

Public Housing Agency Of The City Of Saint Paul

InterOffice Memo

To: PHA Board of Commissioners
From: Jon Gutzmann, Executive Director
Date: May 20, 1998
Subject: Executive Director Performance Evaluation for FY 98

AGENDA
COMMITTEE OF THE WHOLE
(CLOSED SESSION)
May 20, 1998
9:00 - 9:30 AM
PHA BOARD ROOM

Evaluating the performance of the Executive Director for the period of April 1, 1997 through March 31, 1998 (FY 98).

Summary of Agency accomplishments for FY 98

Discuss Agency Goals for FY 99

Other business

Summary of Agency Accomplishments for FY 98 (April 1, 1997 - March 31, 1998):

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 98:

1. High Performance in Public Housing: Continue "High Performer" status under HUD's Public Housing Management Assessment Program (PHMAP).

On June 18, 1997, the Board certified the Agency's performance under PHMAP as "High Performer" for the **seventh** consecutive year. The PHA's overall score was certified at 100%. The PHMAP assessment covers eight areas of PHA operations, with our certifications as follows:

- Vacancy days: "A" is 3% or less of available days; PHA 1.5% of available days = A
- Modernization: (five components measured; PHA = A's in all five)
- Rents uncollected: (balance must equal less than 2% of total; PHA 0.7 % = A)
- Outstanding work orders: (two components; PHA = A's in both)
- Annual inspections: condition of units and systems (two components; PHA = A's in both)
- Financial management: cash reserves should equal 15% or more of allowable level; PHA at 48% = A) (Note: the way that HUD calculates cash reserves for PHMAP purposes is different from the way HUD calculates them for budget purposes. The calculation of reserves using the HUD budget method was 92.4% of allowable at the end of FY 97.)
- Resident services and community building: Board policy and significant activity in four areas; PHA = A's in all four
- Security: four components; PHA = A's in all four

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. In FY 96, the PHA's PHMAP score was reported by HUD as the highest in the nation for a large housing authority. In FY 97, a few other large PHA's also attained a 100% score, and no official ranking was released by HUD. However, CLPHA released a scoring of member PHA's (**attached**).

2. High Performance in Section 8: Strive to attain “High Performer” status under HUD’s new Section 8 Management Assessment Program (SEMAP). Seek 200 additional Section 8 subsidies if available from HUD.

- HUD proposed but did not implement a rule creating a Section 8 Management Assessment Program (SEMAP). The PHA is prepared for SEMAP monitoring and evaluation should it become a reality.
- In June, the PHA applied for an additional 50 Family Unification Program (FUP) certificates. On January 1, 1998 we were awarded 50 certificates (\$341,382 for one year), increasing the FUP program size to 150 certificates.
- In October, the PHA received a special allocation of \$313,331 to provide 58 housing replacement vouchers to residents of Concord Square Apartments. HUD had requested this special action by the PHA in July as part of HUD’s efforts to resolve a long standing dispute at that site.
- There were no other federally funded Section 8 funding opportunities in FY 98. The total number of Section 8 certificates and vouchers administered by the PHA was 3561 at the end of FY 98.

3. 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.

- In the previous fiscal year a settlement agreement was approved formally dismissing the *Robinson v Cisneros* lawsuit, an amendment to the ACC was approved incorporating the 200 Section 8 vouchers (two year budget authority of \$3,391,300 and \$75,000 from HUD for mobility counseling), and a contract with Lutheran Social Services and Capitol Community Services was approved for mobility counseling services. Staff prepared a detailed project plan identifying settlement terms, conditions and implementation dates, and reported progress to the Board at three meetings.
- This fiscal year’s work centered around the continued distribution of the 200 *Robinson* vouchers. Staff reported implementation progress to the Board in July and November of 1997, and February 1998. The February report discussed the fact that only 26 families had moved out of PHA family developments using the Robinson vouchers. Of the 529 households who applied for the 200 vouchers, 291 have been processed and 238 are still on the waiting list. **(Report attached)**
- In other *Robinson* business, The mobility services contract concluded in FY 98; staff administered the contract with Thompson Associates to provide homeownership outreach and counseling to families on the Section 8 and Public Housing waiting lists; and staff completed training for staff, residents, and hearing officers on terminating tenancies and responding to discrimination complaints.

4. Modernization: Follow the five year plan for property and management improvements; meet all expenditure goals for modernization grants; and actively involve residents, staff and the community in the master planning for the modernization of Roosevelt Homes and other modernization projects.

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

- 1995 Comp Grant Program (\$10,950,855): (3/2/95 ACC approval). 100% expended as of 3/30/97 well in advance of the 3/2/98 goal. Final close-out documents submitted to HUD on 9/19/97.
- 1996 Comp Grant Program (\$8,141,041): (8/8/96 ACC approval). 91% obligated and 83% expended as of 12/9/97. Goals to obligate 100% by 9/30/98, and fully expend by 9/30/99 should be met.
- 1997 Comp Grant Program (\$7,836,207): (5/1/97 ACC approval). 27% obligated and 12% expended as of 12/9/97. Staff will work aggressively to obligate all funds by the 12/31/98 goal and fully expend by the 6/30/00 goal. This shorter time frame reflects the new 18 month obligating and spending requirements (previously 24 months). (\$7,836,207 reflects the amount after repayment of one fourth of the 1995 rescission loan of \$2,035,208.)
- The application for FY 98 Comp Grant funding in the amount of \$7,836,207 was submitted to HUD on 12/17/98. This reflects the amount after repayment of the second of four equal payments of the 1995 rescission loan of \$2,035,208. Goals to obligate 100% 18 months after ACC and fully expend three years after ACC.

Major Modernization Projects:

- **McDonough Community Center:** The modernization contract was completed for \$3,649,610 in March 1998. The work included substantial additions to the existing structure including new management offices, classrooms, and maintenance garages.
- **Montreal Hi-Rise Modernization:** Phase II modernization was completed for \$2,068,068 in February 1998. The work included modernization of non-dwelling areas including offices, lobbies, a substantial community room and community room kitchen addition and rehabilitation of handicap accessible dwelling units and the caretaker unit.
- **Roosevelt Modernization:** The architectural consultant contract for master planning and design was awarded in August 1997 for \$622,525. The five phased project will begin with a Phase I modernization contract to be awarded in August 1998 for approximately \$2,268,467. The estimated total amount budgeted for the entire project is approximately \$14 million.

- **Edgerton Hi-Rise Modernization:** The architectural consultant contract was awarded in December for \$204,000. The two phased project will begin in the fall of 1998 with modernization to the non-dwelling areas including offices, program spaces and a substantial community room and community room kitchen addition. Phase II will include modernization to the dwelling units, handicap accessible dwelling units, a new sprinkler and fire alarm system to serve the entire building, and substantial exterior envelope repairs. The estimated amount budgeted for the entire project is approximately \$2.8 million.
- **Cleveland Hi-Rise Modernization:** The architectural consultant contract was awarded in December for \$111,000. This project will begin in the fall of 1998 and include community room and common area remodeling, improvements to the dwelling units, handicap accessible dwelling units and a new sprinkler and fire alarm system to serve the entire building. The estimated amount budgeted for the project is approximately \$1.5 million.
- **Fire Alarm and Sprinkler Modernization:** Two contracts were awarded for engineering services in FY 98 for approximately \$144,000. The first four buildings that construction contracts will be awarded in FY 99 include Seal, Valley, Mt. Airy and Montreal. Edgerton and Cleveland will be included in the comprehensive modernization work described above.
- **Scattered Site Modernization:** Two contracts were completed in FY 98 on 33 scattered site homes for approximately \$500,000. Work included removal of all lead base paint, installation of new roofs, landscaping, upgraded kitchen cabinets and interior finishes. Three contracts will be awarded in FY 99 for 60 additional homes with a similar scope of work for approximately \$1.05 million.

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

Resident Involvement:

- Staff and residents continued strong partnerships in the modernization program this year, especially with regard to the modernization completed at the McDonough Community Center and Montreal Hi-rise, and the modernization planning at Roosevelt, Edgerton and Cleveland. Improved communications have led to a greater awareness 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.

Other significant contracting achievements:

- **Audit:** There were no HUD monitoring findings regarding the administration or quality of modernization work.
- **Funding:** 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.
- **Monitoring:** All budgeted projects were assigned to staff and scheduled for monitoring. Technical Service staff utilize "Project Plan" software to schedule and monitor contract activities.
- **Design Review:** Staff from Maintenance, Resident Services and Technical Services continued to work together to approve project concept, design, and product and material selections for all major improvement projects. The results are improved communications, coordination and project management. Also, decisions coming out of this process are more strongly supported by the staff who have the responsibility to maintain the improvements.
- **MBE and W/DBE contracting:** Activity for the period of January 1997 to January 1998 was as follows: Modernization Budget: MBE: 11.4% (compared with 21.2% the previous year); W/DBE: 21.3% (compared with 8.9% the previous year). Operating Budget: MBE: 4.2% (compared with 7.6% the previous year); W/DBE: 6.4% (compared with 9.8% the previous year). These results are generally lower than FY 97. Outreach efforts included: publication of a PHA directory of M/W/DBE firms for use by staff and prime contractors, mailing of invitations to bid, 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. Progress is reported quarterly to the Board.
- **Procurement training:** Purchasing training was provided to all staff who are authorized to purchase for the second consecutive year. Certificates of attendance are provided to all attendees.
- **Service Contracts and charge accounts:** The use and reevaluation of "Open Accounts" continued in order to meet the needs of primarily the Maintenance Department. These accounts allow staff to procure incidental materials quickly, thereby improving the efficiency of maintaining PHA properties.
- **Storeroom:** Timely and cost effective delivery of goods and materials from the storeroom were achieved through the use of purchase orders, PHA contracts, City and State contracts, and drop shipments.

5. Homeownership: Assist 15 more public housing or Section 8 households to become homebuyers under the HOME program. Continue assisting 35 public housing or Section 8 households who are working towards homeownership under the HOMEWARD “rent to own” program. Explore other homeownership collaborations.

HOME:

- At the beginning of FY 98, a total of 129 families had become home owners since HOME’s inception in 1990. By the end of FY 98, that number grew to 139 (89 public housing residents and 50 Section 8 participants). Ten households became homebuyers in FY 98, five shy of the goal of assisting 15 families.
- During FY 98, 139 new families were counseled by Thompson Associates, bringing the total number counseled since the program’s inception to 802. Thompson also conducted follow-up visits with recent homebuyers, and conducted more outreach meetings and held homebuyer workshops than the previous year. The average household income of the purchaser was \$21,648. The average purchase price was \$59,498.
- In April, 1998, the Board approved the Year IX HOME contract with the Family Housing Fund. The PHA and our partners (the Family Housing Fund, Thompson Associates, and the City of St. Paul) are proud of the 139 families that have moved out of public housing or Section 8 into homeownership. Their units have been re-rented to other families on the waiting list. The 139 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).

HOMEWARD:

- The first three Homeward families purchased their homes during FY 98. Staff continued to manage the 32 properties remaining in this rent-to-own homeownership program. In April, 1998, the Board granted concept approval to new enhancements and homebuyer incentives recommended by Thompson Associates and funded by the Family Housing Fund to expedite home purchases. The Board also received monthly status reports on the program.
- Although complicated, the program is accomplishing the PHA’s original goals of dispersing affordable housing throughout the city, contributing to neighborhood revitalization and stabilization, converting rental properties to homeownership, and assisting public housing and Section 8 participants achieve homeownership.

Habitat For Humanity:

- The potential partnership with Habitat for Humanity referenced in last year’s report did not materialize during this fiscal year. The idea of a pilot program targeted just at St. Paul Public Housing residents did not gain final approval of Habitat’s Board. Excellent communication

remains between our two organizations and the timing for such an idea may be better in the future.

6. Regional Affordable Housing: Actively support or promote regional affordable housing solutions.

- **Robinson Settlement:** Administered the 200 Section 8 “*Robinson*” vouchers, including contracting with social service agencies for mobility counseling services as detailed above.
- **Regional Agreements:** Retained active contact with the Washington County HRA which previously approved (July of 1995) a joint development agreement with the PHA for acquisition of up to 50 scattered site homes. Although this agreement was pre-empted by the July 27, 1995 federal rescission, the relationship remains viable for future opportunities.

7. Resident Economic Development: Implement Jobs-Plus and continue to support Step-Up, STEP, PAY, and other programs which help residents achieve their goals of economic independence and Self-Sufficiency.

Staff continued to develop, coordinate, implement, evaluate and seek funding for resident job training programs, activities and partnerships. This included programs such as STEP-Up, Program for Apprenticeable Youth (PAY), Support For Training and Employment (STEP), Youth Development Initiative/Family Investment Center (YDI/FIC), PHA security and janitorial training, VISTA, Summer Youth and *Jobs Plus*. Some FY 98 highlights of this very active “wing” of the PHA include:

- Over 250 residents received STEP services;
- Under the PAY Program, 11 computers were purchased for the new McDonough Family Investment Program/Youth Development Initiative.
- Over 30 residents became employed through STEP-Up and the Security Training and Building Cleaning and Care Training Programs;
- 266 residents enrolled in the FIC\YDI Program;
- Eight summer youth were hired for the PHA summer youth fence painting program.

Mt. Airy Jobs Plus:

- A \$1 million Economic Development and Supportive Services (EDSS) grant agreement with HUD was executed. Contracts were signed for employment, child care and evaluation services through the Wilder Foundation, and for employment services through STEP.

- Coordination activities for *Jobs Plus* included: development of a Resident Leadership Team and a Key Stakeholders decision-making body; community asset mapping; drivers training classes; assignment of five Vista's to work on community building and employment-related services; creation of an employment resource room, a computer lab, a VISTA room and space for other providers at the Mt. Airy Community Center; regular communication with over 50 partners; integration of MFIPs with *Jobs Plus*; and liaison activities with the Manpower Demonstration Research Corporation (MDRC).
- Successful advocacy at the State Legislature resulted in research access of confidential employment and welfare data needed by *Jobs Plus*, and opened the door for looking at additional benefits for *Jobs Plus* participants.
- Following a resident driven process, the *Jobs Plus* rent incentives were approved by the Board of Commissioners and sent to HUD for approval.
- Broadened base of *Jobs Plus* partners to include support from the St. Paul Chamber of Commerce; mayor hosted two special *Jobs Plus* breakfast meetings with employer members of the Chamber.

8. Non-HUD Funding Sources: Continue to seek out entrepreneurial opportunities to develop new sources of non-HUD funding, such as renting rooftop space for communications equipment, and managing and marketing the 480 Cedar building.

Staff met the goals of providing necessary services to ensure the successful operation of 480 Cedar, including:

- Successfully managed the leasing (new or renewals) of 25,000 square feet of rentable space in FY 98, including the design, bidding, and contract administration of a sizable build out. The building remained 100% percent leased up in FY 98.
- Distributed newsletters to building tenants quarterly to communicate information about building improvements, new tenants and other issues.
- Promptly responded to all building tenant concerns. Held weekly meetings to monitor performance and to ensure satisfactory response to staff and tenant issues.
- Submitted a FY 98 year end report to the Board (March of 1998) on the operations of 480 Cedar and approving the Building Fund budget for FY 99.
- Leased rooftop space for commercial communication wquipment on five PHA buildings, received \$44,000 rental income, committed \$30,000 of that to the Hi-Rise resident Councils.

9. EMPLOYEES: Promote education, growth and advancement of employees by devoting internal resources to career enhancement programs; and meet racial and gender hiring goals for employees through the Affirmative Action Plan and other efforts.

Training: Staff or provider presented training sessions in FY 98 included: routine training programs such as individual new employee orientation, new employee group orientation, new supervisors' orientation, sexual harassment prevention and sessions on diversity; seven sessions to further develop employees' writing and time management skills; four sessions specifically for supervisors to enhance their verbal and written communication skills and increase their knowledge of bloodborne pathogens; thirty-one computer training sessions human resources staff taught in conjunction with MIS staff; developed the FY 99 employee development opportunities catalog and further developed the employee resource center with new equipment and the addition of new training material and course catalogs; and advanced the concept borrowed from the St. Paul Companies of a 40 hour per employee training goal.

Employee Career Development: Staff continued to develop and present training sessions which enhanced the skills employees need for their current positions and prepared them for promotion. Staff notified employees of availability of HR staff to work individually with them to provide career guidance. Supervisors encouraged employees to use this service and HR staff discussed career guidance opportunities with new employees at orientations. HR staff continued to meet with employees on an individual basis to discuss job moves and additional education needed to achieve career goals. Other efforts included:

- Housing Management staff planned and participated in Management/Re-Examination Cross Training; Terminations and Responding to Discrimination Complaints; Minnesota Multi-Housing Staff Safety; and staff training on welfare reform; the MFIP Program and its Impact on Residents. Human Services staff, in cooperation with the LCAP Program, provided three seminars on brain functions and related mental health issues for management/maintenance staff and service providers. Management staff presented a seminar for ACOP officers on PHA policies and procedures related to lease compliance. Service Coordinator grant staff presented a session on Lease Compliance Training at the state NAHRO conference. Five Assistant Managers completed training and exam for Public Housing Manager Certification.
- Twelve Section 8 staff successfully completed Nan McKay Occupancy Training and five Section 8 staff successfully completed Nan McKay Eligibility and Rent Computation Training.
- Staff participated in a work group to assure efficiency and work out common issues in rent collection related efforts between Management, MIS, Re-Exam, and Accounting staff.
- Housing Management staff are participating in an Interpreter Work Group which evaluated needs of residents for interpretation, including surveying non-English speaking residents in six different languages and testing equipment through which simultaneous interpreting can take place. Recommendations will be used to seek improved communication with residents, increased participation in resident groups, and development of a pool of resident interpreters.

Equal Employment Opportunity/Affirmative Action: On-going efforts included:

- HR staff intervening and working with individual employees and work groups to resolve issues before situations escalated; providing learning opportunities for employees on PHA policies and practices, EEO legal concerns, sexual harassment and cultural differences; and routine reviews of minimum qualifications and recommended personnel actions.
- Staff continued to encourage the hiring of people of color, the differently abled and women working in non-traditional jobs by: expanding the external recruitment list to sixty-three sources plus eight college placement offices; meeting with individual employees of color to develop career strategies and encouraging them to apply for other PHA positions; publishing external employment ads in five minority newspapers; and encouraging residents' applications for employment by sending PHA job postings in rent statements.
- The EEO/Affirmative Action Officer continued to assist staff with the investigation of resident harassment complaints and respond to contractors' questions regarding meeting EEO/AA requirements. A report on these accomplishments was presented at the March 1998 meeting.
- The Executive Director continued quarterly meetings with the Minority Issues Council (continuous quarterly meetings since 1988.)

Staffing: Continued the Agency's efforts to maintain a quality staffing level sufficient to meet PHA needs through the effective administration of Agency personnel policies and procedures. This included:

- Implemented new or revised procedures dealing with tuition reimbursement, conflict of interest policy, and a policy allowing an employee to donate vacation leave to another employee who has exhausted all paid leave and who has a serious medical hardship
- Continued to identify and work with PHA residents whose skills match PHA temporary and on-going employment needs and assist in developing resident economic development initiatives
- Expanded applicant testing program by adding the California Psychological Inventory to the testing required for all positions.
- Annual report on employee turnover: 11.4% for FY 98. (Five year average = 9.7%)

10. Organizational and Program Changes: Continue internal rethinking strategies and implement operational changes to meet the challenges and opportunities presented by federal and state housing and welfare reform initiatives.

- As background, the Executive Director conducted a structured process called “Rethinking the Organization” with all staff members of two departments during FY 97 (Technical Services and Administration and Finance. The Resident Services department staff participated in this process in FY 96 and the Maintenance department staff participated in this process in FY 95.
- 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.
- FY 98 rethinking work centered on implementing the Administration and Finance suggestions. The majority of the comments (54%) were positive and required no action. Seven percent related to concerns that solved themselves or were handled in the normal course of business (i.e., reminding computer users to use the hot-line, etc.). Seventeen percent related to areas requiring on-going attention (i.e., improve listening, upgrade computers, etc.) Ten percent related to pay grades, promotional opportunities, workloads, etc. (Most of these will be addressed with the Fox-Lawson job evaluation project currently underway.) The remaining 10% related to policy issues (i.e., purchasing, computer policy, archives, etc.). Other actions included establishing twice monthly staff meetings, creation of two new positions (no new FTE’s), and modification of departmental reporting structure.
- The Executive Director held two Agency-wide “all employee” meetings to listen to employees and discuss a wide range of issues including the status of Congressional activities.
- The Executive Director along with Resident Services staff members were actively involved in the *Jobs Plus* welfare to work activities described more extensively elsewhere in this report.

11. Other Significant FY 98 Agency Accomplishments Include:

A. FY 98 Operating Budget:

In March of 1997, the Board approved the FY 98 Operating Budget for the public housing program. The goals were similar to FY 97: to preserve core property management services. Although the year began with HUD PFS funding at the 95% of formula level, it was adjusted upward to 99% later in the year. The total approved expenditures were \$16,446,480, or a .7% increase over the FY 97 revised Operating Budget.

The Operating budget concluded the fiscal year with a contribution to reserves of \$1,568,852, increasing the total operating reserve balance to \$8,470,262. This equates to a reserve balance of 107.0% (per HUD’s method of calculation), representing enough reserves to fully cover about six and a half months of FY 99’s budgeted routine expenses, assuming zero income.

B. FY 99 Operating Budget:

In March of 1998, the Board approved the FY 99 Operating Budget for the public housing program. The budget approves expenditures of \$17,371,930 or 5.6% more than FY 98. The budget includes a projected contribution to reserves of \$251,260, bringing the projected FY 99 year end reserves to \$8,721,552. This approximates 110.2% of six months operating expenses. The budget continues to reflect the positive impact of capital investment in unit renovations and proposes the same ongoing high level of property maintenance and management.

C. Other Agency budgets:

Other Agency budgets were approved and submitted on time including the Section 8 Operating Budget, Comprehensive Grant Budget, Building Funds Budget, Discretionary Fund Budget, Drug Elimination and special grants. While the combined budgets for all Agency programs may have reached an all time high in FY 95 (\$49.6 million), the FY 99 projection of \$47.5 million represents a small increase from the \$46.4 million budget in the FY 98 budget.

D. Accounting Systems, Reports, and Miscellaneous Financial:

- Distributed quarterly financial statements to Board and staff; internal cost center reports; encumbrance reports; and reports for position control, payroll distribution, etc.
- Provided timely and accurate distribution of all required IRS and HUD financial quarterly and year-end reports.
- Completed the FY 98 audit on time by McGladrey & Pullen, LLP. Minor audit findings relating to a missing signature in a tenant file and an amended change order quickly resulted in modified procedures in both areas to assure non re-occurrence. Auditors recommendations regarding contingency planning in the area of CHSP, handling of change orders, completion of MIS recommendations, resulted in positive actions by the agency in the affected areas. Comments regarding health insurance are under study.
- Staff achieved successful conversion to a bi-weekly payroll system for all employees.
- Revenue recapture reached the \$100,000 level in collections from former tenants, money that in previous years would have been uncollectable.

E. Insurance:

- Continued general liability and property coverage at competitive rates. The book value of the PHA's land structures and equipment is over \$193 million.
- Received a \$23,000 rebate for good experience rating in workers compensation claims. Based on this experience rating and increasing the deductible from \$250 to \$500, the FY 99 premium is \$75,888. This is a drop from the prior year's figure of \$144,963 or a 48% savings.

F. Contract Settlements and Labor Relations: Wage settlements approved in FY 98 or still active in FY 99 were as follows:

- Local 132: 4.75% on 11/19/97. (Previous contract 5.0 %.)
- AFSCME: 5.25% on 6/18/97 for two years. (Previous contract 4.65%.)
- Local 70: 4.75% on 12/17/97. (Previous contract 4.0%.)
- Supervisory & Confidential: 4.75% on 11/19/97. (Previous agreement 5.23 %.)
- Negotiated union contracts using in-house staff. Continued to maintain positive employee relations by pro-actively addressing and resolving problems at the earliest stages. Continued to work to minimize number of formal grievances. Worked with unions to implement new payroll system and the conversion of pay from the former schedule to the new schedule of a two week lag between the end of the pay period and pay day. Worked with unions and employees to develop options employees could choose to “cash in” time so they could get paid for the two weeks when the conversion occurred from the former to the current system.
- Finalized decision to install a new job evaluation system which will consist of reviewing all jobs and assigning evaluation points. Worked with unions and employees to discuss the new job evaluation system and implementation steps.

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

H. Screening/Occupancy:

- The “A” rating for the PHMAP vacancy indicator was achieved by keeping occupancy at 99% for each month in FY 98. An average of 72 families were housed each month (compared with 79 per month last year); an average of 56 files were denied each month (compared with 40 per month last year); and an average of 206 files were canceled or withdrawn each month (compared with 155 per month last year).
- Housing Management staff conducted move-in orientations and signed leases for 863 households during FY98 compared with 945 the previous year.
- The denials represent approximately 44% of all files processed. The number of denied files increased an average of 16 per month over the previous year. This can primarily be attributed to the implementation of a more stringent screening process with regard to housing history verification. Applicants failing to provide adequate verification of their housing history and the related ability to be lease compliant are denied admittance to public housing.
- A new process for obtaining criminal background information was implemented with the assistance of the Ramsey County Sheriff’s Department. The Sheriff’s Department checks for the existence of criminal records with Ramsey County, the Minnesota Bureau of Criminal Apprehension (MN BCA) and the National Crime Information Center (NCIC). If a record exists, printouts are provided from Ramsey County and the MN BCA. A Memorandum of

Understanding was signed with the FBI in order to obtain the NCIC information. We have been issued fingerprint cards to use in securing this information.

- PHA Resident Hearing Committee: The selection and training of new members of the PHA Resident Hearing Committee was completed. Both staff and residents serving on the Committee were required to attend a training session which provided an overview of the purpose of the denial hearings, the role of the Committee, the principles of fair housing and non-discriminatory decision making, handling discrimination issues, data privacy and the hearing procedure.
- Marketing: The Marketing Committee was successful in undertaking a number of new initiatives in FY 98. The group engaged the services of a graphic artist to design a new public housing hi-rise brochure, compatible individual brochures for the sixteen hi-rise buildings, and posters and print ads each aimed at a specific audience--seniors, families and students. We contracted with Essential Decision, Inc. for a resident and site analysis for each of our hi-rise buildings; we launched a billboard campaign; we met with a representative from US West to design an enhanced ad for the yellow pages; we plan to include an insert in a weekly direct mailing to the neighborhoods surrounding our properties; we have begun the process of receiving proposals for a consultant to assist us with a marketing plan; and we will be participants in the Senior Options Expo in May and the AARP Convention in June.
- Round Table: A task force of Rental Office and Management staff was formed to review Round Table procedures. The group's recommendations were implemented and have resulted in a more efficient and objective presentation and decision-making process.
- Public Housing Preferences: A change in the admission preferences for public housing was approved and implemented. The former Federal preferences are no longer in place. Public housing applicants are selected according to their residency within the City of St. Paul, their Veteran's status and, for individuals without dependents, their status as a student. The impact of these changes is still being evaluated.

I. Lease Enforcement:

- In spite of careful applicant screening, illegal drug and gang-related criminal activity continued among some households. Staff take immediate lease termination action when serious lease violations occur, continuing a "zero tolerance" approach to drug and criminal activity. "One strike and you're out" for illegal activity is the rule and practice in public housing in Saint Paul. Residents are notified of this policy both before and during their tenancy.
- Staff strictly enforced lease provisions in all Management areas and terminated leases when efforts to help residents achieve lease compliant behavior were unsuccessful. During FY 98 there were 62 move-outs resulting from lease terminations for cause (compared with 66 the previous year). Forty-one were from Hi-Rises and 21 from the family developments (FY 98 annual report **attached**).
- In other lease termination situations, such as chronic late rent payment, housekeeping problems, and non-criminal disturbances, staff work with the resident and appropriate service

providers to avoid actual lease termination. When these efforts are not successful, lease termination is a last resort.

J. Work Orders: Emergency: All 5185 emergency work orders initiated during FY 98 were completed within 24 hours. (5115 emergency work orders were initiated and completed during FY 97.)

K. Work Orders: Non-emergency: A total of 31,307 non-emergency work orders were completed in FY 98 with an average completion time of 2.76 days. (28,693 non-emergency work orders were completed in FY 97 with an average completion time of 2.17 days.) (PHMAP Grade “A” is 25 days).

L. Vacant unit preparation: A total of 875 dwelling units were prepared for re-rental in FY 98. (This compares with 969 units prepared in FY 97; 909 in FY 96; and 864 in FY 95.) The unit preparation time for Maintenance was reduced to an average of 4.42 days in FY 98 from 4.76 days in FY 97. (The average was 5.7 days in FY 96.) The combined fiscal year average turnaround time for all units was 24.6 days. For family units the figure was 17.1 days and hi-rise units it was 29.1 days.

M. Inspections: Staff completed 4300 annual housekeeping inspections and a separate 4300 preventive maintenance inspections. This is double the PHMAP “requirement”.

N. HVAC: There were no significant complaints from any building this fiscal year. There were no building “freeze-ups” due to mechanical malfunctions or failure. HVAC improvements continue to be made at various hi-rises (Edgerton this year). Staff also completed design and implementation of an HVAC preventive maintenance tracking system using the computerized work order system. At the end of each month a preventive maintenance work order report is generated and kept on file with other monthly PHMAP backup documentation.

O. Energy Consumption: Energy consumption decreased *how much?* during this fiscal year. Several of the building energy savings recommendations were implemented this year (lighting upgrades at several hi-rises, installation of new variable speed motors to decrease electricity usage, etc.). The decrease was also due in part to the mild winter and fairly cool summer.

P. Appearance of Buildings and Grounds: Senior staff completed inspections of all properties and prepared inspection reports for deficiency correction by Maintenance staff. Additional inspections were performed by Maintenance Managers and Housing Managers throughout the year with noted deficiencies corrected by Maintenance staff. A great deal more time was spent during this fiscal year cleaning the grounds of the large family developments due to additional litter and debris. Staff mailed letters to all residents reminding them of their responsibilities in this regard and will continue to work to alleviate this trend through training, application of service charges, and as a last resort, lease termination.

Q. Customer service: During this fiscal year, 371 residents were surveyed with 96% of residents polled indicated that they were satisfied with PHA repair services. Worth noting again is the fact that the Maintenance department has completed more work each year (work orders, vacant unit preparation, preventive maintenance, etc.) faster and with fewer staff (95 staff in FY 95 compared with 89 staff in FY 97).

R. Support Services:

Staff pursued opportunities for funding in areas relative to social services and resident initiatives through federal, state, and local sources; sought out partnerships with public agencies, private organizations and the non-profit sector to respond to identified resident needs; provided direct, interim and coordinating case management services and other supportive services to residents to facilitate lease compliance; and initiated or sustained collaborative ventures and relationships with community mental health, wellness, and other relevant programs including:

- Met with several organizations interested in setting up Assisted Living in PHA hi-rises. Continued to work with Wilder to plan and coordinate the implementation of an ALP site at Edgerton Hi-Rise scheduled to open in the fall of 1998.
- Assisted St. Paul Schools to set up summer school at family development community centers.
- Developed agreement with MELD-Catholic Charities for African-American support group at McDonough.
- Assisted Ramsey County in applying for grant for Senior Outreach Collaborative to market services such as Edgerton CHSP to the neighborhood.
- Distributed 2,000 children's books to four family sites donated to PHA by Simon and Schuster.
- Completed disbursement of HUD-donated computers to five hi-rises and three family sites.
- Instituted new procedures to ensure senior dining meals are always hot at serving time at hi-rises. Implemented quarterly Hi-Rise Meals Evaluation Committee to give feedback to RAP and meals vendor.
- Conducted training of RAP staff, Caretakers and Presidents Council on the hi-rise agreement regarding use of dining and community space in hi-rises.
- Operated five CHSP sites serving 150 participants seven days per week. During FY 98, over 73,680 meals were served to CHSP participants, as well as housekeeping, laundry, and extensive personal case management to assist frail participants to maximize independent living.
- Met with Senator Grams; were successful in amending S 462 to include continued authorization for the Congregate Housing Services Program. Coordinated efforts with other CHSP sites in Minnesota and around the nation regarding funding for program continuation. Updated CHSP staff procedures manual and printed new CHSP marketing brochure

S. Drug Elimination, Security, Crime Prevention:

Drug Elimination: Supported, expanded, and develop new initiatives with A Community Outreach Program (ACOP); pursued opportunities to decrease criminal activity in PHA communities; pursued opportunities to continue Federal Drug Elimination Program funds; continued to support and encourage resident participation in storefront police/resident stations at Dunedin, Valley and Mt. Airy Hi-Rises; worked with police and residents to implement storefronts in the family areas; collaborated with the Ramsey County Sheriff's Department to establish an officer to provide protective services exclusive to the PHA hi-rises; cooperated with the Sheriff's Department, St. Paul Police, Gang Task Force, Force and other police initiatives to increase security and resident ability to live peacefully in PHA buildings, developments, and scattered sites.

- Successfully applied for Public Housing Drug Elimination Grant (PHDEP). The PHA received the full \$1,111,760 for which we were eligible.
- Storefronts: Storefront policing operations continued at Valley, Mt. Airy and Dunedin Hi-Rises and are supported by Housing Management and police. Approximately 60 residents are involved in working in the storefronts. Storefronts are monitored by residents at regularly scheduled times during the week. Staff have continued to support a very successful resident volunteer DoorWatch Program at Exchange Hi-Rise. This initiative has substantially reduced problems and criminal activity by unauthorized visitors to the building.
- Sheriff Presence in Hi-Rises: Ramsey County Sheriff's Department provided a sheriff's deputy to work full-time in hi-rises with an emphasis on prevention, awareness, problem solving and helping residents build community crime prevention links. The deputy was able to build resident trust and awareness of safety issues and helped document the need for community policing in hi-rise buildings. The program was transferred to ACOP city police in February 1998.
- ACOP: The ACOP Program, funded by the DEP grant, has increased the number of positions by three, and as of February 1998, is providing most ACOP services to hi-rises as well as family developments. Managers and staff have worked very closely together in support resident safety for those that are lease compliant. Management staff provided a significant amount of documentation for the most recent, and successfully funded, DEP application.
- Roosevelt staff worked with the FORCE Unit, ACOP and other law enforcement entities to curb serious crime, drug and gang problems that escalated quickly when a neighboring apartment complex was taken over by an out-of-state gang. Quick action to evict and cooperation with the police brought the problem under control.
- Housing Management, Maintenance, Rental, Technical Services, ACOP, FORCE and several other law enforcement divisions concentrated efforts at Central Hi-Rise to bring serious street crime, drug sales and gang activity under control. Extended hours, extra management presence, emergency termination's, off-duty police, extra maintenance and security hardware were part of a nine month effort to make the building comfortable and safe for lease compliant residents.

T. Policy and Procedures:

Public Housing Admissions Policy Revision: On May 21, 1997 the Board approved a new Public Housing Admission and Occupancy Policy, culminating a 14 month process with the Board, staff and community groups. Among other things, the policy established local admission preferences for public housing and ceiling rents.

Section 8 Admissions Policy revision: On January 21, 1998, the Board approved extensive revisions to the Section 8 Admission and Occupancy Policies. This was the first comprehensive update and reorganization of the policies in several years. The revision included housekeeping changes, improved readability and organization, and provided consistency with the Public Housing Admissions Policy.

Other Policies: The Managers Manual was updated and a Management Support Clerk Manual was completed and staff were trained on policy revisions.

U. Section 8 Utilization: Maintained an average of 99% utilization (of xx certs and vouchers) Section 8 Certificate and Voucher Programs despite mandatory 90 day shelving restriction.

Other Section 8 highlights:

- Instituted new internal systems to reconcile outstanding balances on clients who have ported into St. Paul, including new computer based reports which ensure matching household/tenant ID information on tenant master, household and property files, track shelved Certificates and Vouchers, track files more than 120 days outstanding.
- Developed and implemented new procedures for rent abatement for annual re-certifications with failed inspections, for submitting 50058's via modem, and for correcting 50058 error reports.
- Conducted a survey of private market rental units in St. Paul and in collaboration and established an automated rent reasonableness program.

V. Re-exams: Staff performed annual re-exams on 99.72% of all residents for continued occupancy and rent rate determination (12 ACOs were pending at year end due to incomplete information from tenants, 3rd notices sent to residents).

W. Rent Collections: Staff continued proper rent collection procedures. Staff coordinated with MIS and Accounting to improve the process for terminating leases for nonpayment of rent and filing Unlawful Detainers. Established an ongoing work group consisting of Re-Exam, Management, Accounting, and MIS staff that meets regularly to improve rent collection procedures, communication and coordination between work units, and customer service. Worked with MIS to implement the new ceiling rent policy. Worked with Accounting staff to transfer responsibilities related to vacated tenant accounts, including the 21-day settlement of accounts and Revenue Recapture Program, to Accounting. Staff received information and training about Welfare Reform as it relates to tenant rent, interims, and re-exams. Uncollected rents averaged 1.36% of total dwelling unit rental income over the fiscal year.

X. Tenant Account Receivables: Staff performed necessary tasks and coordinated with other departments to ensure that Accounts Receivable are less than 5%. TARs averaged 3.58% over the fiscal year. In excess of \$45,000 in bad debt was collected on vacated accounts through the Revenue Recapture Program. **(we say 100,000 elsewhere)**

Y. Family Self-Sufficiency: Continued to implement the Family Self-Sufficiency Program. The program goal is to assist 495 Section 8 participants and 35 Low Rent Public Housing families. We continue to add participants to the program but are well behind the pace necessary to achieve a grade “A” should HUD ever implement the SEMAP evaluation program. (Currently there are 81 participants enrolled in the FSS Program, 55% of them have established an escrow account. Thirty participants have been added to the program in the last fiscal year and 24 cases have been closed. Eight of the closed files were participants who had successfully completed the program and four of these purchased homes.)

Z. Hi-Rise Coordinator Grant: Service Coordinator grant staff, in collaboration with CommonBond Communities and the Illusion Theatre completed a video “Your Friendly Guide to Hi-Rise Living.” The video presents hi-rise living through the eyes of residents. It is used as a part of New Resident Orientation and Resident Council meetings. Human Services Coordinator staff initiated Job Clubs, Job Seeking Skills workshops, and one-on-one counseling in each hi-rise to encourage hi-rise residents to seek employment. Staff documented grant activity and reported statistics which are necessary to evaluate program success and determine directions for possible continued funding.

AA. Community Centers: Staff successfully managed three Community Centers and one community meeting facility in a manner that meets the identified needs of the residents and maximizes the number of services that can be offered to family residents. Dunedin staff opened the new Dunedin Family community facility for service provision, use by Dunedin residents and the Dunedin Family Resident Council. Staff hired two residents to provide on-call service to open and close the facility as needed. McDonough staff worked with Community Center service providers and residents to relocate programs and services to portable classroom units during the renovation of the McDonough Center. They were successful in maintaining most services during the renovation of the McDonough Center and have successfully moved back into the renovated Community Center. Staff worked with service providers to convert the Mt. Airy Community Center to the site of *Jobs Plus* for the provision of all types of employment related services.

BB. Resident Councils: Staff continued to provide necessary support to the twenty two family and hi-rise Resident Councils, including attendance at all regularly scheduled Resident Council meetings, continued to support leadership training for Hi-Rise Councils and Presidents Council, encouraged efforts to obtain funding from public or private sources for Council ventures; worked with Family Councils to strengthen leadership, increase relevant participation in Council actions and in advising PHA in matters that relate to their communities and living, and more. Some examples include:

- **Hi-Rise Council Leadership Training Contract/Presidents Council:** Through a contract with Alice Moormann, Consultant, leadership training was provided to 16 hi-rise Councils and to the Presidents Council. Mini-training sessions were conducted monthly with an emphasis on inclusiveness in meetings and in Council leadership. The Peer Advisor

Program was expanded to include 12 Peer Advisors who worked with specific Council issues and concerns, visited each individual Council and brought back to Presidents Council workable ideas and provided training to officers. Residents were also trained as third party monitors for hi-rise elections, reviewers of Council treasury records and consultants on computer use. The consultant worked with the Peer Advisors to plan and carry out an annual training event for all hi-rise officers and a diversity training session for Presidents Council representatives conducted by a professional trainer. The consultant worked with individual Councils and their officers to resolve problems, change structures and meet HUD requirements. The consultant worked with Presidents Council to obtain their 501c3 status in preparation for possible grant applications in the coming year and to assist Councils to utilize computers donated by HUD or purchased by Councils.

- With staff support, City Wide Resident Council significantly increased attendance at monthly meetings, negotiated and participated in an 8-session Leadership and Capacity Building Training Program, participated in staff-led officer training, offered self-employment training to residents through a contract with Women Venture, continued to support the STEP Program through TOP grant and other grants, and had an audit performed. City Wide also received a \$25,000 grant from St. Paul Companies to continue STEP support and a \$2,500 Community Investment Fund award from United Way.
- Housing Management staff attended monthly Resident Council meetings of 16 hi-rises and four family Councils. Staff worked with family Councils to secure a professional Hmong interpreter for Council meetings to facilitate inclusiveness in the Councils. Each family Council elected a full slate of five officers and all are reflective of the diverse populations in each area. Staff worked with all four family Councils, Boys and Girls Club staff, and community workers to apply for TOP grants to provide youth employment and training opportunities and leadership training for officers. Each of the four Councils was awarded a TOP grant of \$75,000 to carry out these activities over the next two years.
- Hi-Rise Councils requested and received \$1,875 per Council from the PHA's proceeds from rental of hi-rise roof space to private entities for antennas. Staff worked with Councils and consultant to develop a fair process for resident input into how funds should be expended.
- Successfully co-authored \$300,000 Tenant Opportunity Grant application for four resident councils to provide employment and leadership skill training. Provided technical and services administration assistance to resident councils to achieve goals of grant.

CC. Hi-Rise Designated Housing Allocation Plan: Staff reviewed the plan and recommended no changes at this time (it is effective as is until December 2000). Staff continued to enhance marketing efforts to seniors and processed applications in accordance with the approved plan (Edgerton and Hamline senior-only).

DD. Hi-Rise Resident Commitment to Diversity Program: The program was completed in 15 of the 16 hi-rises by the summer of 1997. Montreal Hi-Rise is the remaining hi-rise, but was unavailable for the workshops through early 1998 due to modernization activities. The

facilitators for the program are no longer under contract with the PHA and are unavailable. Staff is exploring alternative activities for Montreal Hi-Rise.

EE. Risk Management: Human Resources staff provided safety training programs to employees, including personal safety.

- Quarterly Family Safety and Health magazine purchased and sent to all employee locations. Conducted bloodborne pathogen training for all supervisors. Provided emergency spill kits and gloves to all employee work locations.
- Continued to work with workers' compensation management consultant and departmental staff to control and reduce Workers' Compensation claims and costs. Improved claim processing procedure to quickly notify consultant and insurance carrier of an employee injury. Analyzed and identified ways to reduce claims. Experience modification factor reduced from .80 to .61 and annual insurance premium reduced from \$135,000 to \$75,000. Days lost due to employee injury reduced from 75 to 2.
- Consolidated Workers' Compensation and General Liability claims processing and data collection in the Human Resources assistant position. This resulted in closer monitoring, claim control and intervention by Human Resources and Accounting.
- Reviewed various health care providers and selected new provider for pre-employment physicals and to review employee on-the-job injuries. Pre-employment physicals were specialized and tailored to the physical requirements of the job. Physician examination of injured employees is now coordinated with employee's department, the insurance carrier, and the workers' compensation management consultant. Light or alternative work was assigned to employees to foster a quick return to work. This approach minimized employee injuries and claims.
- Continued to send wellness and health information to employees. The Hope health letter was sent to all employees monthly and the Well Advised health book was sent to all supervisors and employee locations.

FF. Agency-wide Employee Recognition Event: Held yearly banquet, including various employee awards, gifts and length of service plaques.

GG. Human Resources Information System:

- Completed implementation of the new Human Resources Information System (HRIS). Current modules in use are employment, appointment, disabilities, and performance appraisals. Worked with payroll to link the HRIS system and the payroll system into one common database.
- New positive reporting pay system. Met with employees and unions to get their input on how best to implement the positive pay reporting system. Sent out brochures to part-time and full-

time employees on what effect the conversion would have on the first pay period. Held employee meetings explaining the new pay system and answered questions.

- Worked with payroll and supervisors to develop a timesheet and other forms for leave records that met the needs of payroll and all employee groups.

FF. Rent Collections: Staff continued proper rent collection procedures; staff coordinated with MIS and Accounting to establish a system for monitoring collecting from unpaid accounts.

GG. State of Minnesota's Revenue Recapture Program: In three months, just under \$10,000 in bad debts has been collected by the State of Minnesota for the PHA at a cost of only \$10 per account collected and TAR's decreased from 4 to 5% delinquent to a low of 2.12% delinquent in March.

HH. Re-Exams: Staff completed 100% of annual re-exams, 1,881 interim rent changes and listed 396 vacated tenant accounts with Revenue Recapture dating back to vacates from January 1992 through September 1996. Staff verified and documented citizenship status for all current residents and their family members in response to an unanticipated HUD requirement. The work unit was reorganized; eliminated the Verification Clerk positions and created two Re-Exam Technician positions to increase customer service and efficiency.

II. Tenant Account Receivable (TARs): TARs averaged 3.99% over the fiscal year and have declined steadily during the past four months, reaching a low in March 1997 of 2.12%.

JJ. Marketing: The Marketing Committee was reorganized and began meeting on a semi-monthly basis. The focus of the group's activities has been to recruit senior applicants. Ads were redesigned and placed in a number of monthly newspapers directed to the senior population. A meeting was held with staff from the Metropolitan Area Agency on Aging and the PHA is now part of their Senior Linkage Program. We are also listed in their Senior Housing Guidebook. We contracted with a graphic designer to develop a new hi-rise brochure and are in the process of redesigning other marketing materials. We also began seeking proposals from consultants to assist us in our marketing efforts.

KK. 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.

PP. Resident Participation:

- Housing Management staff attended 100% of monthly Resident Council meetings.
- Staff worked with the Presidents Council to become a strong and issue oriented group with regular feedback to the Board of Commissioners.

- Through City Wide and Presidents Council, staff assisted hi-rise and family councils in applying for computers from HUD. Eight computers were received for three family areas and five hi-rises.
- Staff provided technical assistance to City Wide in implementation of their TOP and foundation grants, including accessing LOCCS system, completing narrative and financial reports to HUD, monitoring contracts with St. Paul Public Schools, and guiding members through a leadership services procurement process.
- Secured the volunteer services of an accounting firm to assist family councils in setting up sound record keeping procedures.
- Hi-Rise Council Leadership Training: through a contract with Alice Moormann, leadership training was provided to 16 hi-rise councils and to the Presidents Council. Training emphasized inclusiveness in meetings and council leadership. The Peer Advisor Program expanded to include six Peer Advisors who worked on problem solving and training.

QQ. Legislative advocacy:

- March 20, 1996 letter from Senator Grams to Jon Gutzmann (attached).
- October 30, 1996 letter to Cisneros on designated housing rule.
- December 5, 1996 testimony from Jon Gutzmann and Al Hester before the Joint Hearing of the Minnesota House of Representatives Health and Human Services Committee and Housing Committee .
- December 16, 1996 letter from Jon Gutzmann to the St. Paul legislative delegation on the effects of the DHS welfare reform provisions .
- March 1997 letter from Senator Grams to Jon Gutzmann on resident safety concerns. Additional letters and follow-up including a proposed amendment to S.462 regarding screening for illegal drug use and alcohol abuse. Legislation introduced by Senator Grams and currently a part of the bill. Obtained support from NAHRO and PHADA for the amendment (CLPHA took no position). (attachments)
- Continued to served on the national Housing Committee of NAHRO.

S. Clippings:

- March 29, 1996, Pioneer Press article on “One Strike Directive” (attached).
- April 18, 1996, Pioneer Press article on PHA’s number one PHMAP ranking (attached).
- June 30, 1996, Pioneer Press article including PHA’s HOME program.
- July 18, 1996, Pioneer Press article on PHA intern Tommy Watson.
- August 2, 1996, Poineer Press article on SMRLS lawsuit settlement (attached).

T. National reputation duties

- April, 1996, letter from Mayor Coleman congratulating the PHA on its number one ranking by HUD (attached).
- June 1, 1996 letter from Secretary Cisneros to Jon Gutzmann thanking us for participating in Public Housing Summit (attached).
- August 2, 1996 letter from Jon Gutzmann to Secretary Cisneros thanking him for visiting our public housing and celebrating our homeownership programs (attached).
- September, 1996, PHA's HOME program featured in HUD "Best Practices" publication (attached).
- September 18, 1996, PHA received HUD Sustained Performance Award (letter attached).
- Staff coordinated visits to PHA properties during FY 97 by Senators Wellstone and Grams, and Congressman Bruce Vento.
- District of Columbia Housing Authority housing manager training - April 1997 (attached).
- Detroit Housing Commission; numerous Detroit staff came to St. Paul for intensive training; PHA staff consulted at Detroit on their own time (status reports to the Board May, September, 1996); Detroit off the troubled list (March 1997).
- Jobs-Plus designation award letter of March 7 1997 and congratulatory letter from Senator Wellstone.

U. Excellent Board and Attorney Guidance and Support:

- Election of officers at April 1996 meeting: Chair W. Andrew Boss; Vice Chair Richard Willits; Secretary Lillian Micke; Treasurer Kit Hadley; and Commissioners Natalie Hudson and Bob Fletcher.
- Reappointment of Commissioner Fletcher in August 1996.
- Performance evaluation of Assistant City Attorney Mike Driscoll shared with the Board of Commissioners at the April 1997 meeting.

V. Many thanks to all the PHA staff for their continued outstanding work performance and support. They are truly the best in the industry!

II. Agency Goals: Discussion of FY 98 Proposed Goals (Separate Board Report included in agenda packet).**III. Compensation:**

The salary for the Executive Director is \$84,641.28 (\$3526.72 semi-monthly). A 3% increase would equal \$87,180.52 per year. A 4% increase would equal \$88,026.93 per year. The increase would be retroactive to December 1, 1996 consistent with the policy for S&C employees.

IV. Other business: