



2004-2005
Accomplishments Report
Redefining Public Housing

Presented By:

Carl R. Greene, Executive Director



Philadelphia
Housing Authority

Redefining Public Housing

PHA has become a force for positive neighborhood change, totally reversing what public housing means.

The Philadelphia Inquirer may have put it best:



Philadelphia is now deeply into the second chapter of its rocky history of government-subsidized housing. So far, the results are as different from the postwar era's concrete jungles as huts were from caves.

The most obvious change is the architecture.

Redefining Public Housing



PHA's leadership team can be judged by its performance.

With public and private investment totaling over **\$1.2 billion** dollars, PHA's "stock" is soaring.

Redefining Public Housing

PHA's efforts have:

- Uplifted entire sections of the city
- Changed attitudes about formerly distressed neighborhoods
- Brought hope & optimism to low-income families

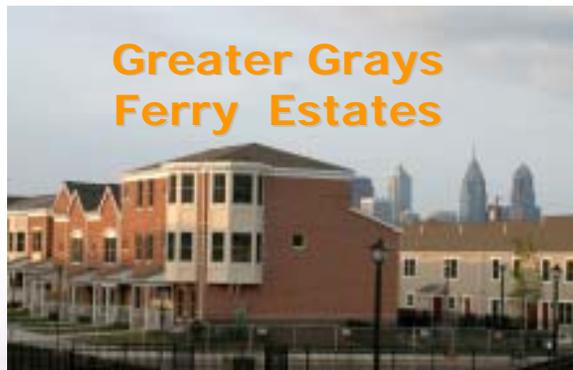
All this while raising property values and generating more property taxes for the city



Bringing Value to Neighborhoods

PHA has dramatically increased neighborhood property values near our sites.

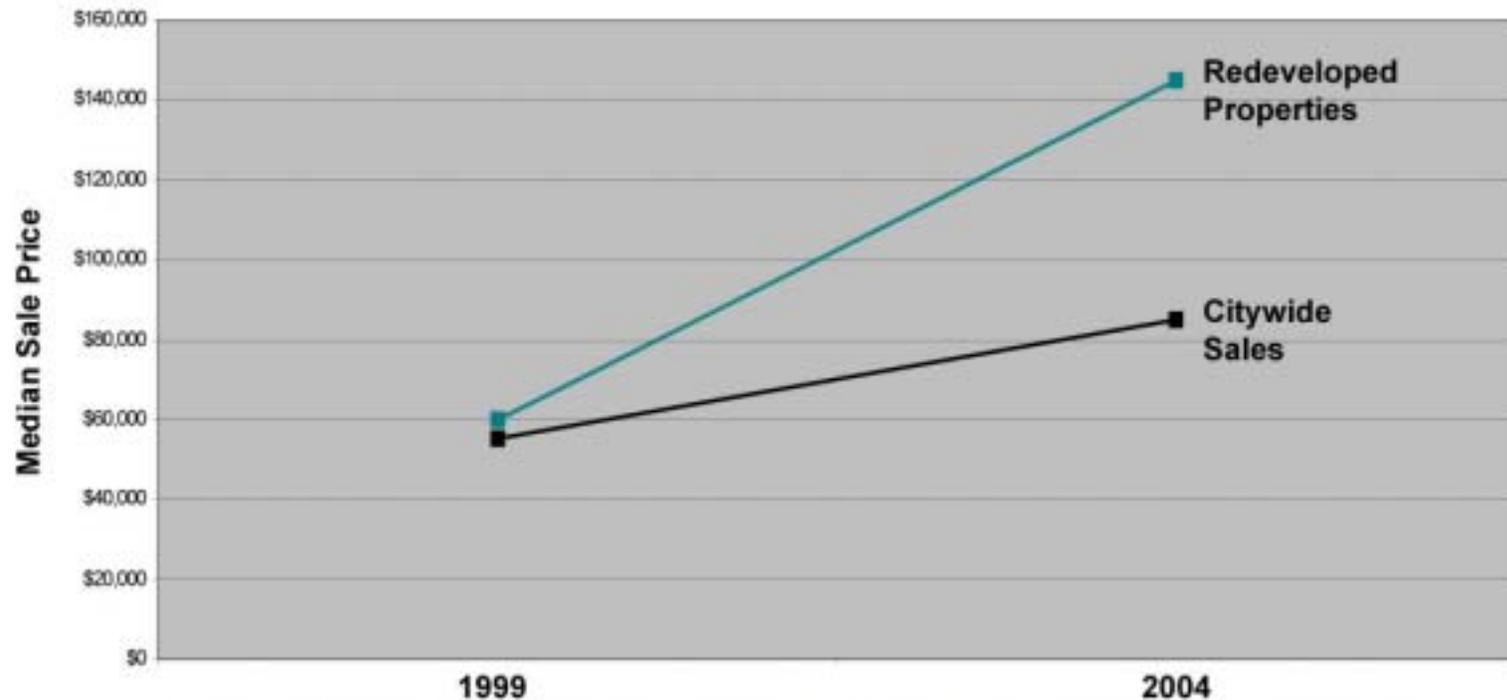
Average & median sales prices studied in these neighborhoods:



Increases in these neighborhoods exceeded the citywide average

Bringing Value to Neighborhoods

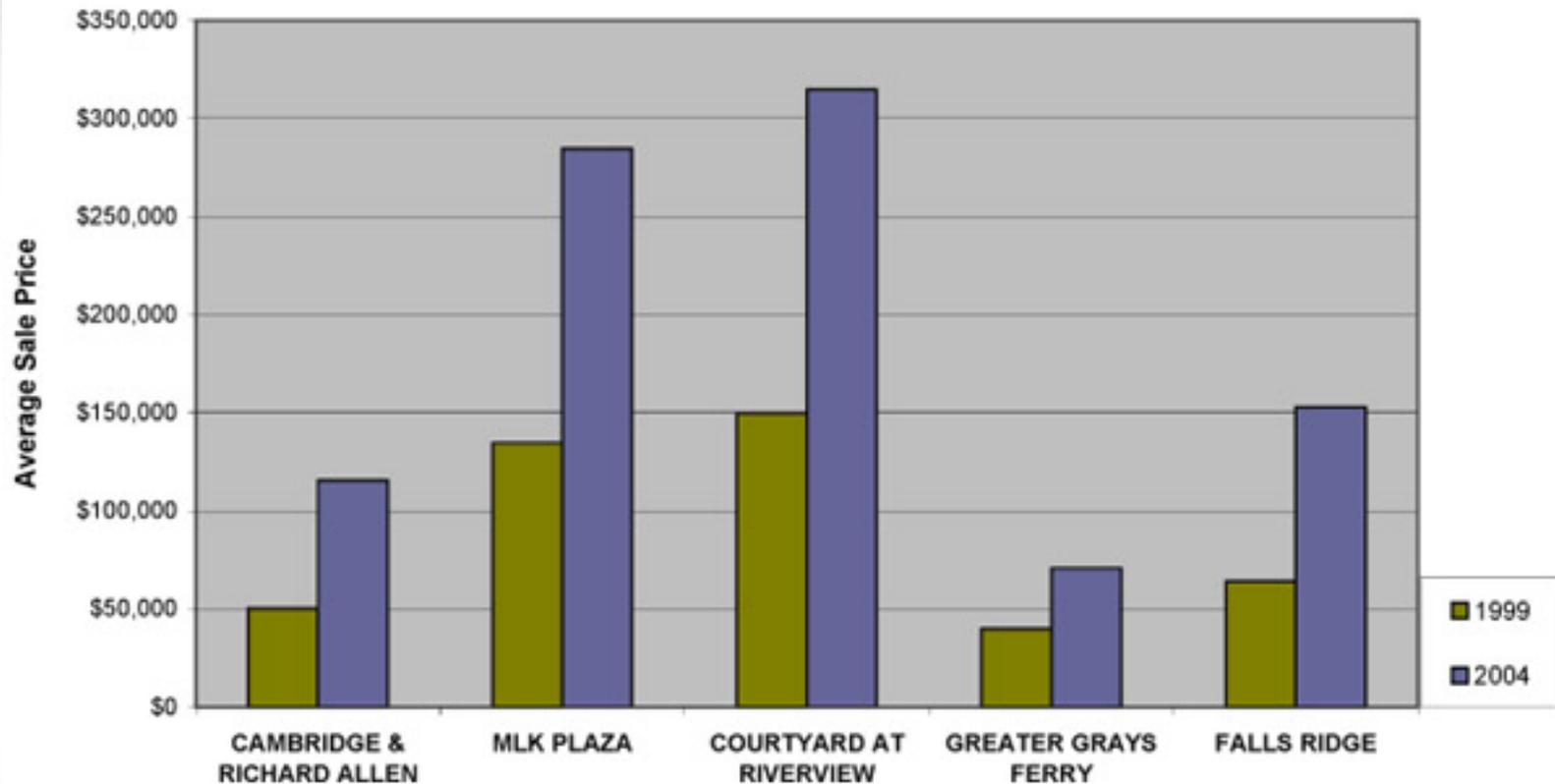
**Comparison of Aggregate Median Sale Prices:
PHA Redeveloped Sites vs. Citywide 1999-2004**



**Citywide median sales price grew by 55% vs. 142% around PHA redeveloped sites.
Based on City of Philadelphia Board of Revision of Taxes data
as compiled by Applied Real Estate Analysis, Inc.**

Bringing Value to Neighborhoods

Change in Average Residential Sale Price: PHA Redeveloped Properties
(1999 - 2004)



Based on Multiple Listing Service Data at the Impact Area Level

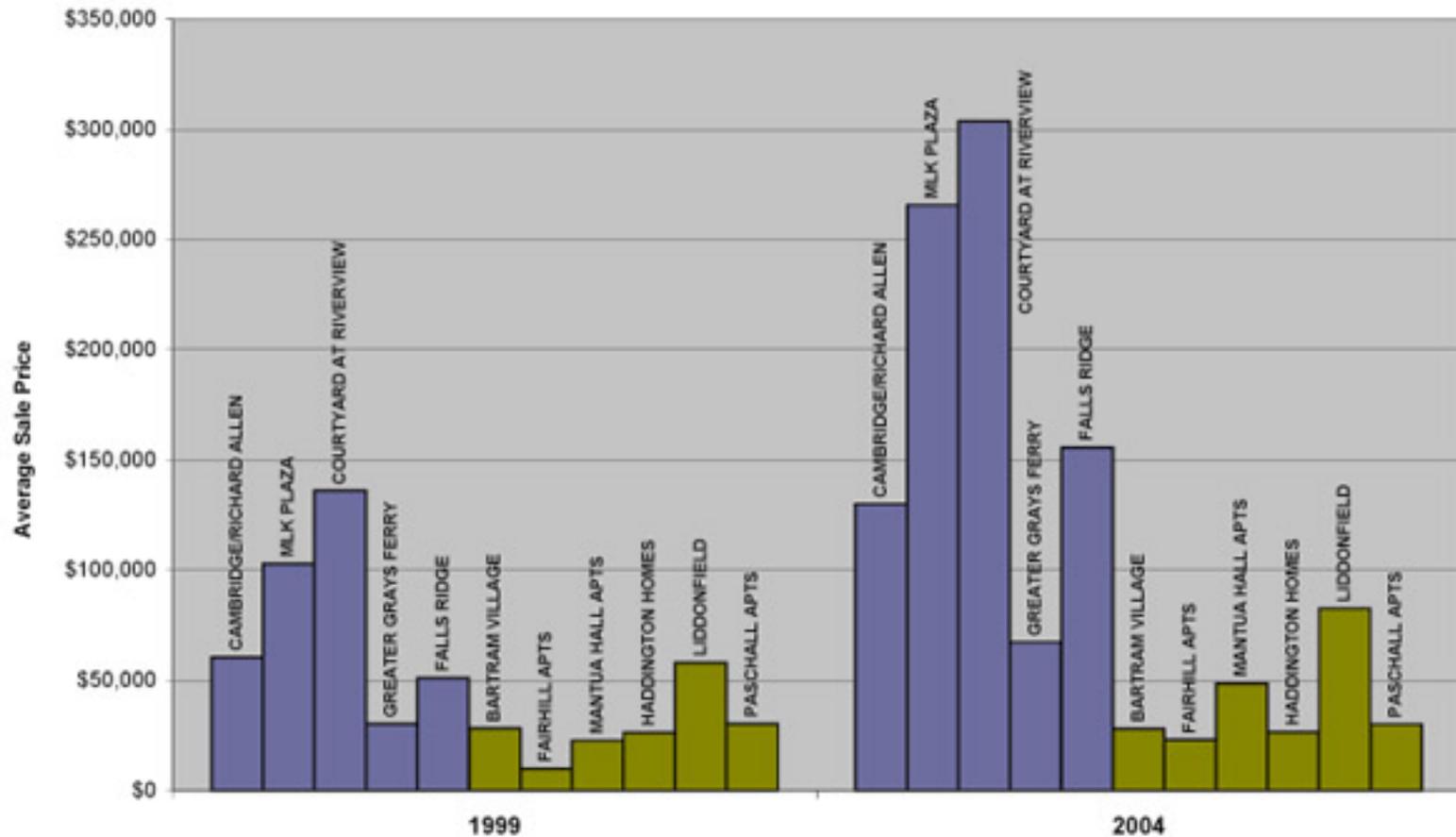
Bringing Value to Neighborhoods

Median Sale Price Redeveloped Sites and Non-Redeveloped Properties

	1999	2004	Change 1999 – 2004 (\$)	% Change 1999 – 2004
REDEVELOPED				
Cambridge & Richard Allen	\$60,000	\$103,000	\$43,000	71.7%
MLK Plaza	\$99,750	\$260,000	\$160,250	160.7%
Courtyard at Riverview	\$119,670	\$255,000	\$135,330	113.1%
Greater Grays Ferry	\$26,000	\$48,000	\$22,000	84.6%
Falls Ridge	\$52,250	\$154,000	\$101,750	194.7%
NON-REDEVELOPED				
Bartram Village	\$30,000	\$23,000	-\$7,000	-23.3%
Fairhill Apartments	\$8,000	\$17,000	\$9,000	112.5%
Mantua Hall Apartments	\$17,000	\$40,500	\$23,500	138.2%
Haddington Homes	\$28,500	\$20,000	-\$8,500	-29.8%
Liddonfield Homes	\$58,000	\$90,450	\$32,450	55.9%
Paschall Apartments	\$33,000	\$19,000	-\$14,000	-42.4%

Bringing Value to Neighborhoods

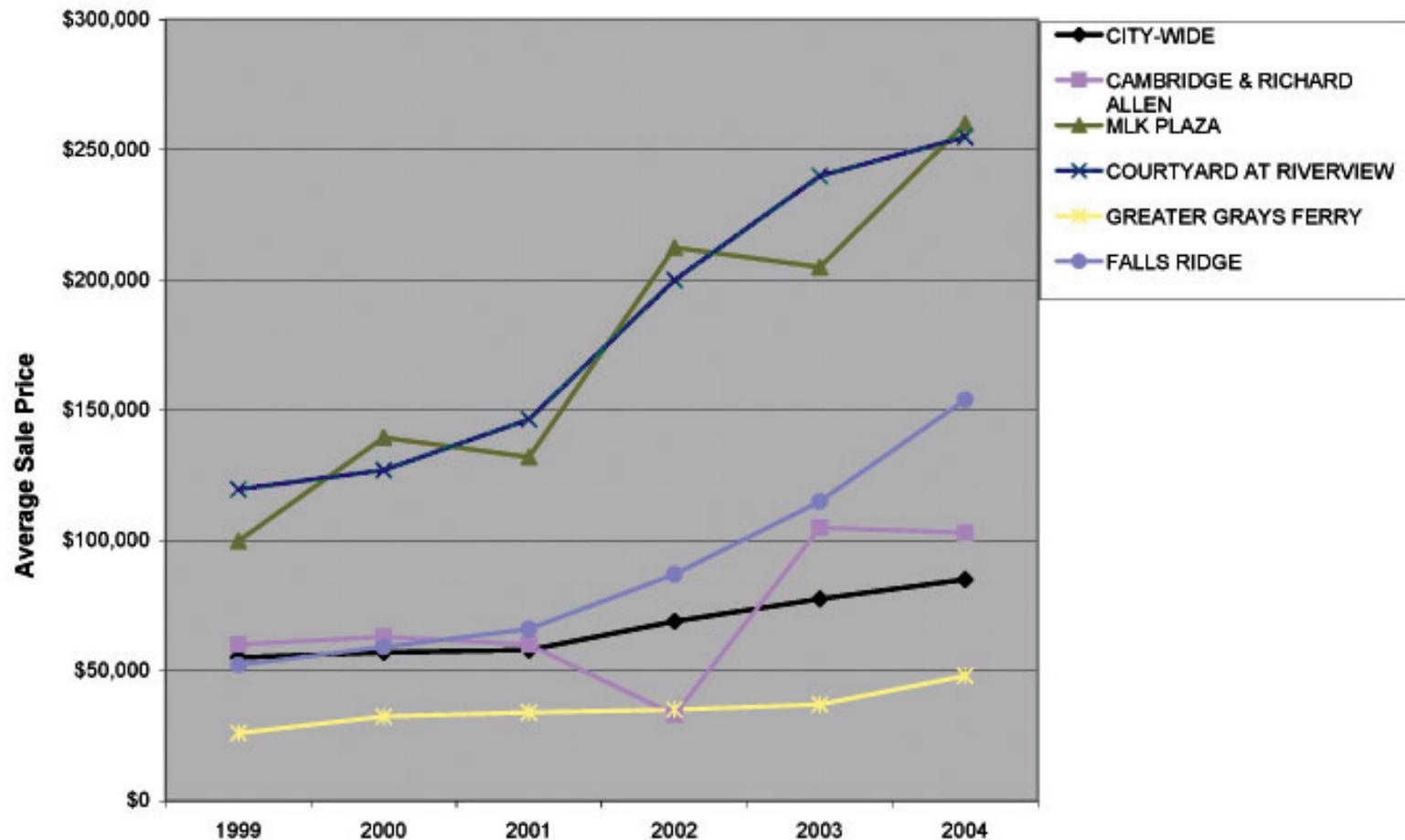
Comparison of Average Sale Prices: Redeveloped Properties vs. Non-Redeveloped Sites (1999 - 2004)



Based on Board of Revision of Taxes Data

Bringing Value to Neighborhoods

Comparison of Median Sale Prices: Citywide & PHA Properties
(1999 - 2004)

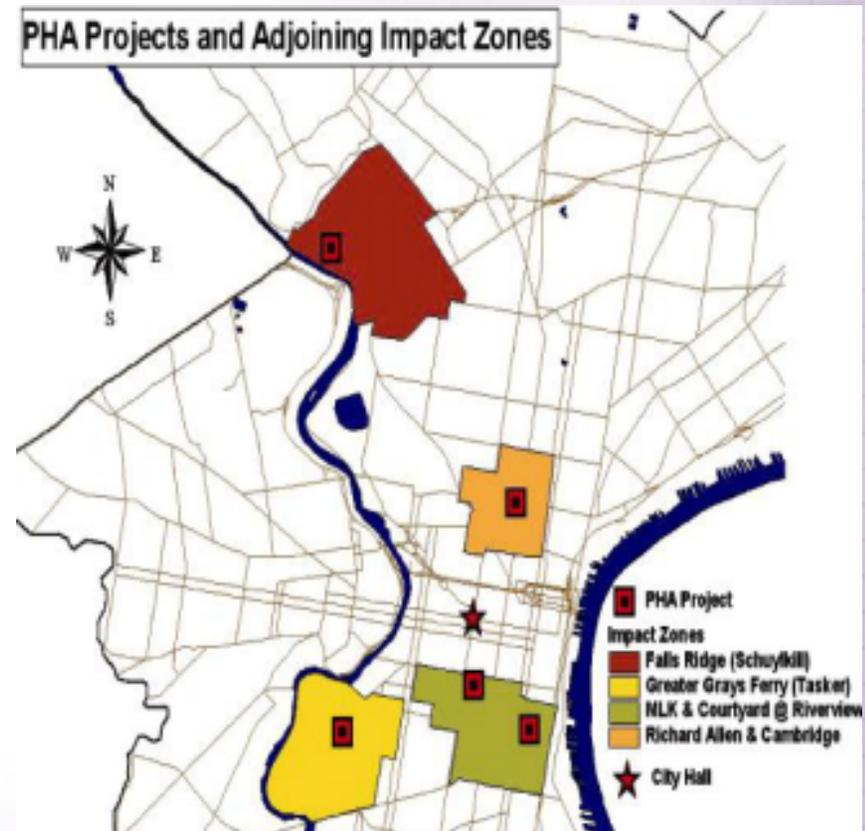


Based on City of Philadelphia Board of Revision of Taxes data
as compiled by Applied Real Estate Analysis, Inc.

Bringing Value to Neighborhoods

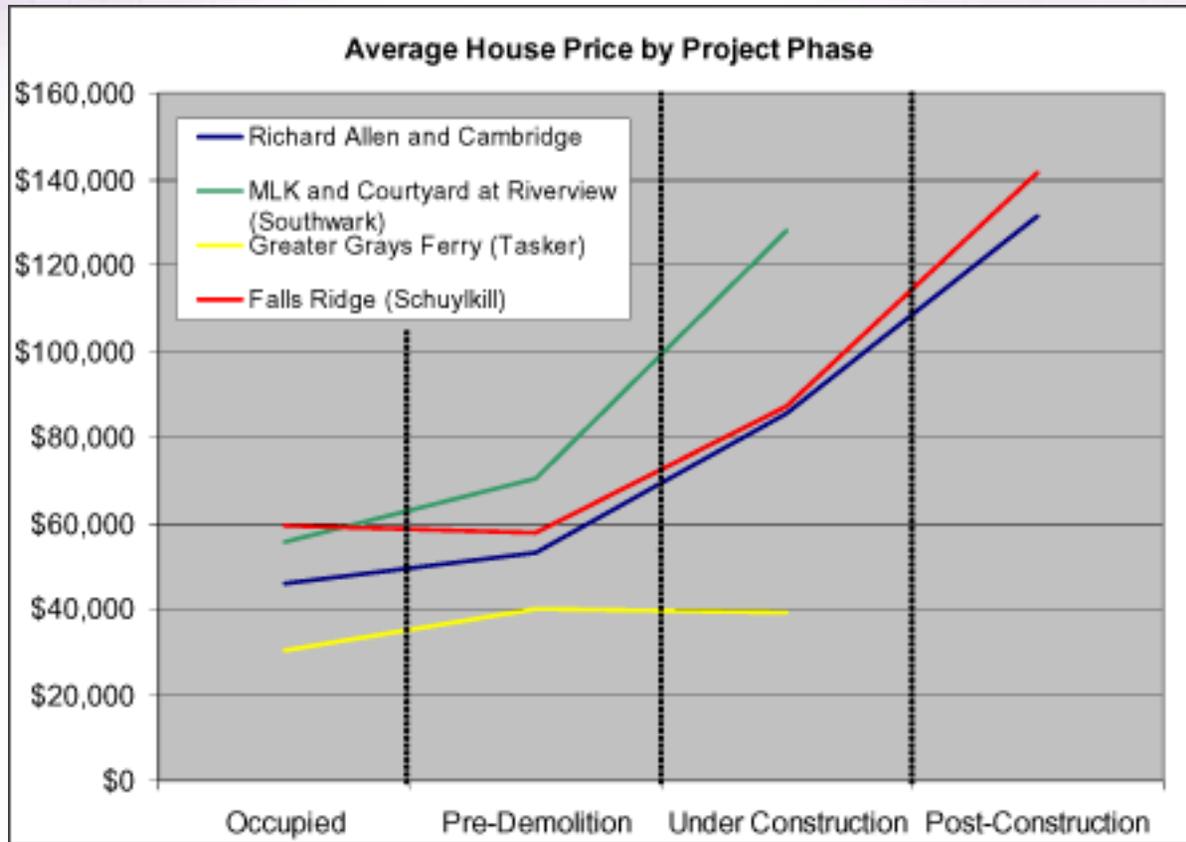
A second independent study concludes that:

- PHA investments have had a positive impact on surrounding neighborhoods
- Property values have increased by over **\$200 million**
- Generating over **\$4 million** in new property taxes



Based on City of Philadelphia Board of Revision of Taxes data
as compiled by Econsult Corporation

Bringing Value to Neighborhoods



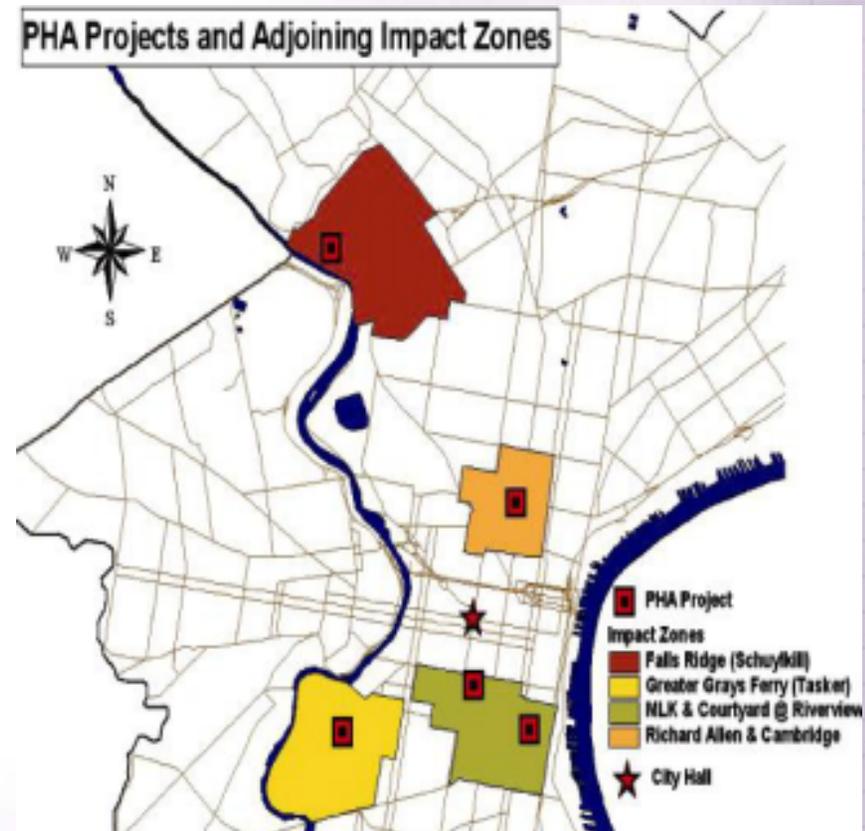
Following announcement of demolition, housing prices began moving up in all neighborhoods except Grays Ferry. This rate of appreciation was sustained or increased from demolition through completion. Econsult forecasts that Grays Ferry will follow the trend of the other sites in coming years.

Conclusion: PHA is a force for transformation.

Bringing Value to Neighborhoods

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- Generating over **\$4 million** in new property taxes



Based on City of Philadelphia Board of Revision of Taxes data
as compiled by Econsult Corporation

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza —

Greater Grays Ferry
Estates

Lucien E. Blackwell

Mount Olivet

Whitehall

Angela Court

Scattered Sites



40 units

(Total: 124 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

**Greater Grays Ferry —
Estates**

Lucien E. Blackwell

Mount Olivet

Whitehall

Angela Court

Scattered Sites



326 units

(Total: 554 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

Greater Grays Ferry
Estates

Lucien E. Blackwell —

Mount Olivet

Whitehall

Angela Court

Scattered Sites



80 units

(Total: 655 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

Greater Grays Ferry
Estates

Lucien E. Blackwell

Mount Olivet —————

Whitehall

Angela Court

Scattered Sites



161 units
(Total: 161 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

Greater Grays Ferry
Estates

Lucien E. Blackwell

Mount Olivet

Whitehall _____

Angela Court

Scattered Sites



127 units

(Total: 249 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

Greater Grays Ferry
Estates

Lucien E. Blackwell

Mount Olivet

Whitehall

Angela Court —————

Scattered Sites



67 units

(Total: 180 units)

Development Continues

PHA Completed **850** rental units in MTW Year 4 at:

Cambridge Plaza

Greater Grays Ferry
Estates

Lucien E. Blackwell

Mount Olivet

Whitehall

Angela Court

Scattered Sites —



49 units

Development Continues

PHA substantially completed construction of **88** homeownership units in MTW Year 4 at:

Lucien E. Blackwell ———
(Phase I)

**Greater Grays Ferry
Estates (Phase II)**



40 units
(Total: 150 units)

Development Continues

PHA substantially completed construction of **88** homeownership units in MTW Year 4 at:

Lucien E. Blackwell
(Phase I)

Greater Grays Ferry —
Estates (Phase II)



48 units
(Total: 125 units)

Development Continues

Completion of John F. Street Community Center

Began construction of new community center at Wilson Park

72 unit Senior Building completed at Greater Grays Ferry Estates



Development Continues

Completion of John F.
Street Community
Center

**Began construction of
new community center
at Wilson Park** —

72 unit Senior Building
completed at Greater
Grays Ferry Estates



Development Continues

Completion of John F. Street Community Center

Began construction of new community center at Wilson Park

72 unit Senior Building completed at Greater Grays Ferry Estates



Development Continues

PHA expanded its role as a leading developer

- **3** New transactions
 - Greater Grays Ferry Estates Phase II
 - Martin Luther King Phases II & IV
 - Germantown House

PHA is now a developer on **15** real estate projects



Germantown House

Development Continues

Demolition begun at — Abbottsford

- Part of Abbottsford revitalization plan

Modernization
completed at Wilson
Park & Harrison Plaza



Development Continues

Demolition begun at Abbottsford

- Part of Abbottsford revitalization plan

Modernization completed at Wilson Park & Harrison Plaza



Harrison Plaza

Excellent Property Management

- **95.66%** rent collection rate
- Implementation of minimum rents
- \$50 for public housing & HCV participants
- 90-day hardship grace period



Excellent Property Management

- Implemented Rent Simplification
- This change means a decreasing percentage of income is paid toward rent
- Final stage planning for 2-year recertification
- Provides incentives for saving & asset building
- Increased ceiling rents

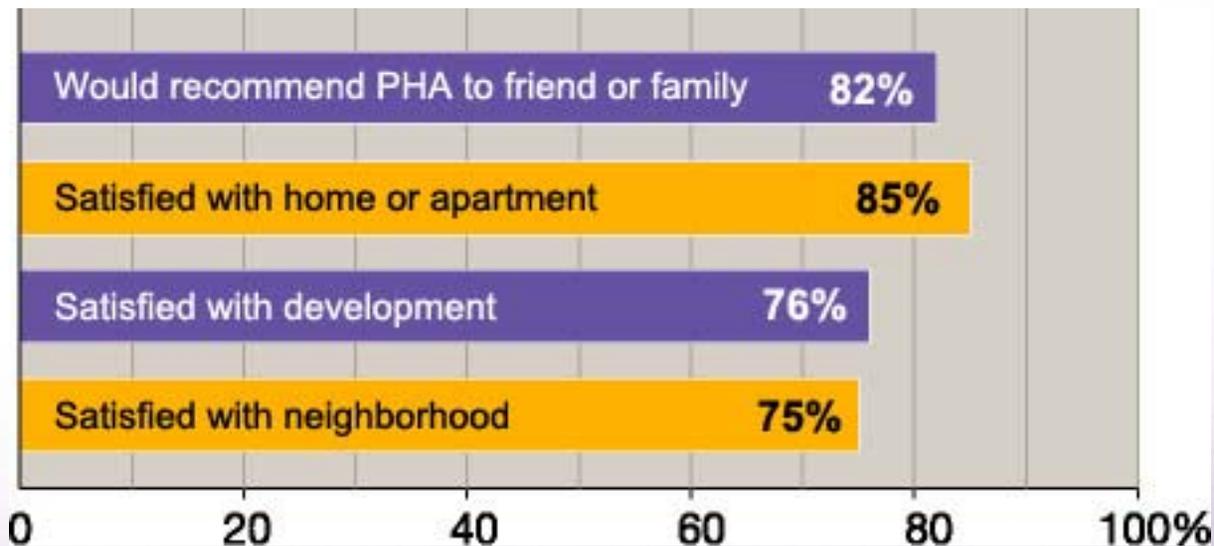


Excellent Property Management

Residents again give PHA high marks.

The Resident Satisfaction Survey results speak for themselves.

Overall Satisfaction



Excellent Property Management

Residents again give PHA high marks.

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Senior and Limited Partnership Sites



Excellent Property Management

Residents again give PHA high marks.

The Resident Satisfaction Survey results speak for themselves.

Maintenance and Repairs

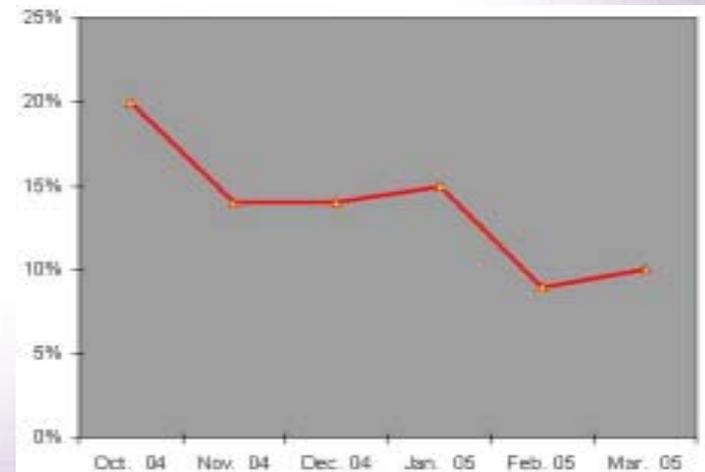


Excellent Property Management

- Reduced number of abandoned calls by **50%**
- Call tracking, monitoring & coaching improved customer service
- Software upgraded to improve reporting & tracking
- Improved productivity
- New trend analysis reports allow better allocation of resources & reduction in abandoned call rate



PHA Call Center



Abandoned Calls

Technology Drives the Train

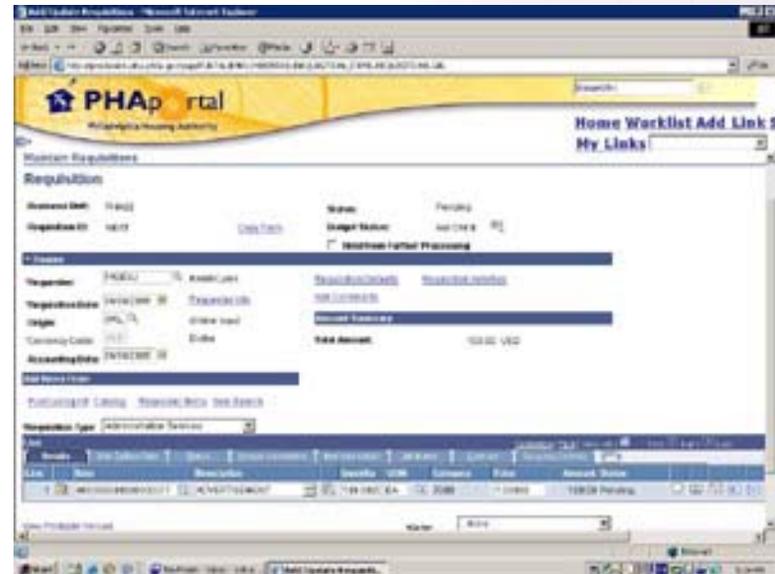
PHA upgraded its highly sophisticated technological capability:

**PeopleSoft Financial & —
Supply Chain Mgmt.**

PeopleSoft Customer
Relationship
Management

PeopleSoft Portal

PeopleSoft Budgets
Module 8.8
implementation



- Redesigned the inventory and projects modules &
- Started up of the accounts receivable, budgets and treasury modules.

Technology Drives the Train

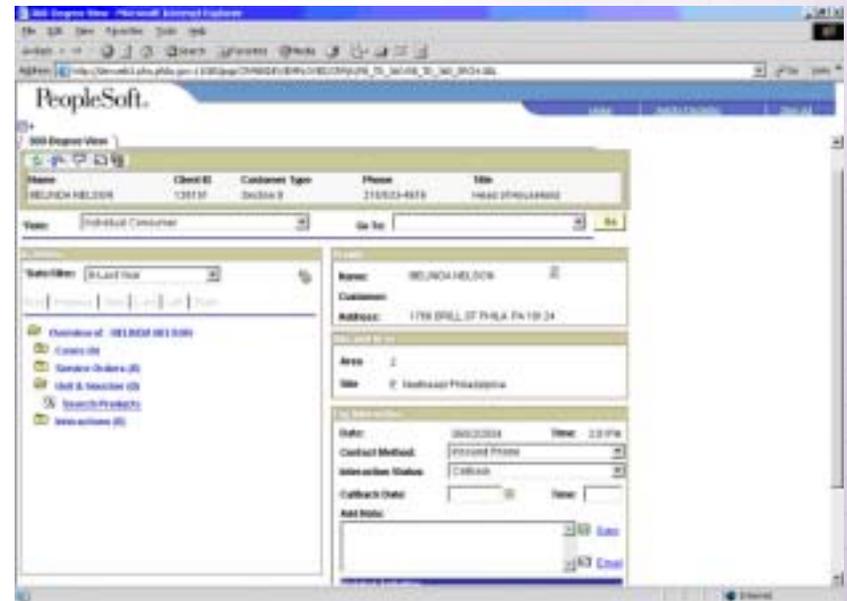
PHA upgraded its highly sophisticated technological capability:

PeopleSoft Financial & Supply Chain Mgmt.

PeopleSoft Customer Relationship Management

PeopleSoft Portal

PeopleSoft Budgets Module 8.8 implementation



- Enhanced the user friendliness of the application

Technology Drives the Train

PHA upgraded its highly sophisticated technological capability:

PeopleSoft Financial & Supply Chain Mgmt.

PeopleSoft Customer Relationship Management

PeopleSoft Portal

PeopleSoft Budgets Module 8.8 implementation



- Allows for a single entry point & sign-on for all PHA applications

Technology Drives the Train

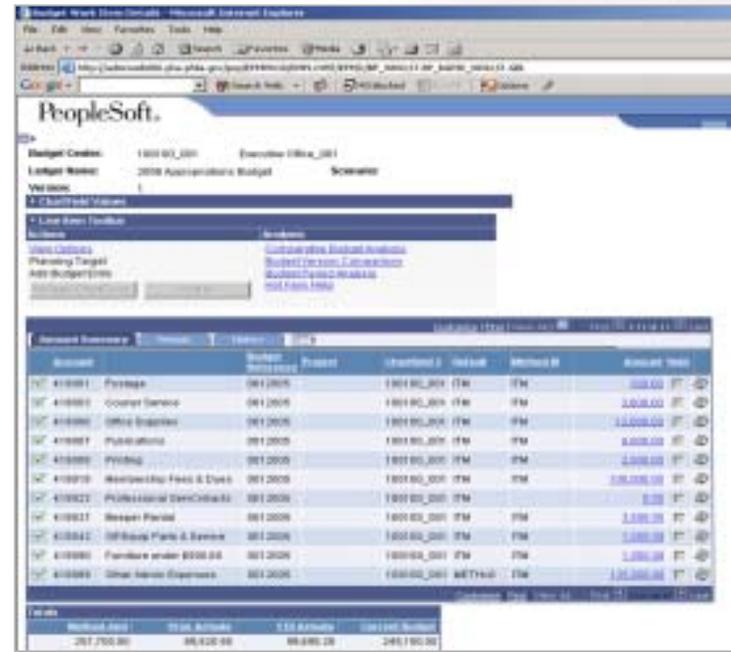
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**PeopleSoft Budgets
Module 8.8
implementation**



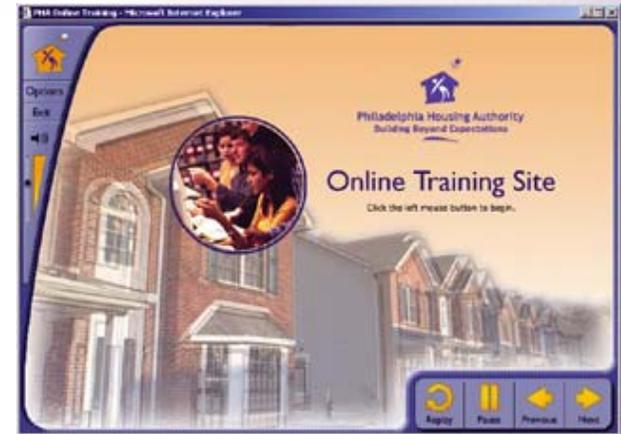
The screenshot displays the PeopleSoft Budgets Module 8.8 interface. The top navigation bar includes 'File', 'Edit', 'View', 'Favorites', 'Tools', and 'Help'. The main content area shows a budget table with columns for Account, Budget, Project, Location, Method, and Amount. The table lists various budget items such as Postage, Courier Service, Office Supplies, Publications, Printing, Membership Fees & Dues, Professional Services, Repair Parts, Office Parts & Supplies, Furniture under \$100.00, and Other Office Expenses. The bottom of the screen shows a summary table with columns for Method, Amount, and Budget.

Account	Budget	Project	Location	Method	Amount	Year
410001 Postage	0012005		100190,000	ITA	100	00
410005 Courier Service	0012005		100190,000	ITA	1,000	00
410006 Office Supplies	0012005		100190,000	ITA	11,000	00
410007 Publications	0012005		100190,000	ITA	5,000	00
410008 Printing	0012005		100190,000	ITA	1,000	00
410010 Membership Fees & Dues	0012005		100190,000	ITA	200,000	00
410012 Professional Services	0012005		100190,000	ITA	500	00
410017 Repair Parts	0012005		100190,000	ITA	1,000	00
410018 Office Parts & Supplies	0012005		100190,000	ITA	1,000	00
410000 Furniture under \$100.00	0012005		100190,000	ITA	1,000	00
410009 Other Office Expenses	0012005		100190,000	METHOD	1,000	00

- Allows department heads to prepare budgets online

Technology Drives the Train

- Enterprise wide hardware & software upgrade of 1000+ computers
- Implementation of Computer Based Training for Housing Choice Voucher program
- CCS system modified to support rent simplification
- Hand held devices for inspection enhanced to include GPS tracking capability



Housing Choice Voucher Program

- PHA is emphasizing self-sufficiency
- **142** HCV clients increased their income & graduated to non-subsidized housing
- The number of clients with zero income dropped by almost one-third to **330**



Housing Choice Voucher Program

Local Unit Based Program

- Awarded 953 vouchers, including **523** in MTW Year 4
- Catalyst for small & mid-scale neighborhood revival efforts
- 365 units leased, including **114** in Year 4



**Kate's Place
Rittenhouse Square**

-
**Supported by PHA
Unit Based Vouchers**

Housing Choice Voucher Program

HCV Quality Initiative begun

- Ensures that staff is fully compliant with regulations & procedures
- Conducted several major training sessions
- Quality control staff works with site office staffs to ensure integrity of program files
- Ultimate Goal – Faultless Files



**HCV Quality Initiative
Awards Ceremony**

Housing Choice Voucher Program

- More property owners want to become landlords
- Over **400** landlords were trained by Institute of real Estate Management (IREM)
- Over **250** landlords attended housing fairs
- Fairs improve quality & distribution of housing
- **200** housing placements



Housing Choice Voucher Program

- PHA continued to support the Tenant/Landlord Advisory Board
- Members contribute ideas on HCV policies & procedures
- Allows PHA to get in front of the issues
- Community Liaisons handled over **2,000** inquiries



The Tenant/Landlord Advisory Board meets monthly



Expanding Resident Opportunities

- PHA expanded operations at Blumberg One-Stop Center
- **6,500** PHA & neighborhood residents were served
- That's a 160 percent increase over last year
- New computer training program served **275** residents
- Computer labs are now operating at **13** other sites
- Plans are in place for **2** more



Expanding Resident Opportunities

- Graduated **78** residents from Pre-Apprenticeship Training Program
- **208** graduates have entered trades over 12 cycles
- **10** skill areas
- Program expanded reach, sending **2** graduates for employment at Kvaerner Shipyard



Past graduates were on hand for the opening of the new Pre-Apprenticeship training center last September.



Expanding Resident Opportunities

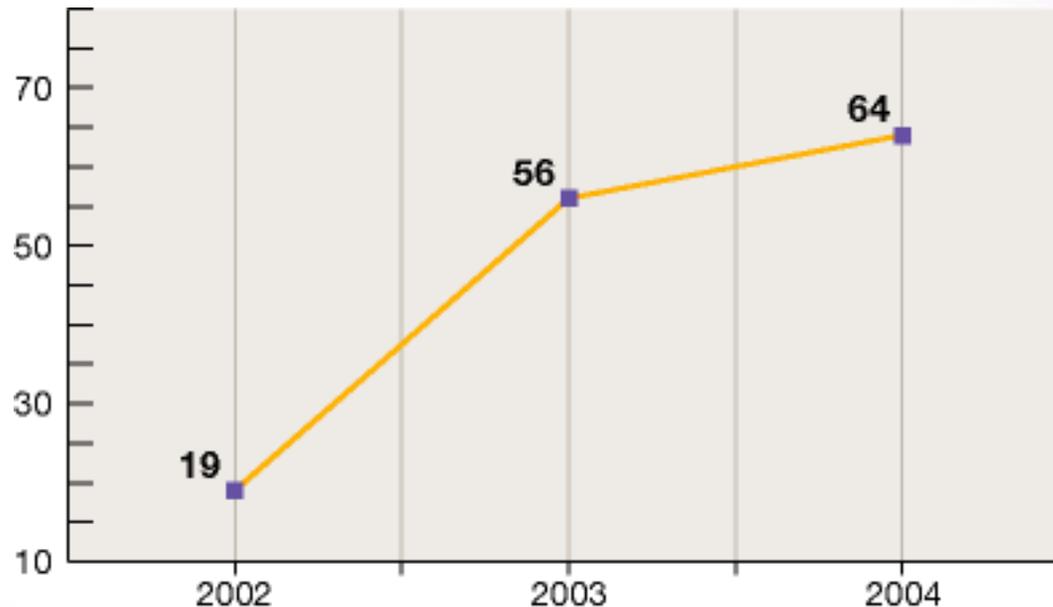
- Graduated **52** residents from Certified Nursing Assistant program
- **854** residents graduated since program began
- Over **90%** employed

- **34** residents graduated from Pharmacy Technician & Medical Billing program
- **51** more to graduate this month



Expanding Resident Opportunities

PHA Homeownership Sales



PHA expanded its range of homeownership programs.

Sales have increased in each of the past three years.

Feeling Safe and Secure

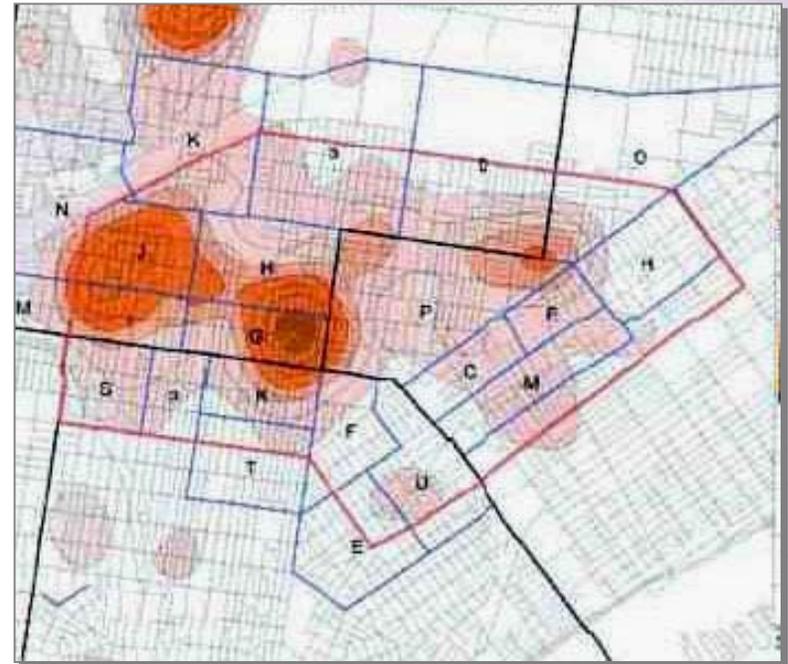
- **15%** drop in serious crime at PHA sites over the past year
- **33%** drop in all crimes at PHA sites since 1998
- Partnered with National Guard to clean & seal **135** vacant & open properties
- Served over **1,900** youth through DARE/GREAT & Explorers program activities



PHA's DARE Program

Feeling Safe and Secure

- Began site-based policing at many conventional sites
- Implemented internal COMSTAT crime statistics meetings
- Completed **7,100** criminal records checks
- Maintained & expanded Police Advisory Board in partnership with TSSI



Comstat Map

Getting More for Our Money

- PHA awarded \$220 million in contracts in 2004
- **32%** participation rate for Minority and Women-owned Businesses
 - That's over **\$71 million**
- Successfully administered **\$375 million** in construction contracts



Getting More for Our Money

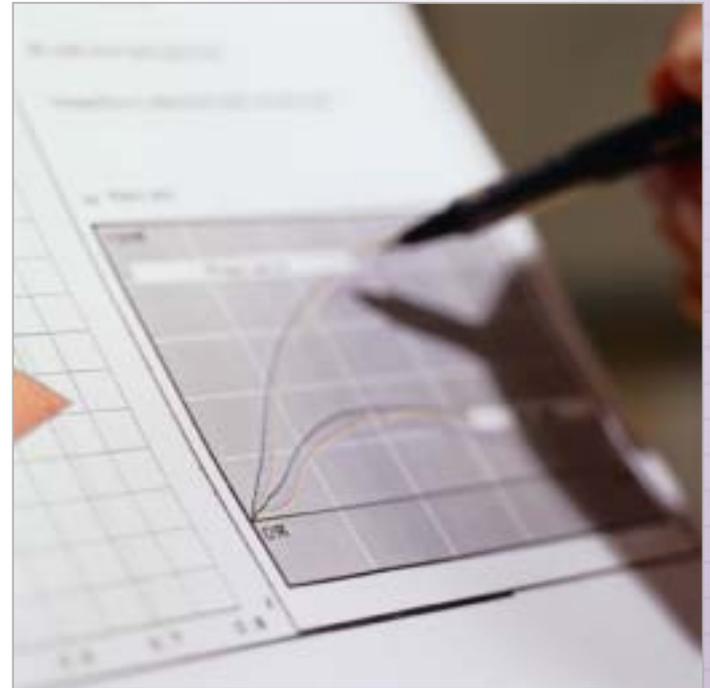
- Redesigned structure of Contracts Administration
- Specialists handle specific commodities
- Post-award meetings with new companies on billing processes & administration
- That will mean fewer complaints & disputed invoices



Safeguarding Public Funds

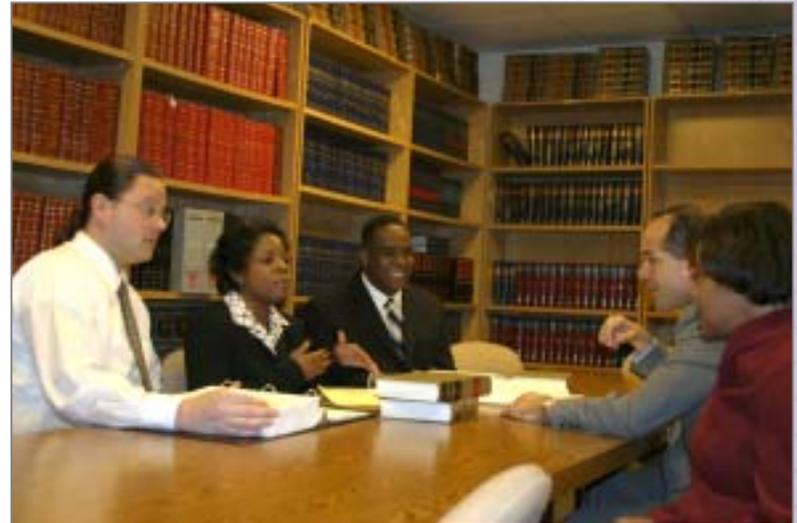
We received clean audits on:

- PHA Financial Statements
- Financial Statements for all Business Units
- Defined Benefit Pension Plan statements
- Defined Contribution Plan



Safeguarding Public Funds

- PHA's legal strategy saves the agency & taxpayers millions of dollars, now and in the future
- In the last 5 months of MTW Year 4, PHA attorneys won over **600** cases – and lost none
- Critical legal precedents were set in state & federal courts



Safeguarding Public Funds

Legal Precedents set in MTW Year 4:

Hurt vs. PHA —————

Landmark decision that says lead paint injuries don't create claims under certain federal statutes

Chotiner vs. PHA

Plummer vs. PHA

DeShields vs. PHA

Williams vs. PHA

Safeguarding Public Funds

Legal Precedents set in MTW Year 4:

Hurt vs. PHA

Chotiner vs. PHA

Whistle blower case
dismissed for lack of merit

Plummer vs. PHA

DeShields vs. PHA

Williams vs. PHA

Safeguarding Public Funds

Legal Precedents set in MTW Year 4:

Hurt vs. PHA

Chotiner vs. PHA

Plummer vs. PHA

DeShields vs. PHA

Williams vs. PHA



Allows PHA to efficiently
& fairly manage tenant
transfers

Safeguarding Public Funds

Legal Precedents set in MTW Year 4:

Hurt vs. PHA

Chotiner vs. PHA

Plummer vs. PHA

DeShields vs. PHA

Williams vs. PHA

—— Decided PHA isn't liable when voucher recipients are injured on private property

Safeguarding Public Funds

Legal Precedents set in MTW Year 4:

Hurt vs. PHA

Chotiner vs. PHA

Plummer vs. PHA

DeShields vs. PHA

Williams vs. PHA — Upholds immunity for PHA from injuries caused by the criminal acts of third parties

Safeguarding Public Funds

- PHA's Office of Inspector General intensified efforts against residents who under-report income
- **25** cases were opened in 2004 (18 completed & closed, with 7 carried over to 2005)
- Most cases handled in-house
- 7 referred to District Attorney
- Cases ended in guilty pleas, conviction, restitution, or are still pending



Leveraging Our Relationships

- Partnered with Philadelphia Dept. of Revenue
- Collected **\$399,000** in delinquent tax payments from HCV landlords – a 200% increase over last year
- **2,100** property owners were screened
- **274** were found to be in noncompliance



Municipal Services Bldg.

Leveraging Our Relationships

- PHA applied for \$17 million HOPE VI grant from HUD
- Received grant award after end of Year 4
- Project will revitalize Ludlow neighborhood
- Plan begins with 50 homeownership & 50 rental units on PHA and City-owned properties



**Ludlow plan includes homes on
17 different blocks**

Leveraging Our Relationships

Disposed & transferred **109**
Scattered Site properties

- To support development of 376 homeownership & 288 rental units
- Transfer of properties supports Neighborhood Transformation Initiative
- PHA reached agreement with the City to transfer & swap properties



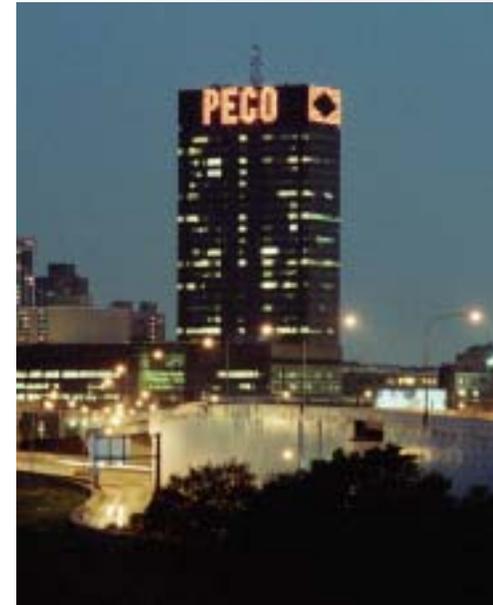
Leveraging Our Relationships

- PHA & PHADC – its development affiliate – closed on revolving line of credit from Wachovia
- Provides construction financing in support of homeownership
- Proceeds will be used for homeownership units at Lucien E. Blackwell & MLK, and other eligible sites



Leveraging Our Relationships

- PHA won a Solar energy grant from PECO
- **\$236,000** for solar panels
 - 22 homes at Lucien E. Blackwell & Greater Grays Ferry Estates
- PHA reached settlement with PGW
- Agreement will mean **\$650,000** in savings



Leveraging Our Relationships

Fighting Homelessness

- **300** housing opportunities were awarded through Blueprint to End Homelessness
- This coalition of 13 organizations prepares families for independent living
- **200+** families have been housed to date
- In addition, **46** families have been housed under PHA's Family Unification Program



Leveraging Our Relationships

Community Partners Program

- Funds a range of resident supportive services
- Provides day care, GED prep, job placement, home maintenance/repair & youth development
- **209** residents entered the workforce through this program – with average incomes of \$12.25/hour



CORA Services

One of PHA's Community Partners

Leveraging Our Relationships

The PHA Experience is a unique resident newspaper

- Promotes resident & community awareness of PHA programs & other resources
- Promotes self-sufficiency & resident success stories
- Distributed to **29,000** PHA households & **2,000** PHA employees

The PHA Experience
Philadelphia Housing Authority
Vol. 8 No. 1 (Issue 8) A Community Newspaper for and about Residents Winter 2008

Homeownership Program Making History

The Philadelphia Housing Authority is adding a historic step forward with the sale of new homes this spring in West Philadelphia. The Lucian S. Blackwell Homes located at 48th and Fairmount are the first sale of the Hill Creek program on the eastside. Over 17 years ago, the PHA sold more than 200 homes in that neighborhood to residents who are qualified.

Lucian S. Blackwell Homes redevelopment in West Philadelphia.

76 More Graduates Head For Building Trades

The Philadelphia Housing Authority has added 76 more residents to the Philadelphia construction workforce as its Pre-Apprenticeship program graduated another group into the Building Trades Unions.

Pre-Apprenticeship Class of 2004

Groovin' at the Wilson Park Senior Center

Walk in to the Wilson Park Senior Center and you'll see a group of people who are likely to be singing, dancing and having a great time. You'll see the "Big Band" and "Class De' Wilk Me" (if you don't recognize those titles, chances are you are slightly younger than this audience.) Who says exercise has to be boring? For the seniors at Wilson Park, it's fun and it's also a chance to socialize.

Seniors at Wilson Park do low-impact exercises, in their classes and inside their. Shoulder shrugs, head rotations, leg lifts, clapping and many other simple exercises help them get the blood pumping, so they can come alive and get their day off to a great start. They believe in rehabilitated presentations that are played back on the big screen, the highlight being exercises led by the ever smiling Jack Lalanne, of course the wondrous eyes of the Seniors Program staff.

Afterward, seniors can walk over to the back yard, out to the lobby, and enjoy a light breakfast buffet. Dance and listen to a small group. They can pick out a book and read quietly or they can just relax and

Seniors Poliphos and Carolina Iglesias, in the foreground, exercise with their friends at Wilson Park.

Leveraging Our Relationships

- PHA is the first housing authority in the nation to win a HUD Healthy Homes Grant
- **\$1 million** awarded
- Grant helps PHA identify childhood safety & health hazards
- PHA is using part of the money to create a revolving loan fund
- Will help HCV landlords make repairs & eliminate sources of ailment triggers



Partners in this venture include:

- TSSI
- Drexel University
- American Community Partnerships

Leveraging Our Relationships

PHFA has become an extremely valuable partner

- In 4 years of MTW, LIHTC awards have generated **\$129 million**
- Relationship began in 1999
- Total equity raised to date - **\$156 million**

PHFA



Leveraging Our Relationships

Private Investment is Bringing Value to Neighborhoods:

- PHA has increased its use of LIHTC seven fold since 1999
- From \$6.6 million in 1999 to **\$48.7 million** in 2004
- Over **\$156 million** of equity raised

The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 ——— Achieve Excellence in Property
Management

Goal 3

Goal 4

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

- Goal 1**
 - Goal 2**
 - Goal 3**
 - Goal 4**
 - Goal 5**
 - Goal 6**
 - Goal 7**
 - Goal 8**
 - Goal 9**
- Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 } Develop Affordable Quality Housing
Goal 2 } that Supports Balanced
Goal 3 } Communities

Goal 4

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



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PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Implement Public Safety Programs
Goal 2 that Promote the Well Being of Our
Goal 3 Neighborhoods and the Accountability
Goal 4 of Program Participants

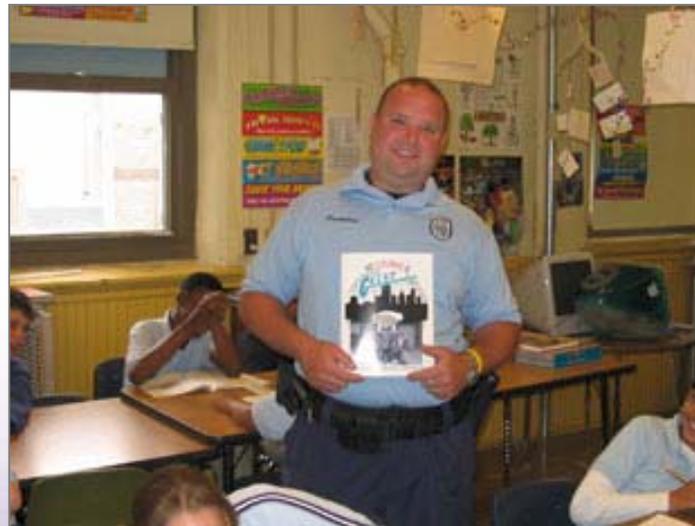
Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Engage Other Institutions to Leverage
Goal 2 Resources and Assist in Promoting
Goal 3 Economic Enhancement and
Goal 4 Supportive Services for PHA Residents

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Improve the Productivity and Cost-
Goal 2 Effectiveness of PHA's Operations

Goal 3

Goal 4

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Improve Program Compliance,
Goal 2 Reporting, Performance and
Goal 3 Accountability

Goal 4

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Maximize the use of Technology to
Goal 2 Improve the Efficiency and
Goal 3 Accountability of PHA Operations

Goal 4

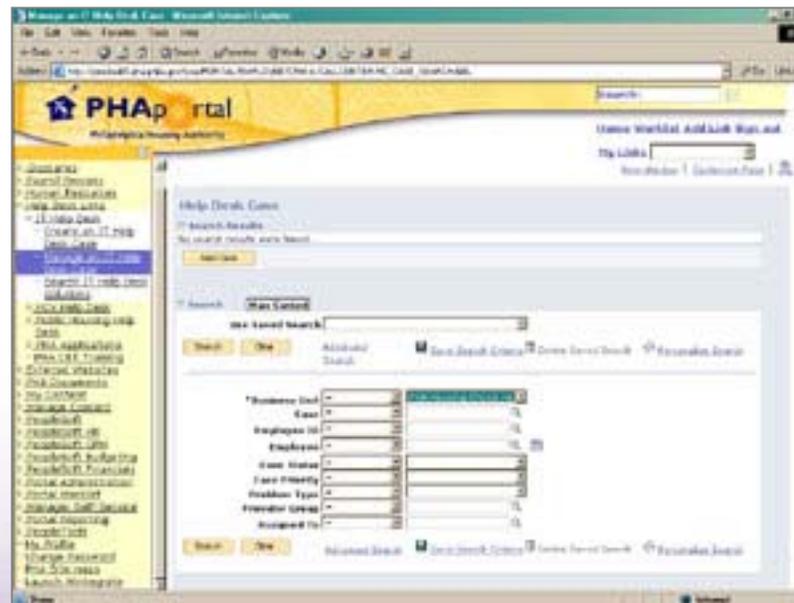
Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



The Plan

PHA's Accomplishments are guided by the agency's Moving To Work Strategic Operating Plan, comprising our corporate goals.

Goal 1 Maximize Relationships and
Goal 2 Initiatives to Deliver Sound and
Goal 3 Effective Services

Goal 4

Goal 5

Goal 6

Goal 7

Goal 8

Goal 9



PHA - Building Believers

Financial institutions are investing in us

We are investing in our clients and their neighborhoods

It all adds up to an organization that's

Redefining Public Housing

Through Proven Leadership





Philadelphia Housing Authority
Building Beyond Expectations