATEGIC DIRECTIONS PLAN HIGHLIGHTS**

Background

Beginning in early 2014, the Philadelphia Housing Authority (PHA) engaged in a planning process involving PHA residents and employees, the PHA Board of Commissioners, social service and advocacy organizations, elected officials, property owners, funders, and other community stakeholders. The Strategic Directions process included numerous small and large group open discussion sessions, on-line surveys, structured interviews, and interactive working groups. The primary focus of these efforts has been to solicit candid feedback on PHA operations, to identify opportunities and challenges facing PHA, and to create a roadmap or framework to guide agency initiatives and resource allocation decisions over the upcoming five-year period.

The results of these efforts are summarized in this ***Strategic Directions Plan: 2015-2019***. PHA's Board of Commissioners approved the Plan following a public comment period during which PHA conducted review meetings for resident leadership and the general public.

PHA Facts

The following is a summary of key facts that provide the context for PHA's Strategic Directions Plan priorities:

- Established in 1937, PHA is the fourth largest public housing authority in the United States and the largest provider of affordable housing in the City of Philadelphia. Currently, PHA has more than 14,400 public housing units available for occupancy by families, seniors and people with disabilities, who qualify as low-income. These affordable apartments are located throughout the City in thirty-five (35) conventional public housing developments, twenty-three (23) Low Income Housing Tax Credit (LIHTC) developments, and eleven (11) developments operated by Alternate Management Entities (AME) under contract to PHA. Over 4000 of PHA's public housing units are "scattered sites," i.e. housing units located in single family homes or small buildings of up to 4 units. PHA operates one of the largest scattered site public housing programs in the country.
- In addition to its portfolio of owned housing, through the Housing Choice Voucher (HCV) program PHA provides tenant-based, project-based rental subsidies and first time homebuyer assistance for over 17,000 low-income households who live in privately owned housing. A significant portion of project-based units subsidized by PHA are owned by local non-profit agencies that also provide supportive services for residents.
- Over 31,000 households, with more than 76,000 family members, live in apartments owned or assisted by PHA. PHA houses some of the poorest citizens of Philadelphia: Average household income is \$14,213 among public housing households and \$11,622 among HCV-assisted households. Only 26% of PHA households report any income from employment. Note, however, that the majority of PHA households are headed by seniors (35%) and/or or people with disabilities (48%). PHA developments also house over 15,500 children under the age of 18.
- PHA works closely with the City of Philadelphia and many local agencies towards the goal of reducing and ultimately eliminating homelessness, including providing 500 housing opportunities

each year specifically for homeless citizens. Due to the lack of affordable housing in the City, virtually all PHA residents would be at risk of homelessness without the affordable rents provided through PHA programs.

- PHA is one of only thirty-nine (39) agencies nationwide that are designated to participate in the Moving to Work (MTW) Demonstration Program. MTW was established by Congress to foster locally determined, innovative strategies that promote expanded housing choice, family economic self sufficiency and/or administrative efficiency. Under MTW, PHA is able to waive certain statutes and regulations and to combine its major HUD funding sources into a single MTW Block Grant that can be used flexibly. PHA's current MTW Agreement runs until 2018. The flexibility afforded by MTW has been a critical ingredient in PHA's ongoing efforts to revitalize distressed public housing and transform Philadelphia's neighborhoods.
- The backlog of unmet and unfunded capital needs for PHA's public housing communities is estimated at greater than \$1 billion and growing, while the most recent Capital Fund grant from the U.S. Department of Housing and Urban Development (HUD) was \$45 million. PHA is able to address only a small fraction of its capital needs with existing funding. The oldest PHA developments were built more than 70 years ago, and a total of twenty-eight (28) sites are now more than 40 years old. Several sites are functionally obsolete from design, efficiency and operating cost perspectives; however, the availability of funding to support major redevelopment efforts has been extremely limited, a situation that appears unlikely to change in the near future, given federal budget constraints.
- PHA is currently implementing an ambitious development program with the goal of developing or preserving 6000 units of housing and helping to revitalize Philadelphia's neighborhoods. Working closely with public housing and other neighborhood residents, the City and local non-profits, PHA is working to transform distressed public housing developments at Norris Homes, Blumberg, Queen Lane and scattered site locations. At Norris, PHA and the City are implementing a Choice Neighborhoods Implementation grant. At Blumberg/Sharswood, PHA is implementing a Choice Neighborhoods Planning grant. PHA is also partnering with and/or providing financial support for new housing developments designed to serve veterans, homeless families, seniors and other special populations.
- PHA is committed to promoting energy conservation and incorporating sustainable materials and practices in both new and existing housing developments and its administrative offices. In recognition of these efforts, PHA was recently awarded Full Green Organizational Accreditation by HUD and the Sustainable Performance Institute. As a member of the national Better Buildings Challenge, PHA has committed to a goal of reducing its portfolio-wide energy consumption by 20% over a ten-year period.
- Through innovative partnerships with educational, employment focused, youth-oriented, health care and other local institutions, PHA is working to improve the economic self-sufficiency and well-being of adult residents and to promote educational attainment and healthy development of PHA youth. Except for limited special grant funding, HUD does not provide funding to support effective resident service programs. PHA has utilized its MTW funding flexibility to help leverage other resources to support these critically needed objectives. Through new initiatives such as the

PhillySEEDS non-profit, PHA is working to provide scholarships to PHA youth and other needed services to residents.

- The demand for affordable housing in the City is vastly greater than the supply. PHA currently has over 88,000 low-income households on its waiting lists, a figure that is artificially low due to the closing of the HCV wait list. While a limited number of families have priority on the waitlist due to being homeless, most families must expect to wait ten years or more for public housing assistance, with the wait time for seniors being three years or more. PHA is urgently working to address local housing needs through its housing development and preservation initiatives, as well as through ongoing efforts to maximize utilization of existing public housing and rental assistance resources.

Additional information on PHA programs and services can be obtained from PHA's website at www.pha.phila.gov.

Updated Mission Statement

PHA solicited input regarding its mission, vision and values as part of the Strategic Directions planning process. Based on the input received and a series of follow up discussions, the agency mission statement has been updated as follows:

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.

Proposed Strategic Priorities

Over the five-year period of the Strategic Directions Plan, PHA will focus on twelve (12) strategic priority areas. Taken together, these priorities provide the framework for PHA's major initiatives and resource allocation decisions over the period from 2015 through 2019:

- 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. Enhance resident well-being and 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*
12. *Encourage innovation and promote PHA's financial health through ongoing participation in the Moving To Work Program*

For each of the strategic priority areas, PHA has identified five-year measures of success and a series of strategic initiatives and/or projects to be accomplished by 2019, as described below. A detailed annual work plan will be used internally to help organize work activities and ensure accountability.

It is important to note that many of the strategic initiatives and projects listed below depend on the availability of sufficient funding and/or other external factors in order to be fully realized. These factors are not entirely within PHA's control and may impact the agency's ability to fulfill its plans. Further, as conditions change and new opportunities and challenges arise in the future, PHA fully expects that the Strategic Directions Plan will evolve. Thus, while PHA is committed to implementation of the Plan, and will use best efforts to accomplish it in its entirety, it can reasonably be expected to change over time.

Strategic Priority #1: *Preserve and expand the supply of affordable housing available to Philadelphia's residents with low incomes*

This strategic priority encompasses PHA's goal to both increase the overall supply of affordable housing and to preserve and maintain its existing portfolio to the greatest extent feasible. PHA will continue its own development efforts and also work with public and private partners to significantly increase the leverage of PHA's limited resources. The focus of new development is to provide quality housing that supports neighborhood revitalization for high priority populations including veterans, people with disabilities, seniors, and homeless families.

PHA's "6 in 5" program, which has established the ambitious goal of developing or preserving 6,000 units over five years, is a key component of PHA's efforts under this strategic priority. There is an existing pipeline of planned projects scheduled for completion over the next several years including comprehensive revitalization plans for Norris Homes and Blumberg Apartments under the Choice Neighborhoods program, the development of new replacement housing at Queen Lane and construction of several new developments in collaboration with well-qualified local partners.

In addressing the needs of PHA's existing portfolio, PHA will work to secure capital grants and other funding to redevelop or replace developments which are functionally obsolete. PHA will utilize comprehensive physical needs assessments and other studies to identify priority capital improvement projects for inclusion in PHA's Capital Plan. As part of a strategy to ensure the long term financial viability and preservation of the existing portfolio, PHA has submitted an application for conversion of approximately 3000 public housing units to project-based assistance through the Rental Assistance Demonstration (RAD) program. Subject to Congressional action and HUD approval, PHA intends to proceed with the RAD conversion effort over the five-year period of this Plan.

PHA will continue efforts to reposition the large scattered site portfolio and will implement a new Section 32 homeownership initiative.

Five Year Success Measures

- Preserve or develop 6,000 units of affordable housing
- Implement Transformation Plan for Norris Homes and North Central Neighborhood

- Implement Transformation Plan for Blumberg Apartments and the Blumberg/Sharswood Neighborhood
- Complete Queen Lane redevelopment
- Provide housing for at least 500 homeless families and individuals each year

Priority #1 Strategic Initiatives

- 1.1 Fully implement the Choice Neighborhoods Transformation Plan for Norris Homes and the North Central Philadelphia neighborhood in partnership with residents, the City and key stakeholders
- 1.2 Develop and implement a Transformation Plan for the Blumberg/Sharswood neighborhood in partnership with residents, the City and key stakeholders
- 1.3 Complete the development of new replacement family housing at Queen Lane
- 1.4 Complete the development of new family housing at Strawberry Mansion/Oakdale, Markoe Street and Queens Row
- 1.5 Expand affordable housing options by providing capital funding and/or operating assistance for qualified non-profit and other development partners through PHA's "6 in 5" initiative including New Courtland Senior Apartments at Allegheny, Impact Veterans Services Family Housing, Project Home's Permanent Supportive Housing at 810 Arch Street, Liberty Resources Housing at Marine Club and others
- 1.6 Promote long-term preservation of existing public housing units through conversion to project-based assistance under the Rental Assistance Demonstration program
- 1.7 Implement scattered site asset repositioning plan to identify productive alternatives for vacant and/or demolished scattered site units
- 1.8 Evaluate capital needs, spending priorities and repair/replacement costs for all PHA sites through comprehensive Physical Needs Assessment
- 1.9 Aggressively pursue funding opportunities to address replacement of other obsolete public housing units
- 1.10 Continue collaboration with the City and local agencies to provide 500 housing opportunities annually to reduce and help prevent homelessness
- 1.11 Enhance operations of PHA's controlled entities to support community revitalization initiatives.
- 1.12 Expand first time homeownership opportunities through a new Section 32 initiative and ongoing HCV homeowner assistance

- 1.13 Implement strategies to preserve long-term affordability and, as appropriate, recapitalize LP and AME developments that are nearing the end of the LIHTC 15 Year Compliance period
- 1.14 Conduct an analysis of current PHA resident incomes and propose options and alternatives as appropriate related to continued occupancy of higher income households

Strategic Priority #2: *Achieve excellence in the provision of management and maintenance services to PHA residents*

This strategic priority focuses on the activities and initiatives that PHA undertakes to manage and maintain the existing owned portfolio of approximately 14,400 housing units at sixty-nine (69) housing developments and in scattered site locations throughout the City. PHA Operations staff provides these services for the conventional public housing developments and scattered site locations, while staff from PHA's PAPMC entity supports twenty-three (23) Low Income Housing Tax Credit sites. Private management entities manage and maintain eleven (11) developments under contract with PHA.

PHA's goal is to provide excellent management and maintenance services to all residents, an increasingly challenging task in light of ongoing reductions in federal operating funds and the age and physical conditions of many PHA housing developments. As part of the Strategic Directions initiative, PHA will re-focus and strengthen ongoing site-level comprehensive preventive maintenance activities, achieve continuous improvement in physical conditions as measured by inspection results, and work to improve efficiency and customer service provided through the service order intake and processing system.

PHA will work to achieve industry-recognized high performance levels on key performance indicators such as rent collections, recertifications and occupancy. Initiatives to ensure that all residents are housed in appropriately sized units will be implemented, and rent policies will be reviewed and updated as needed to ensure that PHA continues to house those residents of Philadelphia with the greatest need based on household income.

Working with resident leadership, PHA will develop and implement new resident orientation programs designed to help ensure that new residents succeed in meeting their lease obligations. To control costs and improve accountability, PHA will continue to consolidate and streamline operations consistent with generally accepted industry asset management principles.

Five Year Success Measures

- Meet or exceed service order completion benchmarks for 98% or greater of all service orders, i.e. 24 hours for emergencies and 30 days for routine service orders
- Achieve 98% or greater performance in rent collections, recertifications and occupancy
- All new residents successfully complete resident orientation program
- All housing units and developments meet or exceed Uniform Physical Conditions Standards

Priority #2 Strategic Initiatives

- 2.1 Complete implementation of asset management consolidation to strengthen accountability and oversight at property level
- 2.2 Achieve continuous improvement in average HUD Real Estate Assessment Center (REAC) scores.
- 2.3 Review, update and implement site-level, comprehensive preventive maintenance plans

- 2.4 Achieve high performer benchmarks for rent collections, on-time service order completion, unit inspections, vacancy turnaround and recertifications.
- 2.5 Evaluate and update service order processes to improve customer service
- 2.6 Implement new resident orientation and housekeeping training program in collaboration with resident leadership
- 2.7 Improve compliance with public housing unit size occupancy standards

Strategic Priority #3: *Create safe communities in collaboration with neighborhood residents and law enforcement agencies*

This strategic priority focuses on PHA's efforts to ensure that residents live in safe communities. PHA's goal is to reduce crime rates at its public housing developments so that they are lower than the average Part I and II crime rates for their respective neighborhoods. PHA will continue to implement a series of activities designed to maximize the positive public safety impact of PHA's limited funding through close collaboration with residents and local law enforcement agencies. PHA recognizes that law enforcement efforts alone cannot guarantee community safety, and that neighborhood residents need to be involved in public safety planning and implementation efforts in a meaningful way.

PHA does not receive any targeted grant funding for public safety initiatives. Funding to support PHA Police Department personnel and private security guard contractors comes from the same limited pool of dollars available to fund overall property management and maintenance operations. Similarly, capital improvements related to security, such as fencing, security cameras, etc., must compete with other needed physical improvements for PHA's limited capital dollars.

PHA plans to continue to implement its policing efforts using a community policing model that ensures regular police presence and interaction with residents at targeted sites. In light of the substantial investments made in security cameras, PHA will continue to evaluate their effectiveness in preventing or reducing crime and, as needed, make adjustments to the current strategy.

Other ongoing initiatives under this strategic priority include collaborative efforts with PHA resident leadership and active engagement in the City's Youth Violence Prevention Strategic Plan.

Five Year Success Measures

- Achieve Part I and Part II crime rates at each PHA development that are lower than their respective neighborhood crime rates

Priority #3 Strategic Initiatives

- 3.1 Work with residents and law enforcement to improve/increase the rate of reported crimes
- 3.2 Continue to incorporate community policing practices into the operations of the PHA Police Department
- 3.3 Implement regular planning meetings and communication/coordination protocols among PHA Police, City of Philadelphia Police and other law enforcement agencies
- 3.4 Engage law enforcement, management and residents in annual review of public safety needs and priorities at site level

- 3.5 Evaluate effectiveness of existing security camera monitoring systems and implement enhancements as needed
- 3.6 Support formation and ongoing engagement of the PHA SAFE Task Force
- 3.7 Collaborate with the City and a consortium of community agencies on the Youth Violence Prevention Strategic Plan
- 3.8 Strengthen training and oversight of security guard contractors

Strategic Priority #4: Enhance resident well-being and economic self-sufficiency through partnerships for employment, job training, education, health and other evidence-based supportive services

This strategic priority reflects PHA's commitment to eliminating barriers to employment, encouraging economic self-sufficiency, promoting healthy lifestyles, and assisting all PHA residents to achieve their full potential. This is an enormous challenge: more than 95% of resident households earn less than 50% of Area Median Income; 35% of households are headed by low-income seniors; and, 48% are headed by persons with disabilities. More than 15,500 children reside in PHA developments. Recognizing the scope of resident needs and the complexity of intergenerational poverty, PHA will enhance its efforts to create and foster partnerships with agencies and institutions that have resources and expertise that can leverage PHA's limited funding.

A major focus under this strategic priority will continue to involve linking work-able residents to training that leads to good paying jobs with benefits through initiatives such as the Pre-Apprenticeship program, the Philadelphia Works partnership, Community Partner programs and the Section 3 Resident Job Bank. Related initiatives to improve adult literacy and educational attainment will be expanded in partnership with local universities and colleges.

PHA's efforts will also include after school programming and expansion of scholarship programs through the PhillySEEDS initiative.

Recognizing the unique needs of its large population of seniors and people with disabilities, PHA will continue the Nursing Home Transition program in partnership with the City and State, and work to identify adequate funding and support for Adult Day Care and other support services.

As part of PHA's commitment to resident health, the entire housing portfolio will be designated as Smoke Free beginning in 2015.

Five Year Success Measures

- 75 residents complete job training programs annually
- 45 residents are provided with job placement assistance annually
- 25 residents complete GED or adult education courses annually
- 50 residents are provided with scholarships through Philly Seeds annually
- All PHA housing is Smoke Free

Priority #4 Strategic Initiatives

- 4.1 Connect residents to training and good paying jobs with benefits through the Pre-Apprenticeship Program, the partnership with Philadelphia Works, Community Partner programs, Section 3 Resident Job Bank and other employment and training initiatives
- 4.2 Expand adult literacy, educational and youth after school program services in collaboration with partners including Cheyney University, Drexel University, Temple University and the Community College of Philadelphia
- 4.3 Secure additional funds to award scholarships to PHA youth through PhillySEEDS
- 4.4 Evaluate options to expand services for seniors to promote independent living including options for continued operation of PHA's Adult Day Care program
- 4.5 Work with resident leadership, Philadelphia Health Department and others to implement a PHA housing smoke-free policy

<p>Strategic Priority #5: <i>Improve access to quality housing choices and opportunity neighborhoods through the Housing Choice Voucher program</i></p>
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The Housing Choice Voucher (HCV) program is PHA's largest single housing program, providing rental vouchers and first time homebuyer assistance to over 17,000 households with low-incomes. PHA provides rental assistance through tenant-based vouchers and project-based contracts. There are currently over 1,900 housing units in project-based developments, many of which house formerly homeless, disabled and other special needs households.

This strategic priority incorporates ongoing and planned initiatives designed to maximize utilization of PHA's limited HCV resources, streamline services to owners and participants and encourage voucher holders to live in areas with employment, educational and other opportunities. (Related HCV initiatives are also included as part of Strategic Priority 7). Major objectives include achieving and maintaining high performance on key benchmarks such as utilization, inspections and recertifications.

PHA will continue to implement the pilot HCV Mobility program in partnership with HUD, regional Housing Authorities and other stakeholders. The program provides extensive education and supports to voucher holders, helping them to locate and secure housing in neighborhoods that offer higher opportunities for family members.

A goal of increasing the number of vouchers available for veterans and their families through the Veterans Affairs Supportive Housing (VASH) program has been established, building on PHA's successful efforts to date.

Five Year Success Measures

- Achieve 100% utilization of MTW leasing target
- Achieve 98% or greater performance in recertifications, HQS inspections, HQS enforcement
- Increase VASH vouchers by 20% or greater
- Increase number of voucher holders leasing units in high opportunity neighborhoods by 25%

Priority # 5 Strategic Initiatives

- 5.1 Increase number of vouchers based on MTW funding availability

- 5.2 Achieve high performer benchmarks for inspections, recertifications, rent calculation and HQS enforcement
- 5.3 Assist voucher holders to identify housing and jobs in areas that provide greater economic, educational and social mobility opportunities through implementation of the pilot HCV Mobility Program
- 5.4 Expand the number of veterans and their families who are assisted under the Veterans Affairs Supportive Housing program
- 5.5 Improve services to property owners through enhanced landlord advisory committee and other program changes
- 5.6 Target HCV project/unit-based assistance to support Permanent Supportive Housing, services-enriched housing and other developments that combine housing and services for special populations

Strategic Priority #6: Incorporate energy conservation measures and sustainable practices throughout PHA operations

Conserving energy and implementing sustainable materials and practices throughout PHA is the focus of this strategic priority. PHA expends approximately 29% of its public housing operating budget on utilities, making it the single largest expense category outside of personnel costs. Thus, PHA's Strategic Directions initiatives in this area over the next five years have significant potential to help control or reduce PHA's operating costs while enhancing the quality of life for all.

PHA will continue and expand its commitment to energy efficiency and sustainability over the next five years, building on a substantial record of performance to date as evidenced by its full Green Organizational Accreditation status. The accreditation designation was awarded to PHA by the Sustainability Performance Institute and HUD as part of HUD's Affordable Green Initiative. It reflects PHA's commitment to implementing green building and operational practices, tracking and measuring energy performance over time and achieving substantial cost savings.

In addition to accreditation, PHA has committed to reducing portfolio-wide energy consumption by 20% by the year 2020 as part of the Better Buildings Challenge. To support this effort, PHA has developed a Green Action Plan and Green Operations Maintenance Manual, both of which will be fully implemented as part of the Strategic Directions Plan.

Five Year Success Measures

- Achieve 20% reduction in energy consumption portfolio-wide (by the year 2020)
- Energy conservation and sustainability initiatives implemented system-wide per the Green Action Plan

Priority #6 Strategic Initiatives

- 6.1 Achieve 20% portfolio-wide reduction in energy consumption by 2020 through implementation of Better Buildings Challenge initiative

- 6.2 Implement policy initiatives as per approved Green Action Plan and Green Operations and Maintenance Manual
- 6.3 Maintain PHA's Full Green Organizational Accreditation status

Strategic Priority #7: *Improve customer service, streamline operations and create a business model that is data-driven and high performing*

Under this strategic priority area, PHA will utilize technology, training and data-driven analysis to improve customer service and create a more efficient, streamlined organization. PHA recognizes that dealing with a large organization can be a complex and sometimes frustrating experience for residents, vendors and the general public. The agency is committed to improving this experience by, among other initiatives, improving its telephone systems, streamlining the call center and enhancing the website to increase self-service options.

An analysis of the call center is planned, to be followed by restructuring efforts designed to ensure that all calls are routed efficiently and responded to by qualified subject matter experts. It is anticipated that a dedicated call center for HCV participants and property owners will be created through this initiative. PHA plans to assess several areas of its operations including warehouse and inventory systems, property management delivery and other functions to identify potential efficiencies and cost-savings measures. Management reports and software applications will also be enhanced to support asset management and other initiatives and to ensure that PHA management have accurate and timely data available to monitor performance and inform the decision-making process.

Five Year Success Measures

- Improve call processing time and accuracy
- Increase utilization of self-service options through website and interactive voice response systems

Priority #7 Strategic Initiatives

- 7.1 Improve tracking of and responsiveness to calls by residents and the general public through evaluation and updating of PHA's telecommunications systems including restructuring call center operations
- 7.2 Enhance website tools available to residents, HCV participants and property owners, PHA vendors, partners and others to streamline and expand access to relevant information and services
- 7.3 Reduce cost of operations where feasible based on cost/benefit analyses of alternative warehouse and cross-dock methods, property management and other systems
- 7.4 Upgrade management reporting tools as needed to ensure appropriate tracking and oversight of PHA finances and departmental activities
- 7.5 Upgrade PHA applications to support evolving technologies and user requirements

Strategic Priority #8: Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity and adheres to the highest ethical standards

This strategic priority reflects PHA's values as a public organization and a commitment to openness and accountability in all agency matters. In addition to contracting for annual financial audits performed by independent experts, PHA will continue to implement a comprehensive internal audit, compliance and quality control program designed to improve operations, ensure regulatory and PHA policy compliance, and eliminate fraud, waste and abuse.

Ensuring open and equal access to PHA housing, services, employment and contracting opportunities by all groups regardless of language, race, ethnicity, gender or disability status continues to be an agency priority. With respect to employment and contracting, PHA will continue to monitor and achieve its Section 3 goals and its goals for participation by Minority and Women-owned Business Enterprises. Full implementation and periodic updating of the Language Access Plan and other policy initiatives will occur throughout the Plan period.

Five Year Success Measures

- Implement annual audit and compliance plan and proactively address all findings
- Achieve 20% MBE, 10% WBE and Section 3 contracting goals

Priority #8 Strategic Initiatives

- 8.1 Implement comprehensive compliance and internal control program with required follow up corrective strategies to address deficiencies
- 8.2 Implement MBE/WBE and Section 3 contracting and compliance activities
- 8.3 Facilitate access to all PHA programs and services through full implementation of approved Language Access Plan, Reasonable Accommodations, Violence Against Women Act and other relevant policies
- 8.4 Review current waiting list policies and update as needed to promote broad dissemination of information to all racial and ethnic groups within the City
- 8.5 Partner with disability advocacy organizations to identify and implement methods to reduce barriers to full utilization of PHA programs and services
- 8.6 Ensure annual independent audit of PHA and subsidiary finances with Board review and oversight

Strategic Priority #9: Strengthen existing relationships and forge new public, private and philanthropic partnerships to support PHA's strategic goals

To support full accomplishment of the Strategic Directions Plan, it is essential that PHA create new partnerships and sustain and grow existing relationships. This strategic priority focuses on the need to identify and secure partners and resources to address the "hard" costs associated with developing new housing and preserving the existing housing portfolio and the "soft" costs associated with

supporting resident employment, education, health care, youth development and other supportive service needs.

Five Year Success Measures

- Leverage \$500,000 in new resources annually to support PHA's strategic priorities

Priority #9 Strategic Initiatives

- 9.1 Develop and implement fundraising strategy to support expansion of resident programs and address other identified strategic objectives
- 9.2 Continue and strengthen collaboration with City agencies, non-profits, neighborhood groups and other stakeholders on neighborhood revitalization, public safety and other initiatives

Strategic Priority #10: <i>Make PHA an employer of choice with an accountable, diverse, trained and productive workforce</i>

PHA employs more than 1,300 employees throughout its operations. Ensuring that every employee has the necessary training, tools and other resources to do their jobs properly is the focus of this strategic priority. On an annual basis, PHA will establish and implement a training plan to build employee skills and capacity, and will conduct thorough performance evaluations designed to provide employees with meaningful feedback on their job performance.

PHA will also implement periodic employee surveys and other initiatives to encourage candid feedback on agency policies, procedures and working conditions. Ongoing efforts to recognize and reward exemplary performance among employees will be expanded.

A major initiative under the Strategic Directions Plan involves establishing agency-wide customer service standards and metrics, providing customer service training to employees and upgrading their customer service skills. The use of periodic surveys will be expanded to measure the satisfaction of PHA residents and others who utilize or provide services to PHA.

Five Year Success Measures

- Implement annual performance evaluations and follow up actions as needed for all employees
- Implement employee training per annual training plan
- Achieve 15% increase in customer satisfaction over 2015 baseline

Priority #10 Strategic Initiatives

- 10.1 Assess staff skill levels and training needs, and implement annual staff training plan
- 10.2 Develop and implement agency-wide customer service metrics and ongoing employee training initiative
- 10.3 Implement periodic employee surveys to identify employee concerns and conduct necessary follow up actions

10.4 Expand employee recognition initiatives

10.5 Complete annual employee performance evaluations and required follow up actions

Strategic Priority #11: *Ensure that PHA is a good neighbor and reliable community partner*

PHA is committed to being a good neighbor and reliable partner to the community at large and to neighborhood residents in and around PHA's current and planned housing developments. Toward this end, PHA plans to expand opportunities to solicit feedback, listen to and have constructive dialogues with diverse members of the community. As noted earlier, PHA plans to expand use of feedback surveys from residents, HCV participants and owners, employees, vendors and others to support these efforts.

PHA will also work to engage residents and neighborhood groups at the early stages of planned development initiatives so as to improve the information flow, share ideas and provide greater opportunity for input before plans are solidified.

Being a good neighbor is an ongoing priority for PHA that will be supported by a new rebranding initiative in 2015.

Five Year Success Measures

- Neighborhood meetings conducted at pre-development stage
- Achieve 15% increase in respondents who believe PHA is a good neighbor over 2015 baseline

Priority #11 Strategic Initiatives

11.1 Implement PHA rebranding initiative

11.2 Actively solicit feedback on PHA performance from residents, vendors, partners, HCV property owners and others through surveys, informational sessions and other means

11.3 Engage neighborhood organizations and other stakeholders as early as possible in the revitalization process to provide meaningful opportunities for community input into PHA development plans

Strategic Priority #12: *Encourage innovation and promote PHA's financial health through ongoing participation in the Moving to Work Program*

Participation in the Moving to Work (MTW) Demonstration Program provides PHA with a set of tools and resources that are essential to addressing the needs of PHA's housing portfolio and residents. The regulatory and funding flexibility afforded by MTW has helped shape virtually all aspects of PHA's housing policies. It has been the single most important factor in PHA's ability to implement comprehensive redevelopment activities at distressed public housing developments, to help transform Philadelphia's neighborhoods and to provide employment training and other supportive services to residents.

PHA's current MTW Agreement is scheduled to expire in 2018. Without a long-term extension of the current Agreement, many of the plans and strategies described in the Strategic Directions Plan – including the development and preservation initiatives detailed in Strategic Priority #1 - will be in jeopardy.

Five Year Success Measures

- MTW Agreement extended beyond 2018

Priority #12 Strategic Initiatives

- 12.1 Continue to explore strategies to utilize MTW flexibility to support PHA's strategic goals while addressing one or more of the MTW Program's statutory objectives
- 12.2 Promote awareness locally and nationally of the benefits and outcomes attributable to the MTW program and of the importance of extending the program beyond 2018
- 12.3 Work with HUD and elected officials to secure a long-term extension of the MTW Agreement on substantially similar terms to the current Agreement

APPENDIX 2

DECEMBER 2014 SIGN-UP SHEET FOR SPECIFIC RESOLUTIONS -- cont'd

- **Reso. #1:** Adoption of FY2014 Financial Report
- **Reso. #2:** Catered Meal Services for Seniors
- **Reso. #3:** Environmental Consulting Services
- **Reso. #4:** Pension Plan Auditing Services
- **Reso. #5:** Repurchase of Homes in Default
- **Reso. #6:** Unit-Based Voucher Contracts
- **Reso. #7:** Submission of MTW FY2016 Plan
- **Reso. #8:** Falls Ridge Ground Lease
- **Reso. #9:** Adoption of Strategic Directions Plan

- Question re: tax compliance status of Pennrose.
- Question re: PHS training opportunities
7. Name: Chester SKAZIAR Reso. #1 2 3 4 5 6 7 8 9
 8. Name: Vanessa PHS Reso. #1 2 3 4 5 6 7 8 9
 9. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 10. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 11. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 12. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 13. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 14. Name: _____ Reso. #1 2 3 4 5 6 7 8 9
 15. Name: _____ Reso. #1 2 3 4 5 6 7 8 9

**DEC. 18, 2014 SIGN-UP SHEET FOR THE
GENERAL PUBLIC COMMENT PERIOD
 AT THE END OF THE BOARD MEETING**
 (3 minutes per person)



Please **PRINT** your name and generally identify your topic:

1. Name: Faye M. Anderson
 Maintenance Issue? Yes ___ No Other (topic): Women of Jazz mural
concern re: preservation of mural at
32nd and Norris.
2. Name: _____
 Maintenance Issue? Yes ___ No ___ Other (topic): _____
3. Name: Jackie McDowell - Question about meeting
 being recorded (now have
 Maintenance Issue? Yes ___ No ___ Other (topic): audio, vs. stenographer)
4. Name: MILTON PRATT Reporting on meetings w/
 residents and progress.
 Maintenance Issue? Yes ___ No Other (topic): COURTYARD
5. Name: Donna Richardson - Voiced appreciation for
 certain PHA staff,
 including the Pres. & CEO
 Maintenance Issue? Yes ___ No ___ Other (topic): _____
6. Emmanuel, from ^{Withers} Bartram - Seeking a venue for
 doing activities with kids from that development
 and seeking to raise funds.