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PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

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REPORT TO COMMISSIONERS

FROM JON M. GUTZMAN
EXECUTIVE DIRECTOR

REGARDING Executive Director
Performance Evaluation

DATE March 21, 1990

On March 15, 1990, the Personnel Committee of the Board of Commissioners met to review the performance of the Executive Director for the period of April 1, 1989 to March 31, 1990. Present were Personnel Committee Chair Andy Boss, Board Chair Roy Garza, Joanne MacDonald, Richard Willits, and Jon Gutzman.

The Committee reviewed the previously established performance milestones, discussed the Agency's accomplishments at the Board and operational levels, and discussed the compensation of the Executive Director.

The Committee recommends that the salary of the Executive Director be increased by 3.75%, effective December 1, 1989 (consistent with the general increase for supervisory and confidential employees), including pension contribution adjustments to that date.

The Committee also recommended discussing next year's milestones at the April Board meeting.

JMG:mm1

I.A. Performance Review Period

The dates of the last performance evaluation of the Executive Director were February 23, 1989 (Personnel Committee) and March 15, 1989 (Board of Commissioners).

This performance review covers the period of April 1, 1989 to March 31, 1990 (coincides with the current fiscal year of the PHA).

I.B. Milestones Review

The performance milestones for the Executive Director (and the Department Directors) are attached for your reference. The activities that follow relate to these milestones.

I.C. Agency Accomplishments at the Board and Operational Levels

Milestone introduction: "Administering policies established by the Board of Commissioners and HUD;...directing the provision of public housing services...etc."

1. Regular monitoring of Department Directors' performance which are broadly measured by the attached milestones (on green paper) and which are defined in greater detail elsewhere. This is to assure that the Quality Assurance Pledge referenced in our strategic plan is attended to on a daily basis by all employees.
2. Approval of a \$12.7 million operating budget for the conventional public housing program; represents an overall increase of 4.2% from the previous year's approved revised budget and a projected reserve level of 65% of the maximum permitted. (January, 1990)
3. Approval of a \$16 million annual budget for the Section 8 programs; includes Housing Assistance funding for the Certificate, Moderate Rehabilitation and Voucher programs. (December, 1989)
4. Receipt of audit report and financial statements for all PHA programs as of March 31, 1989, that contained zero audit findings. This is the second consecutive year of zero audit findings and the second such occurrence in the PHA's history. (November, 1989)
5. Labor negotiations summary. The PHA is in the second year of the two year labor contracts that were approved for AFSCME, Locals #132 and #70, and Supervisory and Confidential employees. This has been a successful process in terms of the time spent in negotiations and in terms of the product of the negotiations.
6. Creation of HOPLIF proceed fund (\$1.1 million) for allocation for various public housing purposes: numerous planning meetings held from April, 1989 to the present to discuss possible expenditures.
7. Throughout this year, the PHA has been able to purchase all its insurance policies from the open market at competitive rates, as opposed to joining captive insurance pools as other housing authorities with less favorable loss histories have done.
8. The PHA "wrote-off", as a collection loss, less than one third of one percent of the rents collected. (\$6.8 million collected; \$20,662 written off.) (May, 1989)

9. The PHA retained its "recognized performer" designation by HUD for the third consecutive year. This permits the PHA to be "de-controlled" from certain HUD regulations. (December, 1989). HUD suspended the decontrol program on February 5, 1990. The Executive Director is participating with HUD officials in Washington, D.C. in the development of a new set of national performance standards for PHAs.
10. Completion of the MN 1-32 program for the construction of 26 scattered sites, (date of full availability, March, 1989. \$1.6 million construction grant plus 30 year operating subsidies).
11. Completion of the MN 1-33 program for the acquisition of 45 scattered sites (date of full availability March, 1989; \$3.2 million acquisition grant plus 30 year operating subsidies).
12. Acquisition of 50 MN 1-34 scattered sites--status from April, 1989 to present; \$3.6 million acquisition grant plus 30 year operating subsidies. Thirty-nine properties acquired to date; date of full availability expected to be November 30, 1990.
13. Approval received December, 1989, (City Council) for the construction of 15 scattered sites (MN 1-35); \$1.2 million construction grant plus 30 year operating subsidies: in process of identifying suitable building sites.
14. ACC signed for the PHA's receipt of 55 additional Housing Vouchers. (April, 1989) (BR distribution 20 2BR; 20 3BR; 8 4BR; 7 5BR). This brings the total number of vouchers administered to 396.
15. Close-out of 1984, 1985, 1986 (Comprehensive Improvement Assistance Programs) (\$7.6 million in improvements to PHA properties). (April, 1989.)
16. 1987 CIAP program: \$3.0 million of scheduled improvements to PHA properties; completion of 60% of the contracting to date; \$372,956 or 21% of contracts awarded to women or minority business enterprises (W/MBE's); 100% of the contracts should be awarded by November 30, 1990.
17. 1988 CIAP program: \$6.0 million of scheduled improvements to PHA properties; completion of 30% of the contracting to date; \$340,830 or 18% of contracts awarded to W/MBE's; 100% of the contracts should be awarded by November 30, 1991.
18. 1989 CIAP program: \$5.7 million of scheduled improvements to PHA properties; ACC approved February, 1990; completion of 1% of the contracting to date; 100% of the contracts should be awarded by February 28, 1993.
19. Work in progress on the 1990 CIAP application (due April, 1990); includes updating the 5 year comprehensive plan for modernization.

20. Approval of approximately \$1 million in routine and non-routine improvements to PHA properties during this rating period. (These approvals of account for approximately 50% of the Board actions over the last year.)
21. Approval of \$400,000 from HOPLIF proceeds for hi-rise marketability and liveability improvements (February, 1990).
22. Approval received from HUD to convert 66 zero-bedroom units at Neill Hi-Rise to 30 one bedroom units (June, 1989); approval of architectural consulting services (September, 1989); construction work estimated to begin August, 1990, and be completed by August, 1991; (part of a \$1.7 million modernization program at Neill.)
23. Approval requested from HUD to convert 76 zero-bedroom units at Valley Hi-Rise to 38 one bedroom units (November, 1989); HUD approval pending. (Other modernization work estimated at \$1.25 million to be awarded at March, 1990 Board meeting.)
24. Approval of the installation of card access security systems at 11 PHA hi-rises (September, 1989). As of this date, 15 of the 16 PHA Hi-Rises have functioning card access systems in place. The last Hi-Rise (Valley) will have the system installed as part of the modernization work there.
25. Installation of telecommunication devices for the deaf (TDD's) at three Hi-Rises (Central, Ravoux and Exchange) (March, 1989); devices allow hearing impaired residents to communicate with their guests before granting access. Other Hi-Rises may receive TDD's as need arises.
26. Handicapped accessibility needs assessment; a physical needs assessment of all public housing developments common areas was completed in July of 1989. A plan to accomplish the necessary Modifications for Compliance with Section 540 has been formulated and tentative funding sources identified. HUD has retained a consultant to devise a form to be used by PHAs nationwide in doing needs assessments. We await the approved form to determine if additional assessment is necessary.
27. Title VI compliance review; the PHA was randomly selected by the HUD Regional Office in February, 1986 for a Title VI compliance review. Title VI of the 1964 Civil Rights Act prohibits discrimination under any program receiving Federal financial assistance. The two year review resulted in a positive finding that the PHA's "tenanting practices" are in compliance with the law (March, 1989).
28. Summary of PHA's equal employment opportunity and affirmative action activities presented to the Board (February, 1990).

29. Approval of a contract with Chicano/Latino Employment Opportunities (CLEO) for the management of the East Area Community Center located at Roosevelt Homes (May, 1989).
30. Approval of a letter of understanding with Family Service of Greater St. Paul for services to seniors living in PHA hi-rises (May, 1989); successful joint lobbying effort with Family Services to secure \$11,000 for county funding of program.
31. Approval of revised contract with Lao Family Community for management of the service centers at Mt. Airy and McDonough Homes (January, 1990).
32. Approval of an amendment to the Grievance Procedure for public housing residents to provide grievance hearings as is done now except in cases of eviction for an immediate threat to the health or safety of others. (February, 1990).
33. Approval of revisions to the statement of policies incorporating language mandated by the Anti-Drug Abuse Act of 1988 and incorporating the federal mandatory preferences in tenant selection. (March, 1989).
34. Approval of a policy regarding a drug free workplace and providing for the establishment of a drug awareness program for PHA employees. (March, 1989).
35. Approval of a policy providing for Shared Housing Option for Section 8 program participants (April, 1989).
36. Approval of a policy for PHA staff on conflicts of interest (August, 1989).
37. Approval of a revision to the training policy to allow all employees, regardless of salary level, access to tuition advance opportunities (September, 1989).
38. Approval of changes to the Personnel Policy and the Guide to Conduct regarding the authority of the Executive Director to hire to the salary range midpoint without Board approval, and also incorporating revisions to the maternity leave and discipline sections (October, 1989).
39. Approval of a revision to the Purchasing Policy establishing a section on single purpose contracts (November, 1989).
40. Removal of a unit at the Exchange Hi-Rise (December, 1989) to establish a new management office at that site, similar to the management office at Central Hi-Rise.
41. Public housing literature contributions: preparation of topic papers on various subjects (CIAP, Scattered Site Program, special needs populations, etc.) report comparing Section 8 certificate to vouchers; report discussing the expiration of ACC terms for certificates and vouchers; etc.

42. Purchases of additional data communication equipment (March, July, 1989, February, 1990); fax machines (August, 1989) and upgrades to the PHA's Energy Management System (February, 1990).
43. Maintenance of staffing levels sufficient to meet program needs; additional staff approved by budget resolution (revision 1 to the operating budget, August, 1989).
44. Retitling and reclassifications of the Special Projects Supervisor position and restructuring of the information systems reporting relationship (August, 1989).
45. Continued meetings of the job evaluation committee whose members include representatives from all three employee unions.
46. Recognition of exemplary performance of staff before the Board (Wayne Effertz, November and Kim Dill, December, 1989).
47. Continued to conduct regular meetings of the senior staff for the purpose of task follow-up and problem solving on numerous operational matters (on-going). (A copy of a recent agenda is attached.)
48. Communication with staff on various management topics, such as decision making, supervision, customer service, motivation, problem solving, etc. An example ("The Things Every Good Supervisor Makes Sure His/Her Employees Know") is attached on blue paper.
49. Have represented the PHA as a public speaker on numerous occasions during this evaluation period.

I.C. Accomplishments at the Board and Operational Levels (continued)

Milestone 1: "Provide an on going process for review and comment on the strategic plan that culminates in an annual strategic plan update approved by the Board by December 31, 1989."

1. Executive Director reviewed approved strategic plan with PHA staff (May and June, 1989).
2. Board of Commissioners reviewed progress on strategic plan milestones (June, 1989). Milestone revisions in at least a couple of areas might be appropriate at this time (will discuss separately).

Milestone 2a: "Assume primary responsibility for the implementation of the strategic plan new initiative in affordable housing...State Legislative agenda for the 1989/90 session":

1. The PHA played an active role in developing a legislative proposal for a state housing subsidy coupled with the PATHS AFDC self-sufficiency program. Our language was contained in House and Senate bills but was not enacted due to cost considerations. (6/89 Board Report).
2. The PHA initiated proposal for state funding for CHSP was somewhat more successful. The legislature approved \$50,000 for the Minnesota Board on Aging to study programs, develop guidelines and additional proposals. (May and June, 1989 Board Reports).
3. The PHA played a small role in advocating for approval of the "Year of the City" legislative proposal. \$2.5 million was awarded to the City of St. Paul for social services in assisted housing and other purposes. (June and September, 1989 Board Reports).

PHA staff submitted a grant application for \$198,000 in conjunction with Westminister Company, December, 1989 for on-site supportive services at two PHA hi-rises (Wabasha and Exchange). We are waiting for the funding decision.

Milestone 2.b: "Assume primary responsibility for the implementation of the strategic plan new initiative in affordable housing...forming partnerships with other organizations interested in developing affordable housing options..."

1. PHA proposal to the Minneapolis-St. Paul Family Housing Fund requesting their collaboration with the PHA to fund the rehabilitaiton costs of older scattered sites that might be purchased under the MN 1-34 acquisition program. They allocated \$100,000 for this purpose in May, 1989.

2. Application to HUD for 75 Section 8 Moderate Rehabilitation Program units for SRO dwelling units for homeless individuals; collaborative effort between the PHA, Catholic Charities, and PED. \$2.9 million approved in September, 1989.
3. Application to HUD for 200 Section 8 Certificates in conjunction with the Operation Bootstrap Self-Sufficiency Program, April, 1989. Collaborative effort between the PHA, Metro Council HRA, Ramsey County, the Wilder Foundation, and many other agencies involved in the STRIDE Program. The PHA's application was approved for 80 certificates (October, 1989) with the 5 year budget authority of \$2.8 million. (BR distribution: 30 2BR; 34 3BR; 14 4 BR; 2 5BR.)
4. Application (by the Wilder Foundation) to the Robert Wood-Johnson Foundation for \$300,000 for a "St. Paul Family Centered project" which would provide up to 150 Section 8 Certificates and coordinated health and social services to homeless families in transitional housing settings (February, 1990). A collaborative effort between the PHA, the Wilder Foundation, United Way of Greater St. Paul, the Minneapolis-St. Paul Family Housing Fund, Ramsey County and PED. Application decision pending.
5. Application to HUD for \$250,000 to help eliminate drug related crime in and around public housing properties (November, 1989); a collaborative effort between the PHA and the St. Paul Police Department. Application rejected, February, 1990.
6. Public announcement of the HOME Program (December, 1989); a \$800,000 collaborative effort between the PHA, the Family Housing Fund and PED to provide homeownership opportunities for families who currently live in public housing. First status report to the Board (February, 1990).
7. Participation in a forum on chemical dependency and affordable housing (December, 1989); a broad based collaborative effort including the PHA, Family Housing Fund, the United Way, PED, Ramsey County and many service providers. On-going meetings from January to the present; likelihood of a housing product in the near future is good.
8. Other collaborative efforts related to housing or service provisions in which the PHA is an active participant include:
 - (a) representation on the Overnight Shelter Board (FAH)
 - (b) representation on HUDAC (FAH)
 - (c) representation on the Emergency Shelter Task Force (FAH)
 - (d) representation on the Ramsey County Mental Health Task Force (JMG)
 - (e) participation in the State Department of Human Service's review panel for awarding \$2.5 Million in State funding for refugee assistance (DAD)
 - (f) participation in the League of Minnesota Cities Task Force evaluating the various federal legislative proposals on housing (JMG)

- (g) participation in the Metropolitan Council's working sessions on regional housing trends and their State of the region event which focused on housing (JMG)
- (h) participation on a task force related to the newly created Housing Court (ARH)
- (i) membership on the Mayor's cabinet group focusing on issues related to the Southeast Asian population (JMG)

Milestone 3: "Assume oversight responsibility of the ...Strategic Plan new initiative on social service."

1. Hired a "Program Services Manager" (April, 1989) responsible for aggressively seeking out partnerships with service agencies who offer programs tailored to the special needs populations in the hi-rise and family developments.
2. Initiated the family needs assessment in conjunction with the Wilder Foundation (January, 1990). Report expected to be completed by July, 1990.
3. Approved the placement of Accessible Space Incorporated's (ASI) program for mobility impaired, brain injured adults at Hamline hi-rise (June, 1989).
4. Approved the placement of ASI's semi-independent living program for brain-injured adults at the Mt. airy hi-rise (February, 1990).
5. Research and correspondence with HUD Washington (Chisholm, Kemp) on the issues of mixed populations in "elderly" hi-rises; continued efforts in the Resident Services Department to effectively house and serve the newer populations in hi-rises.
6. Open house for the new Assisted Living sites at Dunedin Hi-Rise (December, 1989).
7. SAFE Alternatives' Services to residents with mental illness expanded to all hi-rises.

Milestone 4: "Prepare and recommend an employee career development plan for Board consideration by September 30, 1989."

1. Board approved Career Development Plan in August, 1989.
2. ECDP activities to date: See the attached memo dated March 2, 1990 for details on the current year's activities and for the proposed year's activities.

Milestone 5: "Conclude adopt-a-hi-rise activities by March 31, 1990."

1. This milestone will not be accomplished by the stated date. Ten of the PHA's sixteen hi-rises have corporate sponsors. Three additional "adoptions" should occur in the next couple of months. The remaining three may take several months to complete. Twenty-two companies who are not participating have been solicited and declined.

Milestone 6: "Become more active in CLPHA..."

1. Elected as vice-president of Housing, the MN Chapter of NAHRO (May, 1989).
2. Spoke at the 1989 NAHRO National conference on the topic of mixed populations in "elderly" housing (October, 1989).
3. Appointed to the National NAHRO Task Force on Elderly Housing Issues (October, 1989), second meeting of that group, March, 1990.
4. Helped coordinate the CLPHA annual meeting held in Minneapolis and St. Paul in September, 1989.
5. Name as coordinator of the Housing Track for the 1990 NAHRO National Convention to be held in Minneapolis in October; with the help of PHA staff, we are responsible for developing 22 to 24 conference sessions.
6. Board approval of PHA's financial participation in a CLPHA study on legal and legislative aspects of the mixed population issue (February, 1990); have been asked to chair a CLPHA working group on that matter (under consideration).

I. D. COMPENSATION REVIEW

The current salary for the Executive Director is \$64,118 per year.

The latest contract settlement for all PHA employee groups are as follows:

1. AFSCME	<u>1st Year</u>	<u>2nd Year</u>
	3% general increase	3.5% general increase
	2.6% comp. worth	2.3% comp. worth
	<u>5.88%</u>	<u>5.84%</u>
2. Local #132 and #70	<u>1st Year</u>	<u>2nd Year</u>
	3% general increase	4% general increase
	1.25% benefits	
	<u>4.25%</u>	<u>4%</u>
3. Supervisory and Confidential Employees	<u>1st Year</u>	<u>2nd Year</u>
	3.75% general increase	3.75% general increase
	.71% comp. worth	.57% comp. worth
	<u>4.46%</u>	<u>4.32%</u>

Last Year, the Board approved a 3.75% salary increase for the Executive Director, added a fourth week to his vacation schedule and approved a \$500 expense account for use on PHA business. A copy of the expense account summary is attached.

II. Establishing performance milestones for the next review period (April 1, 1990-March 31, 1991) (FY '91)

DRAFT

A. EXECUTIVE DIRECTOR MILESTONES

In addition to administering policies established by the Board of Commissioners and HUD; and directing the provision of Agency public housing services through effective leadership of departmental staff and program administration, the Executive Director will also be responsible for the following milestones:

1. Provide an ongoing process for review and comment on the strategic plan that culminates in an annual strategic plan update approved by the Board of Commissioners by April 1, 1990, the beginning date of FY'91.
2. Assume primary responsibility for the implementation of the strategic plan new initiative in locally funded affordable housing as follows:
 - (a) state legislative agenda (?)
 - (b) partnerships with local agencies and community groups for the purpose of housing production or service provision
3. HOME program
 - (a) successfully implementing the first phase \$100,000
 - (b) phase II considerations positioning for possible federal homeownership funding
4. Advocacy roles; federal:
 - (a) less NAHRO: including less elderly housing task force
 - (b) more CLPHA; including working group on mixed populations proposal
 - (c) HUD (re: de-central/performance standards)
 - (d) retention of CHSP program
5. Conclude the corporate adoption of PHA Hi-Rises by March 31, 1991
6. <possible Southeast Asian initiatives milestone>
- 7.

B. OPERATIONS AND FINANCE DEPARTMENT MILESTONES

1. Develop a FY '92 operating budget with a reserve level of 40 percent of the maximum allowable by December 31, 1990 (other programs' budgets also).
2. Achieve and maintain adequate accounting systems and internal control procedure to comply with HUD and GAAP audit requirements as measured by meeting monthly, quarterly, and annual reporting requirements and by an annual audit that yields no serious audit exceptions.
3. Provide research and other assistance necessary to meet career development plan time lines for FY '91.
4. Help Agency maintain a quality staffing level sufficient to meet PHA needs through the effective administration of Agency personnel policies and procedures (ongoing).
5. Provide efficient support services to Agency departments including but not limited to word processing, clerical support, printing, office equipment procurement, etc. (ongoing).
6. Perform necessary tasks (relevant to this department) to help ensure that the PHA's goal of at least 97 percent occupancy is attained each month (ongoing).
- 7.

C. DEVELOPMENT DEPARTMENT MILESTONES

1. Have under contract 100% of FY '87 CIAP work (\$3 million) by November 30, 1990.
2. Have under contract 100% of FY '88 CIAP work (\$6 million) by November 30, 1991.
3. Have under contract 100% of FY '89 CIAP work (\$5.7 million) by March 31, 1993.
4. Make application for FY '90 CIAP and complete five year modernization plan by April, 1990.
5. Obligate 95% of Development's non-routine budget items by March 31, 1991 (for FY '91 operating budget items).
6. Complete acquisitions of MN 1-34 scattered site program by November 30, 1990.
7. Acquire lots for MN 1-35 new construction program by October 31, 1990.
8. Perform necessary tasks (relevant to this department) to help ensure that the PHA's goal of at least 97 percent occupancy is attained each month (ongoing).

D. MAINTENANCE DEPARTMENT MILESTONES

1. Prepare vacant units for re-rental within the prescribed performance standards: Perform necessary tasks (relevant to this department) to help ensure that the PHA's goal of at least 97 percent occupancy is attained each month (ongoing) monthly review by Executive Director and annual review by Board of Commissioners.
2. Perform routine maintenance work orders within the prescribed performance standards, including resident satisfaction surveys: monthly review by Executive Director and annual review by Board of Commissioners.
3. Perform preventative maintenance tasks within the prescribed performance standards: six months review by Executive Director and annual review by Board of Commissioners.
4. Operate and maintain heating, air conditioning and ventilation (HVAC) systems to promote safety, efficiency and resident comfort as measured by no more than five legitimate complaints per building per year.
5. Assume the primary responsibility (while working within the Development and Resident Services Departments) in maintaining and improving the appearance of all PHA buildings and grounds through daily activity of staff and monthly reports to the Executive Director.
6. Continue to monitor and conserve energy usage through regular (daily) (weekly) monitoring of computerized energy management system (EMS); (ongoing).
7. Continue to seek opportunities to make work place safer through the work of the employee safety committee (monthly meetings, inspections and repairs or improvements).
8. Develop methods (while working with other departments) to improve the PHA's vehicle insurance risk profile.

E. RESIDENT SERVICES DEPARTMENT MILESTONES

1. Continue to maintain a proper balance between the need to do appropriate level of applicant screening with the need to maintain a 97 percent overall occupancy level each month (both in accordance with HUD and PHA policies). Monthly review by the Executive Director and annual review by the Board of Commissioners.
2. Perform annual inspections of all dwelling units; perform annual re-exams of all residents for continued occupancy and rent rate determination. Monthly review by Executive Director and annual review by Board of Commissioners.
3. Work with the Operations and Finance Department to ensure that collection losses are less than one percent of total dwelling unit rental income. Six month review by Executive Director and Board of Commissioners.

4. Make application for any available Section 8 Existing Certificates or Vouchers. If appropriate collaborate with other local organizations (such as applying for set-aside allocations in conjunction with programs promoting self-sufficiency or which are to be used with programs of supportive service to enable independent living for disabled individuals).
5. Assume primary responsibility for the implementation of the strategic plan initiative in social services as follows:
 - (a) pursue opportunities for funding the expansion of CHSP through Federal, State, Local sources.
 - (b) pursue any new local or federal initiatives which may compliment CHSP.
 - (c) aggressively seek out partnerships with social service agencies and offer programs tailored to the special needs populations residing in public housing hi-rises and family developments. Complete the social services needs study for families by October 1, 1990.
6. Continue to provide necessary staff support to the 23 family and hi-rise resident councils including attendance at all regularly scheduled resident council meeting, estimated at 276 per year. Whenever possible, obtain organizational assistance for residents in trying to strengthen the resident councils.
7. Devise and implement a plan to promote customer service in all aspects of providing council services.

F. SPECIAL PROJECTS UNIT

1. Extend the Central Office minicomputer for word processing and spreadsheet use to the Rental Office.
2. Begin merging the two computer operating systems by December 1, 1990.
3. Extend word processing system to Maintenance Administration office and management field offices by December 31, 1990.
4. Assist Development staff in installing a computer-assisted design (CAD) system connected to Central Office computer by December 31, 1990.
5. Data Practices: Maintain compliance with state law, protect data privacy rights of residents and employees, provide public information as requested.
6. Emergency Shelter and Transitional Housing for Homeless People: Work with other members of HUDAC, St. Paul Overnight Shelter Board and other collaboratives to increase the supply of housing and services for homeless families and individuals in St. Paul.
7. Respond promptly to requests form other organizations for PHA participation in "special projects" relating to housing; for example, Catholic Charities/PED proposal for Mod Rehab SROs in Mary Hall.

Attachments:

II. STRATEGY (for the period of April 1, 1989 - March 31, 1990) (FY 90)

A. Executive Director Milestones

In addition to administering policies established by the Board of Commissioners and HUD; and directing the provision of Agency public housing services through effective leadership of departmental staff and program administration, the Executive Director will also be responsible for the following milestones:

1. Provide an ongoing process for review and comment on the strategic plan that culminates in an annual strategic plan update approved by the Board of Commissioners no later than (December 31, 1989: the date the budget for FY 90 must be approved by the Board or by April 1, 1990, the beginning date of FY 90).
2. Assume primary responsibility for the implementation of the strategic plan new initiative in affordable housing as follows:
 - (a) provide leadership in the formulation of a PHA affordable housing legislative agenda for the 1989/90 (76th) session of the Minnesota Legislature by January 31, 1989. (In conjunction with the City of St. Paul, the Wilder Foundation, State NAHRO, and others for the expansion of affordable family housing opportunities based on a Section 8 - self sufficiency model - PATHS.) Time line: Advocate or provide direct testimony for PHA legislative agenda as required during the session.
 - (b) form partnerships as appropriate with other organizations interested in developing affordable family housing options by continuing to study a variety of proposals including but not limited to the following: possible establishment of a local BOSS-styled self sufficiency program utilizing a certain percentage of the PHA's existing Section 8 certificates which become available through normal turnover; possible establishment of project based Section 8 program once regulations are published; study proposals from PED and the Mayor's Office regarding possible refugee housing assistance program; possible County CDBG funding of affordable housing; possible PHA consulting or management services to non-profit developers; possible new housing initiatives as a result of Board decisions on HOPLIF sales proceeds; etc. (Time line: ongoing with regular reports to the Board for review/action).
3. Assume oversight responsibility of the Resident Services Department's implementation of the Strategic Plan new initiatives on social services (see Residents Services milestones for details and time line).
4. Prepare and recommend an employee career development plan for Board consideration by September 30, 1989 (includes customer service focus).

5. Conclude the corporate adoptions of public housing hi-rises by March 31, 1990.

6. Become more active in the Council of Large Public Housing Authorities (CLPHA) through participation on a Legislative Task Force.

B. OPERATIONS AND FINANCE DEPARTMENT MILESTONES

1. Develop a FY 91 operating budget with a reserve level of 40 percent of the maximum allowable by December 31, 1989 (other programs' budgets also).
2. Achieve and maintain adequate accounting systems and internal control procedures to comply with HUD and GAAP audit requirements as measured by meeting monthly, quarterly, and annual reporting requirements and by an annual audit that yields no serious audit exceptions.
3. Provide research and other assistance necessary to meet career development plan time line (September 30, 1989).
4. Assume primary responsibility (while working with other departments) to submit a proposed HOPLIF sales proceeds budget to Board by April 1, 1989.
5. Help Agency maintain a quality staffing level sufficient to meet PHA needs through the effective administration of Agency personnel policies and procedures (ongoing).
6. Provide efficient support services to Agency departments including but not limited to word processing, clerical support, printing, office equipment procurement, etc. (ongoing).

#4 delayed, pending completion of work by Board committee. note: DAA milestone to complete all HOPLIF sales by 9/30/89. BG to suggest new timeline 7/0 4/4/89

C. DEVELOPMENT DEPARTMENT MILESTONES

- done 3/89 1. Successfully complete the new construction of 26 single family units (MN 1-32; \$1.9 million) by March 31, 1989.
- done 3/89 2. Successfully complete the direct acquisition of 45 single family units (MN 1-33; \$3.2 million) by January 12, 1989.
- done 3/89 3. Successfully close out FY 84 and FY 85 CIAP programs (\$1.0 million each) by July 31, 1989.
- done 3/89 4. Successfully close out FY 86 CIAP program (\$1.0 million) by December 31, 1989.
5. Complete 50 percent of FY 87 CIAP program (\$3 million) by December 31, 1989.
- done 3/89 6. Initiate contracting on FY 88 CIAP program (\$6 million) by March 31, 1989.
- not done 7. Complete Phase II of computer master plan by March 31, 1989.
8. Provide necessary data processing support to all Agency departments (ongoing).

D. MAINTENANCE DEPARTMENT MILESTONES

#1
receive monthly
turnover
reports -

1. Prepare vacant units for re-rental within the prescribed performance standards: monthly review by Executive Director and annual review by Board of Commissioners.

#2
receive monthly
reports -

2. Perform routine maintenance work orders within the prescribed performance standards, including resident satisfaction surveys: monthly review by Executive Director and annual review by Board of Commissioners.

#3
6 month
rept due 10/1/89
12 mo. rept. due 4/1/90

3. Perform preventative maintenance tasks within the prescribed performance standards: six month review by Executive Director and annual review by Board of Commissioners.

4. Operate and maintain heating, air conditioning and ventilation (HVAC) systems to promote safety, efficiency and resident comfort as measured by no more than five legitimate complaints per building per year.

#5
monthly reports
received

5. Assume the primary responsibility (while working within the Development and Resident Services Departments) in maintaining and improving the appearance of all PHA buildings and grounds through daily activity of staff and monthly reports to the Executive Director.

#6 ABL to fill in
date. 4/4/89

6. Continue to monitor and conserve energy usage through regular (daily) (weekly) monitoring of computerized energy management system (EMS); expand EMS to remaining hi-rises (3) by

7. Continue to seek opportunities to make work place safer through the work of the employee safety committee (monthly meetings, inspections and repairs or improvements).

E. RESIDENT SERVICES DEPARTMENT MILESTONES

#1. receive monthly vacancy report only

#2. no monthly report

#3. 5/17/89 Report at 3/10 of 1%

#5. 3/89 award of 55 vouchers
4/89 application for 75 SRO mod. rehab

1. Continue to maintain a proper balance between the need to do appropriate level of applicant screening with the need to maintain a 97 percent overall occupancy level (both in accordance with HUD and PHA policies). Month review by the Executive Director and annual review by the Board of Commissioners.
2. Perform annual inspections of all dwelling units; perform annual re-exams of all residents for continued occupancy and rent rate determination. Monthly review by Executive Director and annual review by Board of Commissioners.
3. Work with the Operations and Finance Department to ensure that collection losses are less than one percent of total dwelling unit rental income. Six month review by Executive Director and Board of Commissioners.
4. Complete sales of remaining HOPLIF homes by September 30, 1989.
5. Make application for any available Section 8 existing certificates or vouchers (when notified of fund availability).
6. Assume primary responsibility for the implementation of the strategic plan new initiative in social services as follows:
 - (a) provide leadership in the formulation of a PHA social services agenda for the 1989/90 session of the Minnesota Legislature by January 31, 1989 in conjunction with the City of Saint Paul, State NAHRO and others to fund the Human Services component of the Urban Revitalization Action Program - URAP - which includes the PHA's plan for increased support services (case management, counseling, CHSP expansion, CD intervention, health services, etc.) The PHA will also be prepared to propose CHSP expansion independent of the URAP process if determined to be in the PHA's best interest. Time line: advocate or provide direct testimony as required during the session.
 - (b) aggressively seek out partnerships with service agencies who offer programs tailored to the special needs populations in public housing hi-rise and family developments by appointing a Program Services Mgr by April 1, 1989; and by completing the social service needs study of family residents by January 31, 1989.
7. Continue to provide necessary staff support to the 23 family and hi-rise resident councils including attendance at all regularly scheduled resident council meetings, estimated at 276 per year.

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PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

350 Gilbert Building • 413 Wacouta Street • Saint Paul, Minnesota 55101 • Phone (612) 298-5668

DATE February 12, 1990

TO All PHA Employees

FROM Jon Gutzman *[Signature]*

SUBJECT EXECUTIVE COMMUNICATION #10

THE THINGS EVERY GOOD SUPERVISOR MAKES SURE HIS/HER EMPLOYEES KNOW

Jon M. Gutzman
Executive Director
Central Office

The following information is to be discussed by the immediate supervisor with every newly hired or promoted employee in his or her unit, within the employee's first two weeks on the job. The supervisor is to initiate these discussions. The supervisor may cover the entire list in one session, or take two or three shorter sessions.

	<u>Date Discussed</u>	<u>*Initials of Supervisor and Employee</u>
1. What is the mission of the PHA. (discuss the Strategic Plan)	_____	_____
2. What the goals of your department are this year and how they relate to the goals of the total organization.	_____	_____
3. What the employee's position description says.	_____	_____
4. What the specific performance standards and objectives are for this employee.	_____	_____
5. How performance will be measured by the supervisor.	_____	_____
6. How good job performance will be rewarded.	_____	_____
7. The consequences to the PHA of the employee's unsatisfactory job performance.	_____	_____
8. The consequences to the employee of the employee's unsatisfactory job performance.	_____	_____
9. How to communicate or resolve work place problems.	_____	_____
10. What career possibilities exist in the PHA. (discuss the Employee Career Development Plan)	_____	_____

When all topics have been covered and initialed, the supervisor should forward one completed copy of this form to Human Resources for filing with the employee's personnel record.

Separate from this "orientation checklist" is the supervisor's ongoing responsibility to regularly communicate how much progress the newly hired or promoted employee is or is not making toward accomplishing performance standards or task assignments. This feedback should occur often during the six month initial or promotional probationary period and could include informal discussions as well as written evaluations.

*Acknowledges that the item was discussed by the supervisor with the employee.

JMG:mml

AGENDA

Personnel Committee; St. Paul PHA

March 15, 1990

8:30-10:00 AM

St. Anthony Park Bank

- I. Evaluating the performance of the Executive Director
 - A. Performance review period
 - B. Milestones review
 - C. Performance evaluation: Actions at the Board and operational levels
 - D. Compensation review
- II. Establishing performance milestones for the next review period (Fiscal year 1991; April 1, 1990-March 31, 1991.)
- III. Other business

AGENDA

SENIOR STAFF MEETING
FEBRUARY 7, 1990
LARGE CONFERENCE ROOM

1. Monitoring Items
 - a. Control Book review
 - b. Others
2. Old Business (items from 1/17 staff meeting agenda)
 - a. HOME Program: results of initial meeting with residents
 - b. Employee Career Development Plan status
 - c. MN 1-35 status
3. February 21 Board meeting: reports expected are ...
 - a. HOPLIF; staff recommendation on proposed expenditures in hi-rises (with resident councils' input disclosed) (ARH?)
 - b. Proposal from CLPHA for study on mixed populations (JMG)
 - c. EEO/AAP status report (BG)
 - d. (possible) Verbal report on status of HR cases (BG/CHC/DMM)
 - e. (possible) Report on ASI request to seek foundation funding for accessibility improvements at Montreal (DAD?)
 - f. (possible) Strategic Plan review with Board (JMG)
4. Discussion: practice of permitting promotions during an employee's initial six month probationary period.
5. Status of CO reception area improvements (and Board Room photo project). (BG?)
6. Status of lead paint testing for all congregate developments (funds approved by Board in December 1988). (ARH)
7. Discussion of departmental milestones for FY '91 (refer to copies of your existing milestones at meeting).
8. Staff reports
9. Adjournment (3:30 p.m.?) (we may have to send out for pizza)

mml/



PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

350 Gilbert Building • 413 Wacouta Street • Saint Paul, Minnesota 55101 • Phone (612) 298-5668

MEMO

DATE March 2, 1990
TO Jon Gutzman, Department Directors
FROM Mike McMurray *MM*
SUBJECT Employee Career Development Plan

Attached is a review of all items covered in the ECDP approved by the Board in August, 1989. Each roman numeral and letter refers to the corresponding item in the ECDP. The first portion, titled "Fiscal Year 1990," lists all activities designated for completion in fiscal year 1990 and the current status of each. The second portion, titled "Fiscal Year 1991," lists all activities designated for fiscal year 1991 and the month (s) Human Resources anticipates for completion of each.

Department Directors

Please review the timetable for fiscal year 1991 activities and let me know if you have any questions or thought concerning different timing. Also note your involvement and responsibility for I-B and I-C.

39D:CONF

EMPLOYEE CAREER DEVELOPMENT PLAN

Fiscal Year 1990

I. Training

A. Agency-Wide Training

3. EEO/AAP Sensitivity Training

Completed training for all employees and supervisors.
Supervisor sessions conducted in April, 1989; sessions for all employees conducted in May, June, 1989.

4. Basic Reading and Writing Skills Training

Employees have been provided with educational course listings covering a large variety of subjects.

Will send a memo to all supervisors re-stating that employees can use paid time for skill assessment and counseling.

5. Live Life Better Program

Education Programs/lectures will be scheduled during 1990.

Educational material/health newsletter has been purchased and has been distributed to all employees monthly.

Providing financial subsidies has been determined to not be a competitive marketplace practice because other government agencies are not providing financial subsidies for individuals.

Multiple lists of Group Health subsidized health related programs have been distributed to all employees.

A nutritional food chart has been sent to all main work locations for posting on main bulletin boards.

7. New Supervisor Training

a. Internal

Training sessions held on 2/28, 3/7, 3/14, for the 9 supervisors hired since January, 1989

b. External

Within first six months, new supervisors attend an outside program related to supervision.

This has been done for all new supervisors since approximately summer 1988.

8. Drug Awareness Training

A training program for all employees has been scheduled for March, 20-30, 1990.

II. Employee Career Counseling

- A. Develop lists of jobs by pay grade in various job groupings. This list is being finalized and will be distributed to all employees.

III. Program/Course Attendance

A. Tuition reimbursement

The PHA will continue to offer the current tuition reimbursement program to employees.

- B. Supervisors should continue to encourage employees to participate in relevant courses. This is on-going.

IV. Policy Review

- A. Have reviewed policies to eliminate unnecessary barriers to movement of qualified employees. This includes:

-Changing the demotion policy so employees may voluntarily demoted into another department or job career series without a substantial loss of pay.

-A contract provision to allow entry from clerical jobs to Local 132 Maintenance jobs.

- B. Review class specifications for each job opening prior to posting to ensure that job duties, minimum qualifications, knowledge, skills and abilities are accurate, current, and job relevant.

Approximately 40 job descriptions have been reviewed as of March 1, 1990 (out of a total of approximately 100).

- C. The agency will investigate the option of promoting employees on a temporary basis into higher level positions.

This has occurred for some positions in Maintenance and Operations and Finance.

This has also been discussed for various Rental Office positions.

- D. Establish a policy to allow employees one hour per month (12 hours per year) to participate in professional or community related activities.

Human Resources is currently formalizing a procedure to accomplish this.

On Going Activities

An Employee Advisory Committee has been established.

Meetings have been held on: 7-12-89 7-20-89
7-13-89 10-26-89
7-19-89 11-14-89

Fiscal Year 1991

I. Training

A. Agency-Wide Training

1. Supervisors Training (September)

One seminar of general supervisory interest for all supervisors will be conducted in September, 1990.

2. Sexual Harassment Prevention Training (June, July)

A program mandatory for all employees is currently being planned to be offered in June and July, 1990.

6. New Employee Group Orientation (May, November)

These will occur at least twice per year and we anticipate dates in May and November, 1990.

B. Department Training (June)

Department Directors are responsible for this aspect. Coordination and review functions will be in Human Resources.

C. Individual Training Plan (July)

Interested employees will prepare a career plan. Employees can involve their Supervisor, Department Director, or Human Resource staff.

Human Resource will work with departments to coordinate this effort.

II. Employee Career Counseling

B. Make available to employees in-house promotional planning from Supervisor/Department Director and/or Human Resources (January, 1991).

Plan to make this available in January, 1991.

C. Review the possibility of making outside career counseling programs available to employees (February, 1991)

This could include allowing employees to use paid time and/or the PHA pay a portion of the cost.

Plan to complete the review and finalize a recommendation in February, 1991.

V. Employee Recognition/Reward (November, 1990)

Employee Advisory Committee and Department Directors have provided ideas/input on this subject.

More thought and further discussion will be given to this topic.

10S:CONF