

AGENDA  
Personnel Committee Meeting  
Public Housing Agency of the City of Saint Paul

March 20, 1992  
8:00 - 9:30 AM  
St. Anthony Park Bank

- I. Evaluating the performance of the Executive Director
  - A. Performance review period
  - B. Milestones review and accomplishments
  - C. Compensation review

I.A. Performance Review Period

The dates of the last performance evaluation of the Executive Director were April 2, 1991 (Personnel Committee) and April 24, 1991 (Board Meeting).

This performance review covers the period of April 1, 1991 to March 31, 1992 (coincides with the PHA's fiscal year).

I.B. Milestone Review and Agency Accomplishments

Executive Director's Milestones (Introduction) "Administering policies established by the Board of Commissioners and HUD; ...directing the provision of public housing services; ...(providing) effective leadership of departmental staff ..." etc.

1. Regular monitoring of Department Directors' performance which is broadly measured by the departmental milestones and specific performance standards for all employees. This is to assure that the Quality Assurance Pledge referenced in our Strategic Plan is attended to on a daily basis by all employees.

For example, staff worked hard again this year to:

- Maintain an occupancy level of over 98% for the year.
  - Accept and process about 2,000 applications for public housing.
  - Process 4,300 income reexaminations and resulting rent changes for public housing and 2,400 for Section 8 households.
  - Complete 4,300 public housing unit inspections.
  - Work with 23 different resident councils and attend over 275 resident council meetings.
  - Prepare over 913 vacant units for re-rental within the performance standards.
  - Complete about 2,500 work orders for routine building and grounds maintenance each month.
  - Perform preventive maintenance inspections and routine work on 4,300 units.
  - and much more
2. Approval of \$13.9 million operating budget for the FY 93 conventional public housing program. Provides funding for the 4,234 units of conventional public housing; represents an overall decrease of \$126,910 from the FY 92 revised budget; retains the same staffing level as budgeted (revised) in FY 92; projects a reserve level of 62% of the maximum permitted by HUD. (February 1992)

3. Approval of a \$15.9 million Section 8 budget. Includes Housing Assistance funding for the Certificate, Voucher, Moderate Rehabilitation, and Operation Bootstrap programs (2,247 certificates, 386 vouchers, 74 mod rehab, 118 Bootstrap certificates, and 75 SRO certificates for the homeless). (December 1991)
4. Receipt of the independent audit report and financial statements for all PHA programs as of March 31, 1991 which contained zero audit findings. (August 1991) This is the fourth consecutive year of zero audit findings and the fourth such occurrence in the PHA's history. (The last audit report did contain two "reportable conditions" involving internal controls which have been corrected to the auditor's satisfaction.)
5. Receipt of 15 separate CIAP inspection and monitoring reports from HUD during this fiscal year that contained zero findings. These reports confirm that the PHA's administration of the HUD funded modernization program is in full compliance with the law and the objectives of the program.
6. Throughout this year, the PHA has been able to purchase its general liability insurance and the fire and extended coverage insurance policies from the open market at competitive rates. The PHA joined the League of Minnesota Cities pooled self-insurance program for Worker's Compensation insurance and continues to save money in premium expenses when tested against the market prices.
7. The PHA "wrote-off", as a collection loss, less than one quarter of one percent of the rents collected. (\$7.2 million collected; \$17,621.22 (0.24%) written off). (April 1991)
8. Labor negotiations summary:

Local 132 Construction and General Laborer's Contract Settlement (March 1990) (2-year agreement)

3.75% general increase plus 0.75% health benefit increase, totaling 4.50% for the first year (effective January 1, 1990); 3.75% general increase plus 0.75% health benefit increase, totaling 4.50% for the second year (effective January 1, 1991). These settlements furthered the PHA's efforts to comply with the Minnesota Pay Equity Act.

Negotiations are currently underway for a new contract with Local 132.

AFSCME Contract Settlement (October 1990) (2-year agreement)

2.5% general increase plus a 5.6% comp worth adjustment totaling 8.1% for the first year (effective June 1, 1990); 2.0% general increase plus a 6.5% comp worth adjustment, totaling 8.5% for the second year (effective June 1, 1991). These comp worth adjustments, including the introduction of a pay increment system, were required to bring the PHA into compliance with the 1990 amendment to the Minnesota Pay Equity Act (adds the factor of the length of time it takes an employee to reach salary maximum).

Supervisory and Confidential (S & C) Employee Policy (January 1991) (2-year agreement)

2.75% salary increase plus a 3.41% comp worth adjustment, totaling 6.16% for the first year (effective December 1, 1990); 2.75 salary increase plus a 3.02% comp worth adjustment, totaling 5.77% for the second year (effective December 1, 1991). These comp worth adjustments were made for the identical reasons referenced in the AFSCME summary.

Local 70 Negotiations:

On September 25, 1991, the Board approved a new two-year contract with Local 70, Operating Engineers, covering January 1, 1990 through December 1, 1991. The agreement included a 3.75% wage increase beginning April 1, 1990, and specific salary ranges negotiated for each job classification effective May 15, 1991. The second year payroll cost increase was approximately 4.25%. The employer's contribution limits for dependent health insurance premiums were also raised, to be consistent with the other bargaining agreements.

Negotiations are now in progress for the new contract period which began January 1, 1992. The old contract continues in effect until a new contract is approved.

9. Close out of 1988 CIAP Program; \$6.0 million in improvements to PHA properties obligated by September 30, 1991. Some of the improvements were: \$1.4 million in interior and site improvements at McDonough Homes; \$950,000 for the Roosevelt Community Center; \$1.7 million for Valley Hi-Rise; \$1.6 million for Neill Hi-Rise; and \$320,000 for scattered site improvements.

10. 1989 CIAP Program; \$5.8 million in improvements to PHA properties. Approximately \$5.3 million obligated to date. Some of the improvements are: \$895,000 for Neill Hi-Rise; \$1.2 million for Dunedin Hi-Rise; \$843,000 for Dunedin Family units; \$727,000 for Front Hi-Rise; and \$1.5 million for Exchange Hi-Rise.
11. 1990 CIAP Program; \$5.7 million in improvements to PHA properties. Approximately \$4.5 million obligated to date. Some of the improvements are: \$496,000 for Mt. Airy Hi-Rise elevator modernization; \$103,000 for the Central Duplexes; \$269,000 for Central Hi-Rise elevator modernization; \$1.3 million for Valley Hi-Rise; \$689,000 for Neill Hi-Rise; \$1.2 million for Dunedin Hi-Rise; \$713,000 for Dunedin family units; \$102,000 for Cleveland Hi-Rise; and \$233,000 for Edgerton Hi-Rise.
12. 1991 CIAP Program; \$5.3 million in improvements to PHA properties, including updating the five year comprehensive plan for modernization. Some of the work items proposed for funding are: \$1.0 million for Roosevelt Community Center; \$3.0 million for Mt. Airy Family units; and \$125,000 for the PHA's Resident Initiatives Program.
13. Comprehensive Grant Program; in 1992, the CIAP program was replaced with the Comprehensive Grant Program (CGP). This program allocates modernization funds to the PHA based on a formula. For 1992, the PHA will receive \$7.78 million. This amount is intended to remain fairly constant over the next several years.
14. CIAP W/MBE contracting efforts. Staff continued to place strong emphasis on meeting the CIAP contracting goals for women and minority business enterprises. To date, 20.3% of the 1988 CIAP program, 34.7% of the 1989 CIAP program, and 23.7% of the 1990 CIAP program contract dollar awards have gone to W/MBE's. The goal is 20%.
15. Staff continued outreach efforts to encourage and solicit bidding on PHA contracts by Women and Minority Business Enterprises. Staff continued meeting with the National Association of Minority Contractors to increase participation. Also, in September 1991 the Executive Director published the attached guidelines to increase contracting to W/MBE's on goods or services under \$2,000.
16. Approval of approximately \$1 million in improvements to PHA properties that are funded in the operating budget. (These and CIAP funded contract approvals accounted for 50% of the Board actions this fiscal year.)

17. Staff developed an implementation plan for making improvements to the interior common areas of all PHA hi-rises, over a three year period. (April 1991)
18. On September 6, 1991, the \$2.2 million renovation of the Neill Hi-Rise was completed. The improvements to the units, common areas, and expansion of the community room are indicative of the new emphasis on making improvements that enhance the quality of life for the hi-rise residents. (Clipping attached)
19. Staff continued to operate the Housekeeping Training Program for family residents wherein the PHA hires residents with demonstrated good housekeeping skills as trainers for other residents who fail their housekeeping inspections. The trainer spends one to three hours in the resident's home demonstrating good housekeeping skills. The trainers are paid \$5.00 per hour (which is not used in calculating their rent).
20. Employee Career Development Plan (ECDP). A wealth of activities occurred in this fiscal year under the umbrella of the ECDP, including the following:
  - a. EEO/AAP training (two sessions)
  - b. Sexual harassment prevention training (two sessions)
  - c. Skills enhancement program
  - d. Wellness Program
  - e. New employee group orientation (three sessions)
  - f. New supervisor group orientations
  - g. Bi-monthly supervisory training sessions
  - h. Management training for all newly hired supervisors
  - i. Department specific training
  - j. Individual training plans/career counseling for 12 employees during the year
  - k. Program, seminar, coursework attendance by over 150 PHA staff during the year.
  - l. Employee Recognition implemented in October 1991, includes length of service awards, achievement awards, and informal recognition opportunities. This program was developed based on the results of a March 1991 survey of employees and is "employee driven".
  - m. ECDP newsletters published quarterly by PHA (sample attached)

I want to recognize Barbara Grossman's work in coordinating these ECDP efforts for the Agency.

21. The PHA renewed its contract with Family Service Employee Resources for the Employee Assistance Program. (January 1992).

22. In March 1992, staff presented a report to the Board on the Agency's progress in meeting its Affirmative Action goals. The plan for this year indicated work force "under-utilization" in the following areas:

female employees: craft workers, operatives,  
laborers, and service workers-  
resident caretaker

minority employees: service workers-CHSP

The Agency met its female hiring goals in the areas of Operatives and Laborers job categories, but did not meet its goal in hiring women in the craft and service worker category and a person of color in the service worker-CHSP category. The Agency's workforce is 21% minority. The report also established goals for next year.

23. Staff turnover has dropped from 13.8% for 1987 to 11.1% for 1991. The annual figures are:

1987	13.8%	(27 employees)
1988	11.7%	(23 employees)
1989	11.2%	(22 employees)
1990	7.4%	(16 employees)
1991	11.1%	(24 employees)

24. Continued to conduct regular meetings of the senior staff for the purpose of task follow-up and problem solving on numerous operational matters.

25. Communication with staff on various management topics, such as supervision, customer service, management philosophy, problem solving, planning, etc. (samples attached).

26. Office facilities needs analysis; the PHA renewed its interest in consolidating its rental and central offices. Facility needs analyses were presented to the Board in June and November 1991 by the Agency's consultant, Zehring, Angleson, Inc. Work continues on this project.

27. The PHA's Arbor Plan was announced in April 1991 at the Dunedin family developments (attachment). Over 300 grade school children participated in a tree planting event. Plans are underway for a similar event this spring.

28. The Roosevelt Community Garden Project was implemented in the Spring of of 1991, in conjunction with the Minnesota Horticultural Society. Over 85 garden plots were maintained by the residents. Plans are in the works to expand this program to McDonough Homes this spring.
29. Established a computer systems committee in January 1992 (attachment). Led by Jann Blesener, the committee will review the Agency's current computer system to determine how well it is meeting current and projected needs. A systems consultant is recommended for approval at the March 1992 Board meeting.
30. In May 1991, the PHA was named as one of the two best large housing authorities in the nation by HUD. The PHA accepted the award at a ceremony in Washington, D.C. attended by commissioners Joanne MacDonald, Lillian Micke, Richard Willits, and PHA staff members Dorothy Davey and Jon Gutzman (clipping attached).



Milestone 1: Provide an on-going process for review and comment on the Strategic Plan that culminates in an annual update approved by the Board no later than March 31, 1992. Review the Strategic Plan with the Board by September 30, 1991 (six months into the current fiscal year).

The Strategic Plan was discussed at several meetings called by the Executive Director. Employee input was solicited at an informal "brown bag" breakfast with all staff invited and at regular meetings of the senior staff (December through February). On February 25, the Board of commissioners, senior staff, and selected line staff met for a half day to review the entire plan. A summary of that meeting was received in mid March 1992 from the session facilitator, Emil Angelica, of the Wilder Foundation. Final revisions to the plan and milestones should be completed by June 30, 1992.

Milestone 2: Continue to develop partnerships with local agencies and community groups for the purpose of housing production or service provision for low income households.

1. Housing production/services collaborative:

The PHA applied for an additional 200 Section 8 certificates and vouchers in July 1991. HUD approved funding for 86 certificates in November 1991. This partnership between the PHA and the city's Job Training for the Homeless Demonstration Program resulted in 22 certificates for homeless individuals and 64 for the general waiting list.

2. Housing production/services collaborative:

The PHA applied for an additional 25 Section 8 certificates to be used in conjunction with the HUD Family Self Sufficiency Program (FSS) in December 1991. The funding decision is pending. This is a collaborative between the PHA, Catholic Charities, Ramsey County Community Human Services, the City's Job Creation and Training Section of PED, and Ramsey Action Programs.

3. Housing production/services collaborative:

The PHA will make an application for State funded rental assistance through the MHFA's Rental Assistance for Family Stabilization Program (March 1992).

4. Service collaboratives:

May 1991; support letter for Head Start expansion at Mt. Airy family development (application not funded by HUD/HHS).

July 1991; application for \$737,898 in federal Drug Elimination Program funding to fund ACOP 2 (a Community Outreach Program). Application approved October 1991 in the amount of \$737,898. This brings the total drug elimination funding received by the PHA to \$987,898 in two years. (Clipping attached) Service collaborative with the residents of public housing, the PHA, and the St. Paul Police Department.

July 1991; Board approval to enter into an agreement with Accessible Space, Inc. (ASI) to provide a fourth Semi-Independent Living Program for Brain Injured Adults. This program would open at Neill Hi-Rise in August 1991.

August 1991; letter from the Executive Director to Mayor Scheibel detailing various service collaboratives between the City and the PHA (attached).

September 1991; Board approval to apply for funds to extend the Services to Assisted Residents Program (STAR) for an additional 24 months. This joint effort of the PHA and Westminister Corporation was funded in the amount of \$195,000 by the State of Minnesota.

October 1991; Board approval of the extension of the agreement with the Minneapolis/Saint Paul Family Housing Fund to fund the HOME (public housing homeownership) program.

January 1992; Board approval of a grant application for the Youth Sports Initiative, a partnership between the PHA and the Boys and Girls Clubs of America. Application pending.

February 1992; Board approval to enter into an agreement with the North End-South Como Block Nurse Program to provide a block nurse program for the residents of Front Hi-Rise.

**Milestone 3:** Assist 15 public housing or Section 8 households to become homebuyers in Year II of the Agency's HOME program by December 31, 1991. Review the goals of the HOME program with the Board by September 30, 1991.

The PHA assisted 10 public housing or Section 8 households to become homebuyers in Year II. (A total of 23 households have become homebuyers under this program.) The Board reviewed the goals in October 1991, and renewed the agreement with the Family Housing Fund for the interim period of January 1, 1992 to March 31, 1992.

At the March 25, 1992 Board meeting, the Board will consider renewing the agreement and establishing goals for Year III of the HOME program.

Milestone 4: Ensure that the comprehensive support service program milestones for hi-rise and family residents are met by December 31, 1991.

Resident Services staff, led by Dorothy Davey, Michele Schnitker, and Elaine Anderson made tremendous accomplishments under this milestone in Fiscal Year 1992. These included the following;

1. The Hi-Rise Social Service Plan was updated and implementation begun by December 31, 1991.
2. The Family Social Service Plan was completed and implementation begun by December 31, 1992.

(Dorothy Davey prepared the attached list of programs that were added at various hi-rises or family developments in FY 92.)

3. The Resident Initiatives Program was approved by the Board in November 1991. This "strategy" was conceived in early 1991 in response to a variety of new challenges and opportunities including;
  - a. HUD policies and actions designed to encourage communities to integrate housing assistance programs with programs available through other federal agencies, such as the Department of Health and Human Services and the Department of Labor.
  - b. Provisions in the National Affordable Housing Act of 1990 that require all PHA's to adopt local strategies to combine future allocations of public housing Section 8 with supportive services that will help families achieve economic self sufficiency.
  - c. Provisions in the Comprehensive Grant Program for public housing modernization that require greater opportunities for resident participation.
  - d. Feedback from community organizations participating in the PHA's family needs survey that their organizations would like to see the PHA play a more active role in coordinating service delivery at the family community centers, beginning with Mt. Airy and McDonough.

In March 1992, the PHA hired Joanne MacDonald as its Resident Initiatives Coordinator to begin undertaking these important new directions.

Milestone 5: Complete the acquisition of 15 federally subsidized family dwelling units (MN 1-35) by April 1, 1992.

The acquisition program was completed on January 31, 1992. Six 3-bedroom, six 4-bedroom, two 5-bedroom and one 6-bedroom scattered site units were added to the PHA's housing stock.

Milestone 6: Continue advocacy work with CLPHA and NAHRO on public housing appropriations, the creation of federal performance standards for public housing authorities, and other issues.

The Executive Director and some senior staff remained active in advocating for a variety of affordable housing causes including the following:

- a. April 1991: update on State legislation; Congregate Housing.
- b. April 1991: Housing Profile, 1991 NAHRO Legislative Conference.
- c. May 1991: update on federal CHSP legislation.
- d. June 1991: letter to Congress on space station versus housing appropriations (attached).
- e. August 1991: report on participation in CLPHA's admissions screening and non-discrimination training.
- f. August 1991: letter to Mayor Scheibel listing PHA housing and service collaboratives.
- g. October 1991: report on the Executive Director's participation with a HUD Washington study on housing mentally ill persons with the elderly. (March 1992 updated draft report now titled "Creating Community: PHA Approaches to Integrating Elderly and Severely Mentally Ill Persons In Today's Public Housing".) In addition to the Executive Director's participation as a member of the national review panel for this study, the St. Paul PHA is one of eight PHAs included in the study.
- h. November 1991: Executive Director was a speaker at the Elder Housing Plus Services conference in Des Moines.
- i. December 1991: NAHRO briefing memo for members of Congress
- j. February 1992: reports to the Board on GAO draft report on "the Mentally Disabled in public housing" and CLPHA' position paper on the same topic.
- k. CLPHA quarterly meetings were attended this year by Dorothy Davey and Al Hester.
- l. The Executive Director continues to serve on the MN NAHRO Board of Directors.
- m. The PHA submitted its PHMAP certification to the Board and HUD for approval in February 1992. These standards will be part of PHA's departmental milestones for FY 93.

Milestone 7: Conclude the Adopt-A-Hi-Rise Program corporate sponsorship of PHA hi-rises by March 31, 1993.

Two new corporate sponsors were added to the program this year; Norwest Bank and Digital Equipment Corporation. One corporation withdrew from the program (Stuart Corporation). There are active corporate sponsors at 14 of the 16 hi-rises. In addition, two Girl Scout troops have joined the ranks of volunteers for the corporate sponsors of Central and Montreal hi-rises.

The fourth annual sponsor recognition event will occur in May 1992. Maria Larsen continues to play a strong coordinating role with the corporate volunteers.

I.C. Salary Review

The current salary for the Executive Director is \$69,848.60 per year.