

PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

**AGENDA
PERSONNEL COMMITTEE
(COMMITTEE OF THE WHOLE)
APRIL 17, 1996
9:00 - 9:45 AM
PHA BOARD ROOM**

Evaluating the performance of the Executive Director for the period of April 1, 1995 through March 31, 1996 (FY 96).

- I. Summary of Agency accomplishments for FY 96
- II. Discuss Agency Goals for FY 97
- III. Compensation review
- IV. Other Business

I. Summary of Agency Accomplishments for FY 96:

The performance of the Executive Director is measured against specific goals for the Agency. These "Agency Goals" are approved by the Board of Commissioners. There were ten Agency Goals for FY 96:

Goal #1. Quality Assurance Pledge: Continue "High Performer" status under HUD's Public Housing Management Assessment Program (PHMAP).

In June, 1995, the Board certified the Agency's performance under PHMAP as "High Performer" for the **fifth** consecutive year. The PHA's overall score was certified at 98.6%, identical to the previous year's score. The PHMAP assessment covers twelve areas of PHA operations, with our certifications as follows:

- Vacancy number, percentage (23 vacant units or 0.54% vacant; 99.5% occupied = A).
- Modernization (five components measured; PHA scored A's in all five).
- Rents uncollected (balance must equal less than 2% of total; PHA 1.15 % = A).
- Energy consumption (annual consumption has not increased over 3 yr. average = A).
- Unit turnaround (unit re-rental is 20 days or less for an A; PHA at 24 days = B).
- Outstanding work orders (three components; PHA scored A's in all three).
- Annual Inspection and condition of units and systems (four components; PHA = A).
- Tenants Accounts Receivable (TAR charges less than 5% of total; PHA at 1.6% = A).
- Operating Reserves (should equal 40% or more of allowable level; PHA at 82% = A).
- Routine Operating Expenses (less than op. income plus HUD subsidy; PHA = A).
- Resident Initiatives (Board policy, significant activity in four areas; PHA = A).
- Development (four components; PHA = A).

At the time of the required certification in June, 1995, the PHA did not have the HUD "heating degree day" adjustment factor, so information on the energy consumption indicator was estimated at the previous year's level. In February 1996, HUD informed the PHA that our overall PHMAP score for FY 96 was revised to 94.09% because there was an increase in energy consumption, which they calculated. The High Performer status remains unchanged.

The High Performer designation should provide assurance to the Board and the public that the PHA is well run and its staff remain committed to the mission of providing decent, safe, and affordable housing.

Goal #2. Fair Housing: Work cooperatively with community representatives and other units of government to ensure non-discrimination in PHA programs and to affirmatively further fair housing objectives. Work for a successful resolution of the SMRLS litigation.

HomeChoice: Staff worked with community and housing agency representatives to refine the housing mobility counseling program sponsored by Metro Council HRA. HomeChoice is modeled after HUD's "Moving to Opportunity" and "Choice in Residency" fair housing programs. It is designed to help up to 100 Section 8 participants living in high poverty census tracts in St. Paul and Minneapolis move to lower poverty areas. The PHA committed 50 of its Section 8 certificates to this program.

SMRLS: On March 12, 1996, before Magistrate Ann Montgomery, SMRLS formally accepted the settlement proposals of February 7, and February 16, 1996 from the PHA and HUD respectively. Final details of the settlement agreement were being worked out at the time of this writing.

Goal #3. Modernization: Adjust modernization priorities and budgets in response to changes in funding. Meet all expenditure goals for modernization grants. Actively involve residents of affected developments in modernization planning and implementation.

A. Administration: All application, obligation and expenditure standards for modernization funding were met or exceeded, including:

- 1992 funds (\$7,529,514): 100% expended by 6/30/95: five months in advance of the 11/18/95 deadline. Close-out documents submitted to HUD on 2/21/96 and approved by HUD on 3/6/96.
- 1993 funds (\$8,818,532): 100% expended by 6/30/95, 12 months ahead of the close-out deadline of 3/31/96. Close-out documents submitted to HUD on 2/21/96 and approved by HUD on 3/6/96.
- 1994 funds (\$10,026,329): 100 % obligated by 4/30/95, well ahead of the 5/9/96 obligation and 5/9/97 expenditure deadlines. (We anticipate close-out by 9/30/96.)
- 1995 Comp Grant Program (\$10,950,855): (3/2/95 ACC approval). 100% obligated and under contract to date.
- 1996 Comp Grant Program: application for \$6,937,831 approved by the Board in November of 1995. (This amount was based on the 1995 formula amount awarded to the PHA, less a 32% reduction in appropriations and repayment of 25% of the \$2,035,208 loan necessitated by the 1995 CGP rescission.) HUD has not yet released this money (over six months into their fiscal year) because they are operating under continuing resolutions. Sources at HUD are hopeful that funds will be released by the end of April, 1996.

The PHA's record to obligate, expend and close out modernization projects is among the best in the nation.

Also:

- There were no HUD monitoring findings regarding the administration or quality of modernization work.
- Applications for funding were submitted ahead of HUD's deadlines.
- Budget revisions were submitted and approved in a timely manner as required, ensuring that all funds have been expended on approved work items.
- All budgeted projects were assigned to staff and scheduled for monitoring.
- Modernization staff also worked with other PHA staff to prepare and submit the successful applications for Family Investment Center and Youth Development Initiative grants, which will provide another \$2 million for capital improvements at the McDonough Community Center.

B. Resident Involvement: Staff and residents continued strong partnerships in the modernization program this year, especially with regard to the modernization underway at Mt. Airy Homes, McDonough Community Center, Dunedin Family Community Room, and Ravoux and Montreal Hi-Rises. Improved communications have led to a greater awareness of and sensitivity to the needs of residents whose apartments are undergoing substantial rehabilitation. Meetings were held at all developments, and the residents were involved in the development of the Five Year Modernization Plan. Residents were consulted as the work at their development or hi-rise was designed and scheduled for construction. Regular meetings were held with residents during the construction phase. Newsletters were prepared and distributed at several properties to increase communication with the residents.

C. Major Modernization Projects:

- **Ravoux Hi-Rise:** The \$4.4 million comprehensive modernization of the Ravoux Hi-Rise was completed in November of 1995. It was the largest modernization project at a Hi-Rise in the PHA's history and included a 5,000 square foot addition to the community room, a new caretaker's apartment, a new service entrance, elevator modernization, new emergency generator, new trash compactor, carpeting in the corridors, a new community room kitchen, and extensive improvements to the individual apartments.
- **Mt. Airy Family Units:** Phases III and IV of the Mt. Airy family development modernization were awarded in this fiscal year for \$2.8 million and \$4.4 million respectively. The bidding and award of Phase IV was accelerated to commit 1995 Comp Grant funds prior to the July 29, 1995 rescission. The total amount committed for the four phases of the Mt. Airy rehabilitation is \$15,666,566, or an average

modernization cost of \$57,598 for each of the 272 units. All work should be completed by July 1996.

- **McDonough Community Center:** Technical Services staff worked with other staff, residents, and service providers to complete the schematic design, construction staging concept, and necessary cost adjustments for this \$4 million modernization and new construction project. It should be ready for bidding in July, 1996.
- **Dunedin Family Community Room:** Technical Services staff worked with other staff, residents, and service providers to complete the schematic design for this meeting space, which grew out of a request a few months ago from the Dunedin Family Resident Council. The estimated cost is \$200,000. The project should be ready for bidding in June, 1996.
- **Montreal Hi-Rise:** Three major modernization activities are completed or underway at Montreal. The elevator modernization was completed in September of 1995. A \$995,000 contract for dwelling unit rehabilitation and handicapped accessibility work was awarded in June of 1995. Staff are currently finalizing plans for a \$1.5 million modernization of the non-dwelling unit space, including community room expansion.

D. Design Review: Staff from Maintenance, Resident Services and Technical Services departments continued to participate in a formal Design Review process on modernization projects. In FY 96, this concept was expanded. Staff discussed and approved project concept, design, and product and material selections for a variety of improvement projects. The results have been improved communications, coordination, and project management. Also, design decisions coming out of this process are more strongly supported by the staff who have the responsibility to maintain the improvements.

E. MBE and W/DBE contracting: Progress was made toward meeting MBE and W/DBE contracting goals. Activity for the 12 month period of January 1995 to January 1996 was as follows:

- Modernization Budget: MBE: 17.9% W/DBE: 16.0%
- Development Budget: MBE: 20.7% W/DBE: 6.2%
- Operating Budget: MBE: 5.4% W/DBE: 8.2%

The participation for FY 95 was:

- Modernization: MBE 22.0% WBE 10.4%
- Development: MBE 11.1% WBE 8.7%
- Operating: MBE 7.1% WBE 7.9%

These results are accomplished by outreach to provide bidding opportunities to as many contractors as possible, publication and dissemination of the PHA's own Directory of Minority, Women, and Disabled Owned Business Enterprises, etc. Efforts are reported quarterly to the Board.

F. Other significant contracting achievements:

- Although there were no audit findings for the previous fiscal year, the auditors recommended making some improvements to the PHA's accounts payable, storeroom inventory, and purchasing procedures. Those recommendations were implemented in FY 96.
- The PHA's Purchasing Procedures Manual was revised and purchasing training was provided to all PHA staff authorized to purchase or to request a purchase. This training is mandatory and "certifies" which employees are permitted to purchase.
- Service contracts were revised and rebid to respond to needs identified by all staff. Establishing "open accounts" with vendors frequently used (primarily by Maintenance staff) continued, thereby improving the efficiency of maintaining PHA properties.
- The Purchasing and Contracts Manager continued monthly meetings with Maintenance Managers to review current projects and needs. Such projects are monitored on computerized "Project Plan" spreadsheets.

Goal #4. Homeownership: Assist 15 public housing or Section 8 households to become homebuyers under the HOME program. Assist 35 public housing or Section 8 households to work towards homeownership under the HOMEWARD "rent to own" program:

A. HOME: At the beginning of FY 96, 97 families had become home owners since HOME's inception in 1990. By the end of FY 96, that number grew to 115. The goal of assisting 15 families was exceeded; 18 became home owners in FY 96.

Ninety-six additional households received counseling from Thompson Associates this past fiscal year, bringing that total to 570. They are the likely source of new homebuyers. Nearly 4000 hours of community service have been performed by the homebuyers. The average annual income of the homebuyers is \$21,258. The average home purchase price is \$58,975, representing over \$6.6 million in mortgages. Of the 115 homebuyers to date, 80 were residents of public housing and 35 were Section 8 participants.

The PHA's fiscal year 1996 was HOME Year VI. We and our partners (Tom Fulton and the Family Housing Fund, Missy Thompson and Thompson Associates, and the City of St. Paul) have much to be proud of. One hundred fifteen families have moved out of public housing or Section 8 into home ownership. Their units have been re-rented to other families on the waiting list. The 115 homes purchased are all in the City, thereby contributing to the goals of neighborhood stabilization and preservation (and contributing to the City's tax base). Only four of the purchases have resulted in default, well below industry standards. This continues to be one of the most successful "new" ventures of the PHA.

A community celebration was held in June to mark the first 100 HOME participants. In February of 1996, the Board approved the partnership agreement for Year VII of HOME.

B. HOMEWARD:

Acquisition and Rehabilitation: The program included acquiring and renovating 35 scattered site homes. The work was completed for a total cost of \$3,965,700 or \$113,306 total development costs per unit. This includes the additional funding received from the Minnesota Housing Finance Agency (\$75,000), Family Housing Fund (\$125,000), and the City of St. Paul (approximately \$125,000 of the \$275,000 authorized).

- 27 houses required major rehabilitation, and eight required minor rehabilitation.
- All budgets and reports were submitted on schedule. There were no findings for contract administration or quality of work.

Sales to residents:

- The End of Initial Operating Period (EIOP) was established as of December 31, 1995. This is the date HUD sets when 95% of the units are occupied. The final house was selected by a family in March, 1996.
- Thompson Associates held an orientation meeting with HOMEWARD participants at the Mt. Airy Community Center on March 16, 1996. Thirty-one of the 35 families attended. Thompson Associates staff reviewed the program requirements and introduced the Maintenance Training Classes scheduled to begin on April 20th. Also, 22 families signed up for the Home Buyer Club, which will provide additional home owner education and more in-depth budget training, and will give participants an opportunity to get to know each other, as they work toward their purchase goal.

Goal #5. Regional Affordable Housing: Seek 200 additional Section 8 certificates/vouchers if funding is available from HUD. Seek 25 additional scattered site (rental or homeownership) units in partnership with the Washington County HRA, if funding is available from HUD or other sources. Actively support or promote other regional affordable housing solutions.

In March, 1995, the PHA applied for the maximum number of Section 8 Certificates and Vouchers available for our area under HUD's Fair Share Allocation (231), and the maximum available for the Family Unification Program (50). The Congressional Recission in July eliminated the opportunity for the Fair Share application to be considered. However, in September, the PHA received notification from HUD that it was awarded the 50 Family Unification Certificates.

In May, 1995, the PHA made application for 35 Section 8 Certificates and Vouchers for Homeless families. The application was a partnership with the City's Housing Information Office and various homeless provider organizations. This application was also rendered moot by the Recission in July.

In May, 1995, the PHA wrote a letter of support to HUD on behalf of the Metro Council HRA's application for \$1,745,000 in Section 8 counseling funds. The program would assist eligible families who wish to move from areas with a high concentration of persons below the poverty level to areas with less than 10% poverty concentration. This grant would be similar to the Home Choice partnership with Metro HRA which can counsel up to 150 families.

In July, 1995, the PHA approved a joint development application with the Washington County HRA for the direct acquisition of up to 50 scattered site homes. This was the culmination of efforts begun the previous fiscal year. The 50 single family homes would be acquired and located in Washington County. They would be sold 50% to Washington County residents and 50% to PHA residents in a lease-purchase program very similar to our HOMEWARD program. On July 27, 1995, the President signed a bill rescinding approximately \$6 billion in previously approved HUD funding, including the Development program which could have funded this application. New appropriation measures also have eliminated the HUD Development program.

Goal #6. Resident Economic Development: Support Step-Up, STEP, and other programs which help residents achieve their goals of economic independence and self-sufficiency.

A. Step-Up: The successful partnership with the St. Paul Building and Construction Trades Council continued in its third year. Staff recruited and counseled 29 residents in FY 96 with seven applicants placed. Twenty-one contractors have participated in the program to date.

B. Support for Training and Employment Program (STEP):

148 residents participated in FY 96: 55 got a job; 21 participated in training programs; 6 enrolled in Post-secondary education programs; 9 moved from the PHA (six into home ownership, three into rental); 15 received individual computer training; etc. To date, STEP has served 305 residents. Approximately 33% have found jobs.

C. Security and Janitorial training programs: Staff continued these two training programs with PHA contractors at the three Community Centers and 480 Cedar; nine janitorial and two security placements in FY 96.

D. Program for Apprenticeable Youth: In April 1995, the PHA, in partnership with the United Brotherhood of Carpenters and the International Brotherhood of Painters, and their local affiliates, applied for \$250,000 in HUD funds for a demonstration program for youth apprenticeships in these construction trades. The application was approved in August, 1995. PHA staff developed and guided the design and implementation of the program, working closely with the Mayor's office and the local building trades representatives. The program will serve 20 youth with 48 applications to date. The first class of eight began in January, 1996. A major media event occurred in February.

E. Other Resident Economic Development activities included:

- Initiated and administered the third Summer Youth Employment Program: eight public housing youth and two project leaders developed a successful photojournalism project.
- Assisted City-Wide Residents Council's submission of a successful Tenant Opportunities Program (\$60,000) for training, employment, and educational services.
- Obtained two VISTA workers to assist with the STEP program; applied for three more in February of 1996.
- Staff continued to refine employment and training partnerships with the St. Paul Building and Construction Trades Council, local carpenters and painters councils, Mayor's Office, PED, St. Paul Schools, University of St. Thomas, VISTA, various funders, etc.

Goal #7. MIS Business System Conversion: Complete the installation and implementation of the new business system. Provide on-going individual and departmental training and support for the new system.

A. New Business System: Staff partially met the goals for the purchase, installation and implementation of new computer system hardware, Memory Lane software and the phase out of the old system by the end of the fiscal year. Systems that were fully operational

include work-order processing, waiting list management, Section 8, and tenant accounts receivable (Phase I items).

Systems which should have been fully operational by March 31, 1996 but were not, include general ledger, accounts payable, fixed assets, family self sufficiency, purchase order, grant management, fleet management, and material inventory (Phase II items). Some of these modules may require an additional six months to fully implement. Most of the delay was the result of our own project management deficiencies. Corrective measures are in place, including an assessment of MIS operations by McGladry & Pullen's Information Technology Consulting Group.

B. Training and Support: Mixed reviews: adequate training and support for the work order system and some other Phase I work; some difficulties in training and support for other Phase I modules; little or no opportunity for training and support relative to Phase II modules. Will be assessed as part of McGladry & Pullen study.

Goal #8. 480 CEDAR STREET: Provide necessary services to successfully manage, operate, and market the building. Develop a policy for Board consideration regarding the use of Building Fund proceeds.

A. Facility Management: Staff met the goals of providing necessary services to ensure the successful operation of 480 Cedar, including the development of building management policies and marketing plans, significant commercial leasing activity, tenant relations, building and ramp security, and these other property management services:

- Developed a policy for Board approval regarding use of building fund proceeds.
- Successfully managed the leasing (new or renewals) of 17,988 square feet of rentable space in FY 96 to: Independent Republican Caucus Campaign Committee, Asian Women United, State Farm Insurance, and Jeske D.D.S. The building is 85% percent occupied. Much of the newly leased or renewed leased space included minor improvements that were accomplished by our on-site maintenance person.
- Distributed a newsletter to building tenants to communicate information about building improvements, new tenants and other issues.
- Promptly responded to all building tenant concerns.
- Completed common area improvements to enhance marketability, and other building system improvements (elevator, parking ramp and HVAC modernization, etc.).
- Provided written financial reports to the Board on the operations of 480 Cedar. The Building Fund budget for FY 97 was approved by the Board in March of 1996.

Goal #9. EMPLOYEES: Provide employees with skill development and career advancement opportunities. Meet racial and gender hiring goals for employees through the Affirmative Action Plan and other efforts.

A. Career Development: Human Resources staff conducted new employee and new supervisor orientations, developed a special skills enhancement training program for Maintenance employees, held supervisor training sessions, conducted Skills Enhancement sessions for all employees, counseled employees on individual career/educational plans, worked with individual employees and their supervisors to develop training plans, and coordinated employee reward and recognition programs, including peer achievement awards and the formal annual employee recognition breakfast.

B. Equal Opportunity and Affirmative Action: Progress toward meeting the PHA's Affirmative Action hiring goals was reported to the Board on April 17, 1996, including:

- Of the 219 people in the PHA's workforce, 47.9 % are women (compared with 48 % a year ago) and 26.5 % are people of color (compared with 24.7 % last year and 22 % the previous year). Both groups are represented at all levels of the Agency.
- Thirty-one percent of all new employees hired during FY 96 for regular positions are people of color. Seven employees of color were promoted this fiscal year. Minority and female recruiting is an activity undertaken throughout the PHA, including considerable work performed by the EEO-AA Officer, the Department Directors, and the Executive Director. We do not limit our activities to the vacant positions formally classified as underutilized.
- Specific hiring goals to correct "underutilization" were met in the only job category targeted for minorities. Hiring goals remain to correct underutilization of females in five different job categories. In most cases the reason underutilization was not corrected was because hiring opportunities did not occur.

C. Other actions:

- No formal EEO complaints filed again this fiscal year. This is due, in part, to more effective communication with protected class members: the Executive Director continued to meet quarterly with the employees' Minority Issues Council, the EEO Officer and other staff are proactive in meeting with employees to resolve work place disagreements before they mushroom into larger conflicts.
- The EEO-Affirmative Action Officer met with individual employees, proposed resolutions to issues of concern, and assisted with the implementation of the action plans.
- The EEO/AAP complaint procedure was reviewed with all new employees and supervisors at their orientation.

- Repeated in-house training sessions designed to help staff understand and value differences between individuals in the workplace (provided every other year, alternating with training on sexual harassment prevention).
- Human Resources staff (and the Executive Director when available) participated in minority job fairs to recruit qualified people of color for current openings, collect applications to add to the minority application bank, and establish contact with new recruitment sources.
- Resident Employment efforts continued.
- Many employees participated in at least one Hi-Rise Commitment to Diversity session.
- Other actions are documented in departmental annual performance reports.

Goal #10. "Rethinking and Reinvention": Continue rethinking and continuous improvement strategies and implement organizational changes to meet the challenges and opportunities presented by the federal "HUD Reinvention" and deregulation initiatives.

The Executive Director and the Director of the Resident Services conducted a nine month structured process called "Rethinking the Organization" with all departmental staff members. (The Maintenance department staff participated in this process last year.) This is a continuous improvement effort aimed at rethinking products and services, business systems, organizational structure, and ourselves as managers and employees. The process yielded many important recommendations reflecting a positive, team building approach. They were presented to the Board in March 1996. The Executive Director will continue this process with the remaining PHA staff in FY 97.

Other FY 96 Agency Accomplishments include:

A. FY 96 Operating Budget Revision:

Probably the single most difficult task undertaken by staff and the Board this past fiscal year was the September 20th Board action approving a revision to the FY 96 Operating Budget. Staff prepared a revised budget in response to known and anticipated federal funding cuts totaling approximately \$6 million.

Total expenditures in the Operating Budget revision were \$15,336,560, or a 1.1% reduction from the original FY 96 budget, and nearly identical to the FY 95 Operating Budget of \$15,320,465. The budget included expenditure reductions (elimination of 12 vacant or occupied positions), expenditure shifts (purchasing ACOP services with Public Housing Operating Budget funds), limited expenditure increases (legal fees associated with the SMRLS lawsuit), and a “flattening” of the organization chart to correspond with the elimination of central staff positions.

The reductions and expenditure shifts were accomplished with the specific assumption that the PHA would maintain our strong emphasis on property management, modernization, and support services for the residents, which is consistent with our Strategic Plan. These “core services” now include some previously funded “special programs” such as ACOP.

B. FY 97 Operating Budget:

In March of 1996, the Board approved the Operating Budget for FY 97. The goals were similar to FY 96: to preserve core property management services (including a full year’s expense for ACOP); to add a limited amount of funding for drug elimination programs previously funded with special HUD grants (Mt. Airy Boys and Girls Club and the McDonough Teen Council); and to continue funding a higher than usual level of legal fees. The total expenditures approved were \$15,899,500, or a 3.7% increase over the FY 96 revised Operating Budget.

C. Other Agency budgets were approved and submitted on time, including changing the Section 8 Operating Budget, Building Fund Budget and Discretionary Fund Budget to the April 1 fiscal year format. The combined budgets for all Agency programs reached what may have been an all time high in FY 95: \$49.6 million (compared with \$46 million in FY 96 and \$45 million budgeted for FY 97).

D. Accounting Systems and Reports:

- Achieved internal distribution of: Quarterly financial statements to Board and staff, internal cost center reports, and specially designed reports for position control, payroll distribution, etc.
- Achieved timely and accurate distribution of all required IRS and HUD financial quarterly and year-end reports.
- The FY 95 audit was completed on time by McGladrey & Pullen. There were no audit findings. Auditor’s recommendations were implemented relative to turn around time for invoice approval, implementation of a credit requisition for returns to inventory at the store room, and credit card assignment recorded in personnel files.
- Systems for accounts payable, accounts receivable, cash management, internal control, payroll, and pension were also strengthened under the guidance of the Agency’s Controller in FY 96.

E. Insurance:

- Continued general liability coverage at competitive rates. The value of the PHA's land, structures, and equipment is over \$190 Million.
- Renewed the policy for Workers Compensation insurance in March 1996 with a premium decrease of \$104,391 (or 40%) below the previous year's rate.

F. Contract Settlements: Wage settlements approved or still active in FY 96 were as follows:

- Local 132: 4.4 % (12/20/95)
- AFSCME: 4.3% (9/21/94, two year agreement)
- Local 70: 4.3% (12/21/94, two year agreement)
- Supervisory & Confidential: 4.4 % (12/20/95)

G. Pay Equity Implementation Award: The PHA was re-certified in compliance with Minnesota Pay Equity Act.

H. Social Services: In addition to a network of extensive existing social services, these new initiatives were launched in FY 96:

- **CHSP:** Successful grant applications allowed the PHA to open three new CHSP sites in FY 96 at Iowa, Montreal, and Edgerton. These compliment the two existing programs at Ravoux and Valley.
- **Senior Congregate Dining:** Successful collaboration with Ramsey Action Programs to open three new dining sites in FY 96 at Iowa, Montreal and Edgerton. these compliment the x existing dining programs.
- **Wilder Assisted Living Program:** Collaborated with the Wilder Foundation and Ramsey County to open a new program at Hamline in July, 1995.
- **Wilder Social Adjustment Program:** Collaborated with Wilder Foundation to implement "Living in America" individual counseling and support group program for McDonough families with troubled teens.
- **Growing Places Child Care Program:** Collaborated with Wilder on the implementation of this program at Mt. Airy Community Center.
- **Hi-Rise Social Service Coordinator Grant:** Applied for and received a three year grant from HUD in the amount of \$576,053 to meet the needs of residents, especially non-senior residents, in case management, crisis intervention, etc.
- **Lease Compliance Training:** Developed a six step lease compliance training process for implementation in FY 96.

I. Other Resident Activity:

- **Senior Resources:** Senior Resources provided leadership training to all Hi-Rise Councils and the Presidents Council in FY 96. They are continuing with monthly treasurer's training, election monitor training (smoking issue vote), recognizing and recruiting volunteers, etc.

- **Resident Councils:** Staff attended 100 % of monthly Resident Council meetings and assisted their efforts in grant applications, IRS compliance, problem solving, etc.
- **Hi-Rise Commitment to Diversity Program:** The program was completed at five additional buildings in FY 96, and a total of 12 Hi-Rises to date.

J. Safety and Security:

- **Security Cameras:** All 16 hi-rises have been equipped with building entry cameras, monitors and time lapse VCR's. Residents can view the lobby entrance on their TV.
- **Storefront Police Stations:** Implemented at Valley, Mt. Airy and Dunedin Hi-Rises. These complement the existing ACOP offices at the Mt. Airy and Roosevelt Community Centers and at McDonough Homes.
- **St. Paul/Ramsey County Youth Gang and Violence Team:** These law enforcement agencies collaborated to coordinate and provide immediate response to violence or gang activity in Ramsey county. The team offices with and works under the direction of the ACOP program.
- **ACOP training for PHA staff and residents:** ACOP staff provided gang awareness training for PHA Maintenance and Resident Services staff. ACOP social workers implemented a parenting class with a focus on citizenship.
- **Police roundtable:** Staff participate in the regularly held meetings with police and community organizers.

K. Monthly Management Report: This report continued to be the focus of detailed, semi-monthly Senior Staff review of numerous operational indicators, such as: units owned, vacancy rate, turnover rate, families housed each month, waiting list and admissions, tenant accounts receivable, annual housekeeping inspections, annual preventive maintenance inspections, applications for continued occupancy, lease termination's for cause, maintenance work orders, resident satisfaction surveys, energy consumption, and Section 8 utilization. In February, 1996, the Executive Director created a task force of managers and line staff to recommend methods to reduce Agency turnaround times on vacant unit re-rental.

Some Highlights from the Maintenance Department:

- 999 dwelling units were prepared for re-rental in accordance with established unit preparation standards (compared with 864 last year). Unit preparation time was 5.7 days which represents an increase of 0.3 days from last year's overall average of 5.4 days by Maintenance. Hi-rise units averaged 5.43 days and family units averaged 5.83 days.
- Fiscal YTD Agency-wide turnaround time is 26.8 days, up from 24 days last year.
- Preventive Maintenance inspections were performed on all dwelling units during this past fiscal year.
- All 4980 emergency work orders taken in FY 96 were completed within 24 hours. All 27,402 non-emergency work orders were completed within 25 days with an actual average completion time of 2.67 days, a significant improvement over the 3.6 days in FY 95. The fiscal year end carryover is .06 %.

- Maintenance staff continued to maintain all PHA buildings and grounds at a very high standard both in the summer and winter months. All deficiencies noted for correction were made prior to the next inspection.
- Customer service: 97% of residents polled indicated on resident satisfaction questionnaires that they were satisfied with PHA repair services. The sample size for this fiscal year was lower than in previous years because of problems with the computer conversion.
- Training: Maintenance staff continued to receive state of the art training opportunities through our in-house facilities, outside training personnel, and job shadowing and mentoring. There has been more training this year than in any previous year. The response from employees has been very positive.

L. Legislative Advocacy:

- Numerous letters to Congress, Industry Groups, etc. regarding HUD appropriations, HUD Reinvention, etc.
- Held six "all employee" meetings to discuss the status of Congressional activities and address employee concerns.
- Town Meetings at Ravoux (in collaboration with Metro Senior federation) with Congressman Vento and George Latimer, meeting with Senator Grams on Senior Housing issues, NAHRO Legislative conference, etc.
- Appointed to the national Housing Committee of NAHRO in September.

M. Many Thanks: To all the staff for their continued extraordinary work performance. They are the best in the industry.

II. Agency Goals: Discussion of FY 97 Proposed Goals

III. Compensation:

The salary for the Executive Director is \$81,464.16 (\$3381.84 base salary plus \$12.50 deferred compensation = \$3394.34 semi-monthly).

IV. Other business: