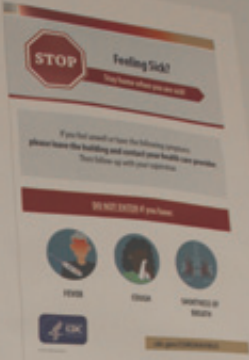


# PHILADELPHIA HOUSING AUTHORITY

## ACCOMPLISHMENTS REPORT

2020





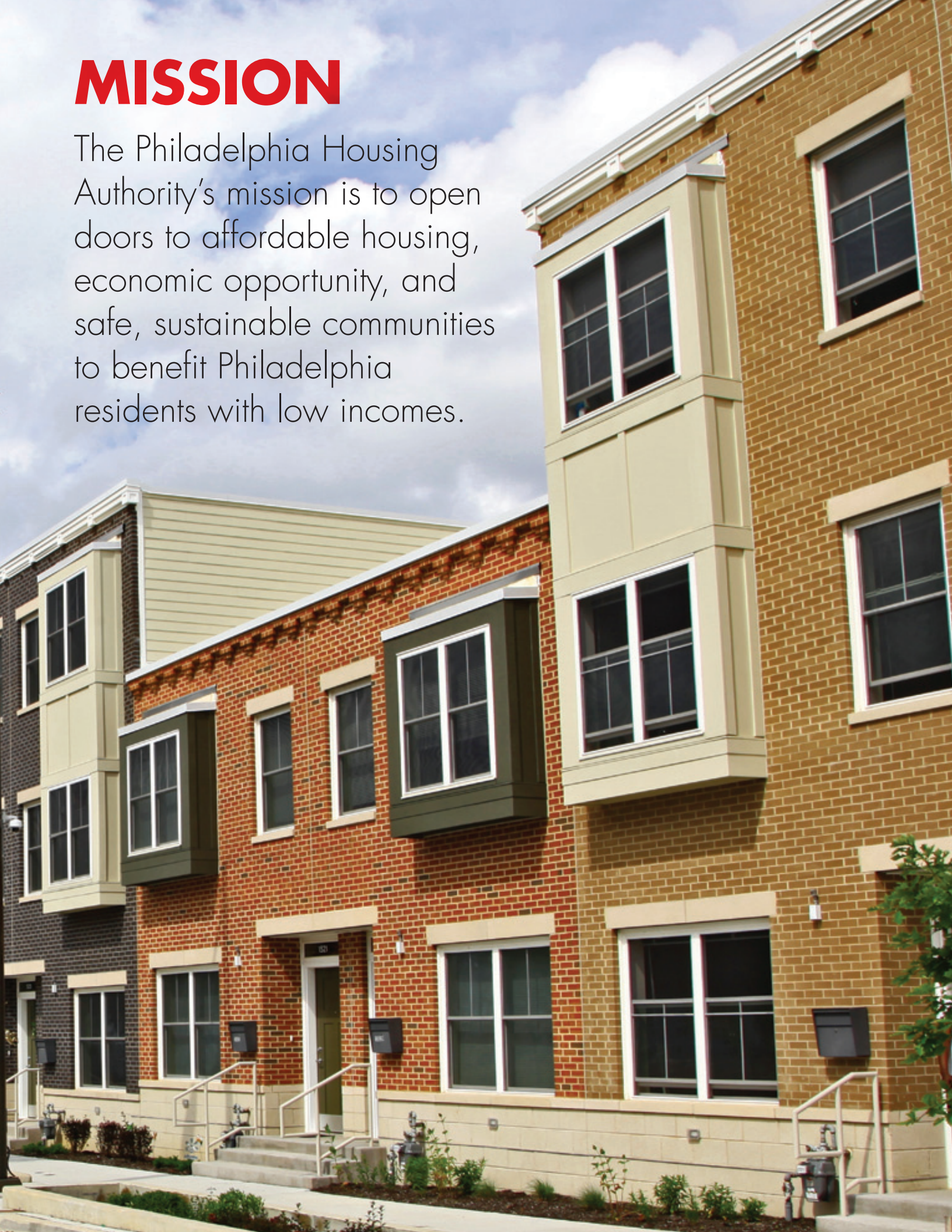
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# MISSION

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



# STRATEGIC DIRECTIONS PLAN

IN DECEMBER 2014, THE PHA BOARD OF COMMISSIONERS APPROVED A STRATEGIC DIRECTIONS PLAN CONTAINING 12 STRATEGIC PRIORITIES.



1

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



2

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



3

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



4

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;



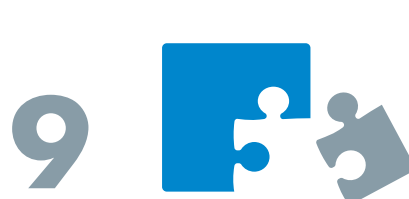
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Improve customer service, streamline operations, and create a business model that is data-driven and high-performing;



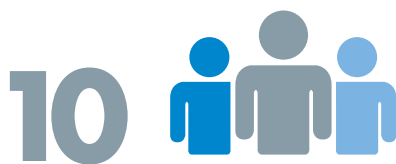
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Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity, and adheres to the highest ethical standards;



9

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



10

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



11

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



12

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

# INTRODUCTORY REMARKS



Despite the onset of the Coronavirus pandemic in March, the Philadelphia Housing Authority can point to achievements that make the city a better and more desirable place to live.

We maintained our robust efforts to preserve and expand the supply of affordable housing in the City of Philadelphia.

Throughout the year, PHA staff worked earnestly and enthusiastically to provide quality housing and services to the 80,000 veterans, seniors, people with disabilities and families with children who depend on us for housing and related services.

PHA is very thankful for the active support and partnership of Mayor Jim Kenney and the City of Philadelphia that make our success possible.

We take pride in every one of our accomplishments, but several of them demonstrate the success of our efforts to leverage limited resources and transform the neighborhoods and the lives of the residents that we serve:

- PHA completed the redevelopment of a 13-story high rise senior building now known as Sharswood Tower. The modernization of these apartments is a key part of the Sharswood Transformation plan.
- The grand opening for the first factory-built homes in Sharswood, the Blumberg 83 development, took place one week before Christmas. These beautiful, new, sustainable, cost-efficient homes represent another step in rebuilding the Sharswood community into a neighborhood of choice.
- We completed the redevelopment of the Vaux Community Building in Sharswood, an EnVision Center demonstration site. The site now hosts a range of services to PHA residents and the broader community.
- PHA and its private partner, the Jonathan Rose Companies, broke ground for the Norris Apartments Phase V in the city's North Central neighborhood. It marks the final phase of development replacing a low-rise development that had become obsolete.

- PHA successfully auctioned 106 long term vacant scattered site properties as it reconfigured and rightsized its scattered sites portfolio. The sales generated \$6 million toward construction of modern, new, affordable housing while putting the vacant properties back on the tax rolls.
- The agency added service to people with disabilities through the Mainstream Voucher Program. A HUD grant award allows the housing authority to serve 74 more people in a city with the highest rate of disability among large U.S. cities.
- PHA also received another 25 VASH vouchers to provide veterans with affordable housing. This award brings the grand total to 776, letting the authority play a crucial role in Philadelphia to effectively end veteran homelessness.
- Our Homeownership Program set a record during CY 2019 as 80 former residents achieved the American Dream. We have steadily increased the number of subsidized families who are ready to become homebuyers.
- PhillySEEDs, Inc. honored 77 PHA residents seeking higher education with \$291,000 in scholarships in July. A total of almost \$1.6 million has now been awarded to over 400 residents since this program began in 2013.

We believe that this report will enhance your understanding of the critically important work PHA does to expand the range and quality of affordable housing options in Philadelphia.

Our thanks go out to the agency's staff, PHA's committed resident leadership, our HUD and City of Philadelphia partners, and the many other individuals and organizations who contributed to another successful year.

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

A handwritten signature in black ink that reads "Kelvin A. Dennis". The signature is fluid and cursive, with a large loop at the end.

PRESIDENT & CEO

# MESSAGE FROM THE MAYOR



Congratulations to PHA President and CEO Kelvin Jeremiah and his team of professionals at the Philadelphia Housing Authority (PHA) on another successful year.

As the march to contain COVID-19 continues, Philadelphia will focus on promoting and sustaining healthy and viable communities. We

will use local, state, federal, and private sector funds to create and preserve affordable homes, reduce homelessness, increase housing opportunities for people with special needs, and prevent mortgage foreclosure and tenant eviction.

In light of the pandemic that struck in March and the economic challenges ahead, providing more affordable housing will be more critical than ever. We must build and preserve homes, amenities, and services for those in need, and make certain that diverse communities and low-income residents benefit from neighborhood development.

The agency's most outstanding work is on display in the North Philadelphia community of Sharswood. PHA and its partners are doing outstanding work in this formerly ignored section of the city. The authority has already completed over 200 units in the neighborhood with tax credit funding, its own money, and

other sources under the Sharswood Transformation Plan which calls for a total of 1,200 units, plus the redevelopment of the Ridge Avenue commercial corridor. I have visited the community a number of times for groundbreakings and grand openings or merely to visit and see the exciting progress taking place.

Equally impressive is PHA's redevelopment of the North Central neighborhood adjacent to Temple University. This ensures that long time residents have the opportunity to stay in a neighborhood that has attracted significant private investment.

To its great credit, PHA has shown a firm commitment to collaboration by financially supporting non-profit partners who develop quality affordable apartments and facilities. This type of engagement is particularly critical given the economic challenges faced in the wake of the global health emergency.

Congratulations to Board Chair Lynette Brown-Sow and PHA on another strong year of accomplishment for the people of Philadelphia.

A handwritten signature in black ink that reads "James F. Kenney". The signature is fluid and cursive, with a large, sweeping "J" and "K".

Mayor Jim Kenney

# FULFILLING A DREAM







## A HOLIDAY PRESENT

In mid-December, PHA celebrated the grand opening for the first units at the Blumberg 83 Apartments, the latest phase of the Sharswood Transformation Plan near 23rd & Jefferson Streets.

The development consists of a mix of townhomes and multiunit walkup buildings, covering several square blocks at the east end of the old Blumberg Apartments complex.

Blumberg 83 features sustainable design elements guided by two green rating programs, Enterprise Green Communities and Energy Star Certified Homes. The modular manufacturing process significantly reduced the amount of construction waste and energy use.

Residents of the development have access to a community center, landscaped green space, and a PHA management office.

A redesigned street grid that includes 23rd Street promotes safety, walkability, beauty, transportation access, and improved water quality.





# THE RESTORATION OF A LANDMARK BUILDING ADVANCES

Modernization work on the Vaux Community Building in Sharswood, a HUD-designated EnVision Center that serves the community, has moved expeditiously.

EnVision Centers offer HUD-assisted families access to support services that can help them become self-sufficient and make federal resources available to households currently waiting for HUD assistance.

During the past fiscal year, additional areas on the 2nd and 3rd floors of the building were renovated for Big Picture High School, totaling approximately 9,500 square feet.

Parts of the basement, 1st, 3rd, and 4th floors were renovated for new tenants and future tenants. New tenants include PHA's Workforce Development Center, Clarifi, Power Corps, and Mighty Writers on the 1st floor.

The basement renovation provided vocational training rooms for carpentry, mechanical and electrical trades. The Electrical Association conducted a 120 hour pre-apprentice training program for approximately 16 students this past fall.

The EnVision Center is more than a dream; it's a reality.





# RESTORING HOMEOWNERSHIP IN SHARSWOOD

The first homeownership unit under the Sharswood Transformation Plan was completed in late 2019 at Habitat for Humanity's Oxford Green development.

Habitat is one of PHA's partners in the transformation plan.

When fully developed, Oxford Green will contain 20 homeownership units with completion anticipated in September 2020.

Habitat's Homeownership Program provides the education needed for the future Oxford Green homeowners to be successful. As part of the program, homeowners become vested in their property by completing 350 hours of sweat equity in place of a down payment. In addition,

new homeowners are required to demonstrate a housing need and the financial ability to repay an affordable mortgage.

The Sharswood Transformation plan calls for a total of 420 new homeownership units, including 100 market rate homes.





## A PLACE FOR THOSE WHO SERVED

The newest phase of the Sharswood Transformation Plan began in February with the rehabilitation of the historic General John Reynolds School. The school at 24th and Jefferson closed in 2013 and PHA acquired it from the School District of Philadelphia the following year.

The building, which is on the National Register of Historic Places, will eventually contain 55 affordable housing units for veterans and seniors.

PHA will subsidize 49 of the 55 apartment units. The authority is leasing the building for 99 years to

HELP USA, a Brooklyn based organization recognized as a national leader in the fight against homelessness.

The group has previously partnered with PHA, transforming the old Spring Garden School into veterans housing, the last leg of development at Richard Allen Homes.



The Environmental Protection Agency in late October 2019 provided a grant to the City of Philadelphia to pay for the removal of hazardous materials in the building.

# IMPROVING TRANSPORTATION OPTIONS IN SHARSWOOD

Residents of Sharswood now have better access to the City of Philadelphia's Indego bike share program.

A new bike station opened in early July at the south end of PHA headquarters. It contains space for 17 classic and electric bikes that are available for use year round.

The location of this service is integral to the Sharswood Transformation Plan. It gives residents an affordable and healthy way to get around while reducing traffic congestion and pollution.

Indego is an initiative of the City of Philadelphia and sponsored by Independence Blue Cross.

The Ridge Avenue location better connects more of the community with public transportation to make PHA headquarters more accessible than ever.



# A NEW VISION FOR WEST PARK APARTMENTS

PHA announced in October 2019 that it will sell a portion of one of its older sites, West Park Apartments, with plans to use the sales proceeds toward rebuilding the remaining part of the site.

The 12 acre complex, built in 1964, sits on the perimeter of University City and has great value in today's real estate market.

Under PHA's redevelopment plan, one high-rise will remain standing and be completely rehabilitated as senior housing. The other two towers will be sold and replaced on another section of the property by an equal number of townhomes and flats.

Taking advantage of the property's rising value to help meet the need for affordable housing is an ideal solution.

The open space at the site will allow PHA to replace every one of the outdated and deteriorating high-rise apartments with modern homes that residents will be proud of while enhancing the entire neighborhood.





# A PUBLIC/PRIVATE PARTNERSHIP

Private partners are a crucial part of PHA's Choice Neighborhoods Initiatives.

In mid-January, PHA and its private partner, the Jonathan Rose Companies, broke ground for the Norris Apartments Phase V in the city's North Central neighborhood.

Norris Phase V complements ongoing private housing and commercial development in the neighborhood with 133 newly constructed mixed-income rental units and 2,200 square feet of retail space.

This transit-oriented development adjacent to the SEPTA Regional Rail will meet Enterprise Green Communities certification.

Amenities include a social service office, community room, fitness center, bike, storage and package rooms, computer center, community

garden, public green space and outdoor terrace with activity areas.

The \$120 million development replaces the original low-rise development that dated back to late 1959 and early 1960, which had become obsolete.





## SAVING ENERGY + MONEY = SUSTAINABILITY

Johnson Controls Inc. (JCI) completed the first phase of an energy performance contract with PHA during FY 19 focused on more efficient lighting and water savings.

All light bulbs at 9 PHA developments (interior and selective exterior) were changed to LED bulbs to reduce energy consumption while maintaining or exceeding lighting levels throughout the sites. PHA has a more consistent inventory of lamps to aid in their maintenance and replacement in the future through this modernization effort.

All toilets, shower heads, and faucet aerators were replaced with more energy efficient or low-flow fixtures at 5 developments. Many fixtures were retrofitted to reduce the amount of water consumption per flush or per minute of use for sinks and showers. Reducing sink and shower water usage saves thermal energy used to make hot water.

These changes will pay for themselves, as PHA does its part to achieve sustainability and reverse global warming.

## REVITALIZING HOMES, PRESERVING NEIGHBORHOODS

PHA has several thousand homes scattered across the City of Philadelphia and maintenance crews work hard to keep these dwellings modern, safe, and intact.

During FY 20, crews completed the rehabilitation of 278 scattered site units, an investment of \$38 million.

Modernization work includes:

- Architectural repairs/replacements such as doors, windows, roofs, drywall, and flooring
- Mechanical and electrical system repairs and upgrades
- Domestic plumbing systems and utility service piping
- Structural reinforcement and joist repairs
- Site exterior, concrete and masonry repairs
- Asbestos removal/abatement

Preserving existing homes through modernization preserves neighborhoods and is cost effective.



# PHA PARTNERS MAKE A DIFFERENCE

PHA and its partners are working closely to expand and provide affordable housing in a city where the need is dire. Partnerships with other housing providers help us serve vulnerable populations such as the homeless, veterans, people with disabilities, and the elderly.

## Partners

Cantrell Place – 40 units

Casa Indiana – 50 units

Gloria Casarez Residence – 25 units

Liberty 52 Steve Gold Community Apartments – 24 units

NewCourtland - The Apartments at Henry Avenue – 85 units

Susquehanna Square (Community Ventures) – 37 units





# CREATING MORE HOUSING OPPORTUNITIES





## MORE FREEDOM TO CHOOSE

The Housing Opportunity Program (HOP) provides Mobility Counseling to assist Housing Choice Voucher (HCV) Program families use their vouchers to find and move into quality housing in top-rated communities throughout the Philadelphia region.

Opportunity Areas offer better opportunities for HCV Program families, including better quality of life and housing, diverse neighborhoods, and access to better

schools and shopping.

In 2019, Leased Housing's HOP Program assisted 48 HCV Program Participants, an increase of 30% from 2018. Mobility Counselors assisted the voucher holders through every step of the leasing process including workshops on home maintenance, financial management, and tenant rights. The Counselors also provided landlord outreach and unit search assistance.

## HOP GIVES FAMILIES CHOICES

Housing Choice Voucher (HCV) participant Derrick Paige and his family became PHA clients through the Veterans Affairs Supportive Housing program (VASH) in 2013.

Mr. Paige first showed interest in the Housing Opportunity Program (HOP) in 2017 because he wanted to move his family to a safer, lower poverty neighborhood. His work schedule at that time did not permit him to fully participate with the program.

In 2019, Mr. Paige returned to HOP again, determined to move his family to a better neighborhood. After several attempts, he and his family found a home they loved in Roxborough, one of the lowest poverty

neighborhoods in Philadelphia.

The landlord requested a rent that was at the top of the market for Roxborough. With the assistance of the HOP program, Derrick and his family could afford to move into the neighborhood. They now live in a neighborhood with a 3.5% poverty rate, a drop of 26% from their former community.

Mr. Paige enrolled with PHA's Self-Sufficiency program, saving money in escrow for future goals like buying a home, and used some of the savings toward his two month security deposit.

# DEFENDING THOSE WHO DEFENDED US

In December 2019, HUD awarded PHA an additional 25 HUD-VASH vouchers.

The Veterans Affairs Supportive Housing (VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the Department of Veteran's Affairs (VA).

PHA's strong partnership with the VASH leadership and the housing search assistance provided to the clients by Leased Housing staff was a significant factor in the additional award of vouchers.

Leased Housing now administers over 800 HUD VASH vouchers in the City of Philadelphia.



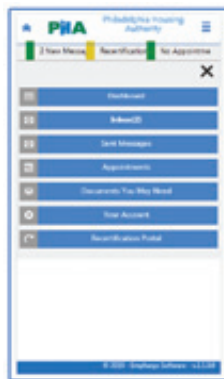
# IMPROVING CUSTOMER SERVICE

In March 2020, Leased Housing launched My Housing, an Online Recertification Portal that allows clients to complete their required recertification anywhere with a smartphone, tablet or computer.

Clients can also complete their re-certifications at PHA Headquarters by visiting the PHA One Stop Kiosks.

The Online Recertification Portal provides clients several benefits:

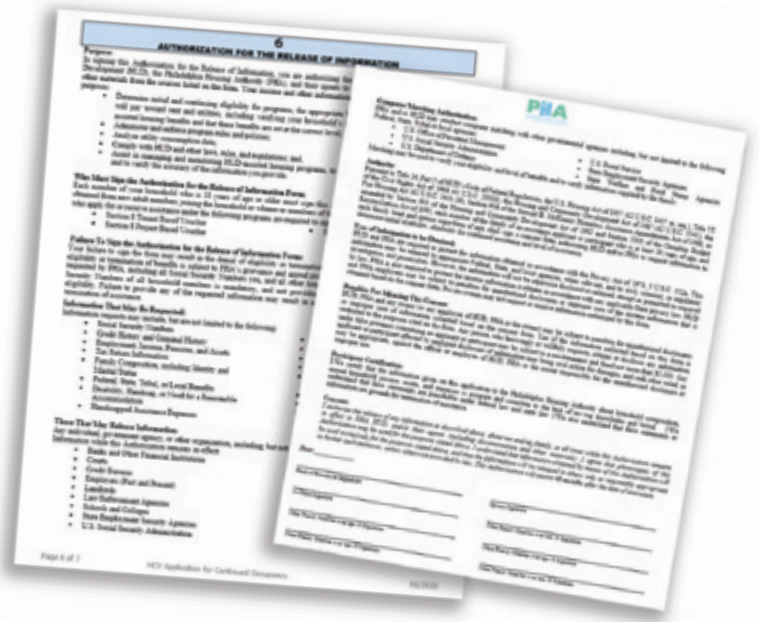
- Secure submission of personal information
- Access and view status of recertification 24 hours/7 days a week
- Upload required documents
- Message their PHA representative with any questions



# REDUCED PAPERWORK = EFFICIENCY

In FY 20, Leased Housing used PHA's flexibility under its Moving to Work (MTW) plan to modify and prepared a local version of the HUD and PHA Authorization of Release Forms.

The new release form reduces the number of signatures required by an HCV Household and now appears on the agency's Online Recertification Portal and in the new Recertification Application. This saves time and money.



# REMOVING FINANCIAL BARRIERS TO HOUSING

In November 2019, Leased Housing expanded its service to Philadelphia's non-elderly disabled population with a \$633,000 grant from HUD.

The grant award provided 74 new Mainstream Vouchers which is in addition to 99 vouchers awarded the prior year. With the new award, PHA now has 293 vouchers to assist this underserved population.

Mainstream program vouchers enable families having a person with disabilities to lease affordable private housing of their choice. The program also assists persons with disabilities who often face difficulties in locating suitable, accessible housing on the private market.

PHA partners with the City's Office of Homeless Services and Liberty Resources for tenant referrals to this program and for providing ongoing supportive services for the voucher holders.

PHA's strong partnership with these city agencies and the housing search assistance provided to the clients by Leased Housing staff was a significant factor in the additional award of vouchers.



# INCREASING HOUSEHOLD & NEIGHBORHOOD SUSTAINABILITY



# THE CENTER OF ACTIVITY

The PHA Workforce Development Center, located in the Vaux Community Building in the Sharswood, plays a critical role in the plan to make the community a neighborhood of choice.

The Center, which opened on April 1, 2019, serves residents by offering educational, workforce, and homeownership opportunities.

Over 2,800 residents visited the Center during FY 20.

In its short time, the Center referred a number of residents to GED partners. Many residents are very close to gaining their GEDs.

Workforce navigators help residents enroll into job training programs, the Section 3 Job Bank, GED or Adult education programs, on-site soft skills classes like resume development, computer literacy, financial literacy, and interviewing.



Robert Graves, PHA's Youth Workforce Navigator, (right) advises a resident on his options at the Workforce Development Center in Sharswood.



The PHA Workforce Development Center hosted a resource fair in August 2019 for residents of the Sharswood/Brewerytown neighborhood. PHA President and CEO Kelvin Jeremiah spoke to the attendees about the services available to them.

## Residents in Workforce Programs

Program Type	Participants
CCP Nursing Aide Program	11
AAA Truck Driving	36
Temple University Customer Service	3
Temple University ESL	2
Temple University GED	9
Temple University Community Health Worker	8
Philadelphia OIC HiSET	4
Philadelphia OIC Hospitality training programs	26
PowerCORPS PHL	13
ReBuild	3
West Philadelphia Skills Initiative	1
Philabundance Culinary training program	13
Electrical Association Philadelphia Entry Electrician program	13
PHA Hiring Lead- Groundskeeper	8
JEVS' Property Maintenance program	12
<b>Total Participants</b>	<b>162</b>



PowerCorpsPHL began training its first class of young people in Fall 2019 at the Workforce Development Center and remote sites across the city for green, sustainable jobs.



## A RED-LETTER YEAR FOR PHILLYSEEDS

PhillySEEDS, a 501 c 3 non-profit subsidy of PHA, set records in FY 2020 with its three core programs: the PhillySEEDS Scholars Program, Homeownership Closing Costs Assistance Program, and the Rental Security Deposit Assistance Program.

PhillySEEDS Program	Successful Program Recipients	Total Amount Awarded
Homeownership Closing Costs	40	\$75,000
Security Deposit Assistance	28	\$35,000
Scholars Program	77	\$291,000
<b>Total</b>	<b>145</b>	<b>\$401,000</b>

Santander Bank Foundation awarded PhillySEEDS and PHA’s Resident Programs and Partnership (RPP) Department, a \$40,000 Individualized Development Account grant.

The award allows up to 13 residents to receive a \$3,000 grant if they are able to save a minimum of \$1,000 in their newly opened Santander bank account.

The Pennsylvania Housing Affordability and Rehabilitation Enhancement Fund (PHARE) awarded a \$50,000 PHARE grant to support PhillySEEDS’ Homeownership Closing Cost Assistance Program for CY 2020.

Eighty percent of grant funds will go to PHA residents becoming homeowners who are within 50 to 80 percent of Area Median Income (AMI). The remaining funds, \$10,000, will go to those PHA homeowners within the 80 to 100 percent of AMI.





# ACHIEVING THE AMERICAN DREAM

In FY 20, more PHA residents took advantage of credit counseling, housing counseling, and financial literacy training and pre-approved for a mortgage.

Over 1,300 residents attended homeownership workshops and seminars, buying into the message that homeownership is financial empowerment.

Total homeownership sales between Section 5H, HCV Homeownership, and Public Housing programs numbered 83.

The total amount of sales to Housing Choice Voucher (Section 8) recipients marked a ten year high. The number of those residents becoming homeowners in FY20 increased by 175% (49 total) compared to FY19 (28 total).



Michael Engro, a quadriplegic, now lives in his own home one block from Juniata Park thanks to PHA's Homeownership Program.





# JOBS PLUS BEARS MORE FRUIT

PHA's Raymond Rosen development has hosted the Jobs Plus program for its residents since July 2016.

The program helps residents conveniently access the services they need to get ahead economically while removing barriers to employment.

During the past fiscal year, 126 residents maintained employment for six months or longer. Another 31 residents started new jobs, either part time or full time.

45 residents completed credit counseling during FY 20, an increase of almost one-third from a year earlier.

Community Coach connections increased from 175 in CY 2018 to 285 connections in CY2019. Community Coaches engage residents and connect them to programming and services.

When Raymond Rosen residents join Jobs Plus, their rent is frozen. As they increase their earnings, they can budget and save for homeownership.

The program has also partnered with the EMIR Center of Healing and North Central Victim Services to help residents address domestic issues and victim compensation services.



*Torkisha Cooper, a Jobs Plus client, was honored as Resident of the Month at the May 2019 PHA Board meeting. She earned her GED and High School Equivalency Certificate after three years of hard work while working as a PHA computer lab monitor and managing her family's day to day affairs.*

# PARTNERSHIPS PRODUCE RESULTS AT FSS PROGRAM

PHA's partnerships with two private nonprofit groups in the Family Self-Sufficiency Program (FSS) are paying dividends. Compass Working Capital provides financial services to families with low incomes while Clarifi offers financial counseling.

Since PHA began the partnership two years ago, participation in the FSS program has increased. Residents who take part in the program have seen greatly improved financial outlooks.

Through October 2019, well over 600 residents were enrolled in the program, an increase of almost 70 percent. Participants in the program saw their credit scores increase an average of 61 points and experienced a decrease in debt collection by an average of just over \$1,900. Escrow savings balances, which



can be used toward homeownership and other endeavors upon completion of an FSS plan, averaged over \$4,700.

HUD recognized the success of these partnerships in January 2020 with \$370,000 in renewed funding, a 2.7% increase over the prior year.



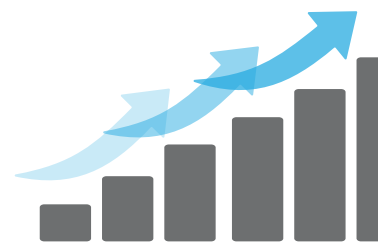
## A STRONG COMMITMENT TO SECTION 3

PHA remains steadfastly committed to helping Section 3 residents gain employment opportunities through hiring at PHA or by its contractors.

During FY 20, the agency exceeded all minimum compliance goals.

48.74% of new hires were Section 3, almost 19 percent above HUD's minimum performance goal. That 289 total Section 3 hires: 71 being PHA residents and 218 being non-PHA residents.

In contracting, 34.7% of all construction contracts were



awarded to Section 3 businesses while 12.53% of non-construction contracts went to Section 3 vendors; both figures are well above HUD minimum requirements.

Section 3 vendors contributed over \$393,000 toward scholarship opportunities for PHA residents during FY 20.

## DOUBLING OUR EFFORTS

The Family Self Sufficiency (FSS) program allows PHA residents to create significant savings that are key to asset building.

In FY 2020, participation in the program almost doubled from 361 to 711.

Asset building occurs when residents increase their income.

PHA increases their rent and pushes some of the increase to an escrow account.

When residents complete their FSS plan, they can use the money in their account for homeownership or starting a business or some other endeavor.

## HELPING RESIDENTS MAINTAIN THEIR BOTTOM LINE

PHA launched an Eviction Prevention program during the first quarter of 2020 to help residents stay in their homes.

The Resident Programs and Partnerships department worked with the Urban League to train residents in financial literacy through on-site workshops at several locations.

The program also provides mental health supports and connections to employment.

Maintaining a roof over one's family's head is critical to physical and mental health, as well as each resident's credit rating.

# TURNING KIDS INTO MIGHTY WRITERS

Mighty Writers, the nonprofit that helps students improve their writing skills, opened its newest location, Mighty Writers West, at PHA's Mantua Square retail space in May 2019. The group serves students in grade school and high school and is operated free of charge.

The program teaches kids how to write basic letters of the alphabet. Then, they learn how to write words. Words turn into sentences. Sentences turn into paragraphs.

The goal is to have kids able to write one or more paragraphs at the end of 6 weeks. The group uses field trips to the museums, zoo, or anything fun that helps youngsters build their vocabulary through association.

Mighty Writers later expanded its footprint by locating in the Vaux Community Building in Sharswood in the fall of 2019.



# STEM EVENT ENCOURAGES KIDS TO DREAM, THEN ACT

Cadets and instructors from West Point visited the Blackwell Community Center on the morning before the Army-Navy game to encourage youngsters toward careers in STEM (science, technology, engineering, math) related fields by playing with some high tech toys. 20 kids from the Mill Creek neighborhood took part in the special event.

The U-S Department of Housing and Urban Development (HUD) partnered with 360 Cradle to Careers, a nonprofit based in Richmond, Virginia, to put on the event.

The kids were given tablets with drag and drop programming that allowed them to control ball-shaped robots on the center's basketball court. They had to think



about angles and the related math to direct the robots movements. Cadets and instructors coached the kids as they worked on their laptops to maneuver the robots.



## “FIX IT” PROGRAM BRINGS GENERATIONS TOGETHER

Residents at three PHA senior developments became better acquainted with digital technology during the summer of 2019, thanks to a partnership between PHA and the Urban Affairs Coalition of Philadelphia.

The “Fix IT” program, shorthand for “Fix Information Technology,” showed seniors how to go online for services and access programs such as Facebook.

The “Fix IT” events connected local tech-savvy youth with older adults and senior citizens who were experiencing

the digital divide at Gladys B. Jacobs, Wilson Park, and Lucien E. Blackwell. Participating youth learned STEM (science, technology, engineering, and mathematics) and entrepreneurial skills.

A \$1,000 mini-grant from the “On the Table Philly” forum run by the Knight Foundation and the Philadelphia Foundation made the training sessions possible.

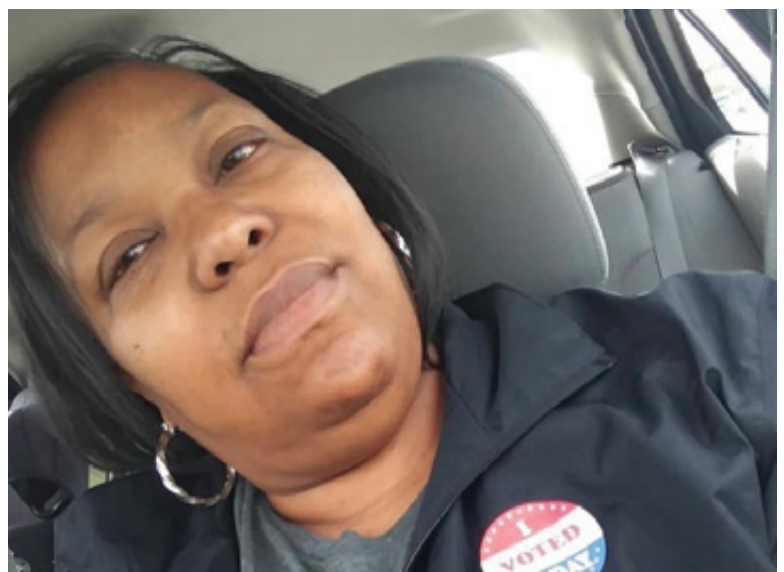
PHA donated tablets to the “Fix IT” program that helped make it a success.

## KEEPING SENIORS HEALTHY

You are what you eat; that adage is especially true for seniors.

The Philadelphia Corporation for Aging (PCA) recognized Yolanda Gray, a nutrition aide at Cassie L. Holly Court, for over 22 years of excellent service to the seniors who reside there.

Ms. Gray received plaudits for outstanding performance on PCA’s Elderly Nutrition Program, a meal monitoring program, with no problems detected or corrective actions necessary following inspections at site during 2019.





# TO PROTECT AND SERVE RESIDENTS

The PHA Police Department recorded an overall reduction in crime by 7.3% during CY 2019 as the department worked closely with residents.

Robberies decreased by over 38% in CY 2019. Property crimes decreased by 16.8% compared to the previous year.

Auto accidents involving police vehicles decreased by 6%, the lowest number of accidents over the last five years including 2015. All accidents are reviewed by a Safety Review Board to identify the cause and determine if accidents were preventable. The board identifies remedies and prevention methods to decrease or eliminate future accidents.

PHAPD successfully rebranded its vehicles with a new color scheme and labeling in an effort to make



PHAPD personnel more distinguishable.

The Department secured a spot in the Delaware Valley Intelligence Center to allow for coordination and collaboration with surrounding agencies, for information sharing and best use of resources regarding identification and investigating instances of crimes as they occur.

# A FIRST RATE BUSINESS ANCHOR



# DOING BUSINESS WITH PHA

PHA staged two business networking events that gave suppliers the opportunity to find out how they can become vendors for the agency.

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

A total of 73 vendors took part in these events in CY 2019.

PHA's Supply Chain Management team hosted one of its semi-annual "Doing Business" events in conjunction with the City's annual MED Week (Minority Enterprise Development). This event demonstrated to vendors how they can grow their businesses through about government procurement and networking processes.

Philadelphia Industrial Development Corporation (PIDC) presented its agency's role in helping small Philadelphia-based businesses with short-term capital investments for paying employee payrolls, purchasing buildings, land and manufacturing and how to grow a successful business.



# DRIVING THE ECONOMY THROUGH A DIVERSE GROUP OF SUPPLIERS

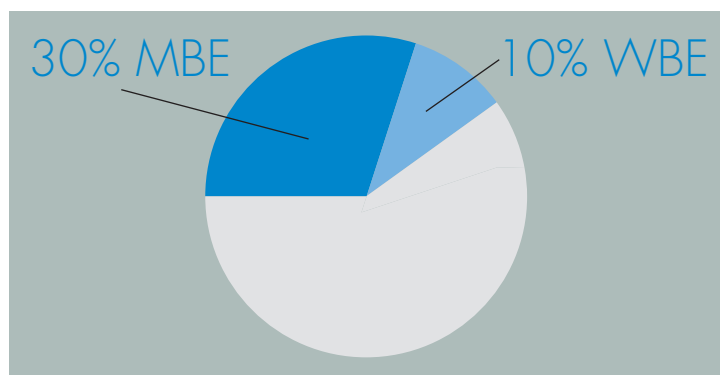
In FY20, Philadelphia businesses received \$47.8 million of the total PHA-contracted procurement spend of \$130.3 million. In other words, 36.7% of the agency's spending went to city businesses.

PHA also posted a Minority Business Enterprise/ Women Business Enterprise (MBE/WBE) participation rate of 30% MBE and 10% WBE.

Philadelphia-based businesses or organizations received \$110.3 million out of total disbursements of \$237.5 million in FY20. That's 46.4% of all disbursements.

The housing authority works closely with all Chambers of Commerce, the City's Procurement Department, the City's Department of Sustainability, and the School District's Procurement Department to share MBE/WBE lists and contracts for piggybacking.

**\$47.8 million**  
of PHA's spending went to Philadelphia businesses



# FLEET MODERNIZATION GENERATES SAVINGS

The Supply Chain Fleet Management Department maintained PHA's fleet modernization program in FY 20 with the leasing of 72 additional vehicles, bringing the total number of leased vehicles to 209.

PHA saves on fuel and repair costs with this leasing program. Vehicle repairs were reduced by 9% and fuel consumption has dropped 9%. Another seventy-two new vehicles have been placed on order with Enterprise for Phase IV of the modernization program in FY 21.







## IN THE NICK OF TIME

In response to the developing COVID-19 situation, PHA's Supply Chain Management (SCM) Department placed timely orders for Personal Protective Equipment (PPE) and sanitation supplies.

Because of the efficient response to the situation, PHA was never without the necessary supplies needed to sustain operations throughout the pandemic phases.

The quick action by SCM ensured that critical services including food services, policing and maintenance services remained operational.



## KEEPING EVERYONE IN LINE

The Office of Audit and Compliance (OAC) performed very effective investigative, audit, and compliance-related activities related to PHA's operations, programs, and services.

OAC BY THE NUMBERS	
483	Complaints Received
232	Investigations Opened
179	Open Investigations Substantiated
\$314,735.47	In Ordered Restitution/Reimbursement to PHA

### Other highlights include:

- The OAC Investigations unit uncovered \$809,102.97 of fraud.
- OAC collected \$202,669.82 from repayment agreements arising from investigations into resident misconduct, pushing the total OAC collections to over \$1.2 million.
- Recovered \$14,834 in Section 3 fund payments falsely reported as being paid by a vendor
- OAC ensured PHA's efficient and transparent cooperation with, and response to:
  - » PHA's annual independent audit
  - » Regional Housing and Urban Development (HUD) Office and HUD Office of Inspector General (OIG) inquiries
  - » HUD OIG survey
- The OAC Compliance Unit performed the following to ensure compliance with HUD regulations as it relates to:
  - » 12 Site Based Quality Assurance Reviews (SBQAR)
  - » 2 Semi-annual Admission Reviews
  - » 4 Force Account Construction Project Reviews
  - » 707 Housing Choice Voucher (HCV) Quality Control Housing Quality Standards (HQS) Unit Inspections and Public Housing Service Order Audit
  - » Maintained cooperative effort with HUD and City of Philadelphia on tracking, monitoring, and resolving Elevated Blood Lead Cases

# EMPLOYEES - OUR MOST VALUABLE ASSET

During FY 20, PHA's Human Resources (HR) Department hired or re-hired 276 employees, with 105 of those employees classified as Section 3 residents.

The agency remains committed to recruiting, training, and retaining a diverse and highly skilled workforce.

To ensure necessary compliance, all new hires in Maintenance and Operations completed a 2-day onboarding.

The HR team worked closely with the Resident Programs & Partnerships Department to provide training and employment opportunities for PHA residents.

Eight residents were selected as student-employees in

the Summer Intern Program and 26 residents were hired for the Summer Food Program.

In September 2019, eight residents began work as full-time PHA

Groundskeepers – a great opportunity made possible through a partnership with Local 332 – of the Laborers International Union of North America

The HR Department teamed with Risk Management and PHA's insurance carrier to reduce Workers' Compensation costs by 65% through training, education, and aggressive claims handling for all employees.



## ISM – MAKING A QUANTUM LEAP

The Information Systems Management (ISM) department at PHA made giant strides in FY 20 that ensure the smooth and efficient delivery of services to residents and the public.

ISM spearheaded the effort that allowed PHA to convert 99% of its physical servers into virtual servers, consolidating PHA's computing and storage into one platform their reducing the costs associated with upkeep of a bigger data center.

Newly acquired technology facilitated the set-up of a disaster recovery site at an old data center location. In the event of system failure in the future, PHA's back office systems will be available to users with minimum downtime.

These technology changes allowed ISM staff to quickly respond to PHA staff working virtually from home, due to the Covid-19 pandemic, by distributing and supporting over 400 mobile devices - laptops, tablets and iPads - in addition to the agency's essential staff who worked in their offices.



Other significant achievements by ISM in FY 2020 include:

The completion of programming and testing of the Housing Choice Voucher (Section 8) self-service recertification application, and start of development of a similar system for Public Housing; and

The development of an application that allows Maintenance staff to create, track, and manage all lead re-evaluation cases that stem from a positive lead wipe test.

Simply put, ISM delivers value, lots of it.



## AN ASTUTE GROUP OF ATTORNEYS

The professional and constant support of PHA's Office of General Counsel (OGC), for all departments, is critical to PHA's successful performance. In FY 20, OGC had especially notable accomplishments in a number of areas.

**Auctions:** OGC coordinated a successful auction of 106 long-term vacant and distressed scattered site properties that generated over \$6 million in revenue for PHA. The revenue that was raised supports the authority's ability to preserve and expand affordable housing. Auctions are part of a broader strategy to reposition PHA's large inventory of scattered sites.

**Risk Management:** The Risk Management Division's loss control initiatives have continued to save PHA money and enhance the safety of PHA's employees and residents. The Housing Authority Insurance (HAI) Group honored the agency for the best use of grant program

funds for investing in security cameras and lighting at Fairhill Apartments. Risk Management and Human Resources worked with PHA's insurance carrier to reduce Workers' Compensation costs by 65% through training, education, and aggressive claims handling for all employees.

**Litigation:** During FY 20 claims filed against PHA continued to decrease, including personal injury lawsuits.

**Shared Housing Pilot:** OGC prepared an intergovernmental agreement with the City of Philadelphia to create a new shared housing pilot program to expand housing options for homeless individuals and other hard to serve special populations. The program is initially limited to up to 25 units; the projected number of individual, low-income households to be served is up to 100.

# THE BOTTOM LINE



# STATEMENT OF NET POSITION – MARCH 31, 2019

	Primary Government	Component Units
<b>CURRENT ASSETS</b>		
Cash and cash equivalents .....	\$181,424,860	\$7,945,525
Restricted cash and cash equivalents .....	19,763,745	32,018,353
Receivables .....	77,495,722	3,390,561
Other current assets .....	1,170,312	418,344
<b>TOTAL CURRENT ASSETS .....</b>	<b>\$279,854,639</b>	<b>\$43,772,783</b>
<b>NONCURRENT ASSETS</b>		
Mortgages receivable .....	\$394,521,617	—
Capital assets, net .....	601,520,230      469,591,972	—
Equity interest in component units .....	5,439,943	—
Other assets .....	1,440,017	1,604,522
<b>TOTAL NONCURRENT ASSETS</b>	<b>\$1,002,921,807</b>	<b>\$471,196,494</b>
<b>TOTAL ASSETS</b>	<b>\$1,282,776,446</b>	<b>\$514,969,277</b>
Deferred outflows of resources	19,073,382	—
<b>CURRENT LIABILITIES</b>		
Accounts payable .....	15,878,739	657,783
Accrued liabilities .....	16,986,103      1,818,134	—
Current portion of long-term debt	9,347,166      23,789,282	—
Due to other government agencies .....	426,032	—
Compensated absences .....	4,970,890	—
Resident security deposits .....	795,561      503,049	—
Unearned revenue and other current liabilities .....	4,545,198	12,103,600
<b>TOTAL CURRENT LIABILITIES .....</b>	<b>\$52,949,689</b>	<b>\$38,871,848</b>
<b>NONCURRENT LIABILITIES</b>		
Compensated absences .....	\$3,313,928	—
Long-term debt .....	53,083,673      343,887,713	—
Net pension liability .....	94,394,386	—
Other long-term liabilities .....	4,943,811	87,676,239
<b>TOTAL NONCURRENT LIABILITIES .....</b>	<b>\$155,735,798</b>	<b>\$431,563,952</b>
<b>TOTAL LIABILITIES .....</b>	<b>\$208,685,487</b>	<b>\$470,435,800</b>
<b>NET POSITION</b>		
Net investment in capital assets .....	\$545,834,594	\$101,914,977
Restricted for development .....	6,123,877	—
Unrestricted (deficit) .....	541,205,870	(57,381,500) )
<b>TOTAL NET POSITION .....</b>	<b>\$1,093,164,341</b>	<b>\$44,533,477</b>

# STATEMENT OF NET POSITION – MARCH 31, 2019

## OPERATING REVENUE

Tenant revenue.....	\$28,154,528	\$28,286,926
Operating subsidies.....	392,595,308	—
Other income.....	11,883,785	954,409
<b>TOTAL OPERATING REVENUE .....</b>	<b>\$432,633,621</b>	<b>\$29,241,335</b>

## OPERATING EXPENSES

Administrative.....	\$71,451,272	\$5,628,434
Tenant services.....	3,656,471	274,457
Utilities.....	22,936,698	4,050,391
Maintenance.....	62,438,488	14,556,368
Protective services.....	9,241,372	—
General.....	27,269,831	2,941,926
Housing assistance payments.....	173,334,899	—
Depreciation and amortization.....	38,002,326	16,751,015
<b>TOTAL OPERATING EXPENSES .....</b>	<b>\$408,331,357</b>	<b>\$44,202,591</b>
<b>OPERATING INCOME/(LOSS) .....</b>	<b>\$24,302,264</b>	<b>(\$14,961,256)</b>

## NONOPERATING REVENUE (EXPENSES)

Interest and investment earnings.....	\$9,347,185	\$370,021
Interest expense.....	(1,946,772)	(7,128,359)
Other revenues (charges).....	4,141,080	—
<b>NET NONOPERATING REVENUE (EXPENSES).....</b>	<b>11,541,493</b>	<b>(6,758,338)</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS...</b>	<b>35,843,757</b>	<b>(21,719,594)</b>

## CAPITAL CONTRIBUTIONS

HUD capital subsidies.....	\$22,427,498	—
Partner distributions.....	—	(165,827)
Partner contributions.....	—	7,032,287
<b>CHANGE IN NET POSITION.....</b>	<b>58,271,255</b>	<b>(14,853,134)</b>
<b>Net Position, Beginning</b>	<b>\$1,034,893,086</b>	<b>\$59,386,611</b>

<b>Net Position, Ending</b>	<b>\$1,093,164,341</b>	<b>\$44,533,477</b>
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## STANDARD & POOR'S GLOBAL RATINGS

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

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

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

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

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