



PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

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

AGENDA

PHA Personnel Committee

February 23, 1989

8:30 - 10:00 A.M.

United Way Office

333 Sibley Street, St. Paul

PERFORMANCE EVALUATION OF THE EXECUTIVE DIRECTOR

- A. Performance Evaluation Review Period
- B. Review of Activities at the Board Level
- C. Review of Activities at the Operational Level
- D. Performance Objectives for the Next Evaluation Period
- E. Compensation Review
- F. Other Matters as the Committee May Deem Appropriate

A. PERFORMANCE EVALUATION REVIEW PERIOD

1. All performance evaluation periods are being made to coincide with the Agency's fiscal year and budget cycle. This is April 1, 1988 through March 31, 1989, for the evaluation period under consideration.
2. The compensation period, according to the policy for supervisory and confidential employees, is December 1, 1987 through November 30, 1988.
3. Therefore, the information presented covers the period from December-1, 1987 to the present date.

B. REVIEW OF ACTIVITIES AT THE BOARD LEVEL

(selected items approved or reviewed by the Board of Commissioners from December 1, 1987 to the present)

1. Approval of operating budgets for FY '89 with no staffing increase and a 49% reserve level (adjusted later to 57%) (December, 1987).
2. Approval of operating budgets for FY '90 with staffing increases to reflect additional housing units obtained and strategic plan objectives, and with a reserve level of 58% (February, 1989).
3. Receipt of audit report and financial statements for all PHA programs as of March 31, 1988, that contained zero audit findings (February, 1989). This is the first time this has happened to the PHA.
4. Obtained \$402,357 (for FY '88) and \$208,798 (for FY '89) from HUD for previously underfunded insurance costs due in part to PHA's joining litigation led by CLPHA in March 1988. This action has caused HUD to "build-in" the increased insurance cost figures for future subsidies, which added \$431,761 (\$8.45 PUM) to the FY '90 HUD subsidy.
5. Throughout the previous year, the PHA has been able to purchase all its insurance policies from the open market, at competitive rates, as opposed to joining captive insurance pools as other housing authorities with less favorable loss histories have done.
6. The PHA "wrote-off", as a collection loss, only one-half-of-one percent of its total rental income for FY '89. This is the best record over the past 15 years.
7. The PHA was awarded the state's first "recognized performer" status by HUD in December, 1987, and was informed in February of 1989 that it will retain that designation for the next fiscal year. This permits the PHA to be "de-controlled" from many HUD regulations.
8. Approval of the Strategic Plan for the PHA (final approval December, 1988; process initiated January, 1988). Sets forth expanded Vision Statement, including the PHA's quality assurance program and new initiatives in affordable housing and social services.
9. Approval of the construction of 26 MN1-32 scattered site family units obtained in March of 1988 (\$1.6 million construction grant plus 40 year operating subsidies valued at approximately \$1 million). To date, 13 houses finalized and 5 are occupied.

10. Acquisition of 45 MN1-33 scattered site family units from December, 1987 (date of City Council approval) to present. (\$3.2 million of acquisition grant plus 40 year operating subsidies valued at approximately \$1.8 million). To date, 43 houses have been purchased and 30 are occupied.
 11. Application for 50 MN1-34 scattered site family units made June, 1988, HUD approval October, 1988; currently lobbying for City Council approval (targeting a March, 1989 Council meeting). (50 dwelling units, \$3.6 million of acquisition grant plus 30 year operating subsidy valued at approximately \$1.5 million).
 12. Approval to add 100 housing vouchers received in June of 1988 (bringing the PHA's voucher total to 330).
 13. PHA invited to apply for an additional 55 housing vouchers in February, 1989.
- The combined effect of items 9, 10, 11, 12, and 13 means that the PHA has produced an additional 276 units of affordable, federally subsidized family units in a short period of time and in a climate of declining federal resources.
14. Opening of the Section 8 Program waiting list November, 1988. Over 2,000 applications taken. The conventional public housing waiting list remains closed for four and five bedroom categories; approximately 850 families on that waiting list.
 15. Approval in July, 1988 of a final 1988 CIAP application in the amount of \$6.0 million for modernization at the four family developments, three hi-rises, and certain scattered sites. This is the largest CIAP award in several years (1987 = \$3 million; 1986 - 1984 approximately \$1 million each).
 16. Approval in December, 1988 to seek HUD funding to convert zero bedroom units at Neill Hi-Rise into one bedroom units due to marketing difficulties and over-supply of zero bedrooms. HUD approval pending.
 17. Approval in December, 1988 of funds for lead-based paint testing for all PHA family congregate development units (abatement funding will be sought in subsequent years).
 18. Approval of approximately \$1 million in routine and non-routine improvement contracts over the rating period (approval of such contracts were approximately 36 percent of the action motions before the Board for this period).

19. Informed the Board of various affordable housing and legislative initiatives in process (July, September, November, 1988; February, 1989).
20. Published report "Social Service Needs in Public Housing Hi-Rises" in May of 1988. Other reports to the Board regarding social service initiatives in process (March and November, 1988; January and February, 1989). Staffing decisions necessary to implement the social service initiatives approved in FY '90 budget, January, 1989.
21. HOPLIF sales proceeds expenditure categories and planning process approved February, 1989.
22. Approval of the expansion of the CHSP/Assisted Living Program to Valley Hi-Rise.
23. Approval of the Accessible Space, Inc. New Beginnings Program for brain injured adults given July, 1988 at Montreal Hi-Rise; program expanded February, 1989, at same site.
24. Approval of application for grant to expand the Wilder Assisted Living Program to the Dunedin Hi-Rise given February, 1989.
25. Unsuccessful grant applications:
 - Robert Wood Johnson Foundation to expand CHSP services to four additional Hi-Rises (August, 1988).
 - Application for 100 Section 8 Moderate Rehabilitation Certificates (May, 1988).
26. Temporary closing of McDonough gym and support of the Resident Council's efforts to restore proper programming and services there (July-December, 1988).
27. Revisions to the statement of policies governing admission to, and continued occupancy in, public housing (August, 1988). (Incorporation of language on independent living and supportive services standards.)
28. Information to the Board on resident housekeeping training program developed by UofM graduate student.
29. Information to the Board on the eight corporate and hi-rise associations under the Adopt-a-Hi-Rise Program.
30. Revised Equal Employment Opportunity Policy approved by the Board July, 1988.

31. Information on the first Agencywide sexual harassment prevention training (February, 1988); second year of training in progress.
32. Settlement of two outstanding matters of litigation (January, February, 1989), and implementation of appropriate follow-up procedures.
33. Negotiation of two year contracts with all employee bargaining groups at appropriate levels, including adjustments for comparable worth (September and November, 1988; January, 1989).
34. Renewal of employee assistance contract (September, 1988).
35. Approval of computerized card-controlled access system at Central Hi-Rise (January, 1988); expansion to all hi-rises planned over next two years.

C. REVIEW OF SELECTED ACTIVITIES AT THE OPERATIONAL LEVEL

1. Conduct regular meetings of the senior staff for the purpose of task follow-up and problem reduction on numerous operational matters. This is to assure that the Quality Assurance Program referenced in our Strategic Plan is tended to on a daily basis by all 200 employees. A copy of a typical agenda for a senior staff meeting is attached.
2. Directed staff to standardize and update the individual employee performance standards (work completed January, 1989)
3. Developed detailed departmental director work plans and goals in conjunction with the four directors and consistent with the Strategic Plan (November, 1988).
4. Initiated work on the employee career development plan (January, 1989). See attached memo for description/outline of project.
5. Established a nine-member job evaluation committee in August of 1988 with representatives from all three employee unions.
6. Held a number of meetings with all PHA staff on various topics of organizational "culture" i.e. career development, strategic plan vision statement, rental admissions policy, human rights settlement and resultant policy changes for PHA, etc. Also have built in a number of staff recognition events and awards.
7. Have continued to build/maintain visibility and sound professional relationships with a number of organizations, including but not limited to the Mayor and City Council, PED, State Representatives, Senator Durenberger, Congressman Vento, Area HUD Office, Lao Family Community, Wilder foundation, private corporations, various service providers, and others.
8. Have represented the PHA as a public speaker on numerous occasions during this evaluation period, including the NAHRO Mid-winter Conference (January, 1988), 1988 NAHRO Legislative Conference (February, 1988), RAP/Congregate Dining 15th Year Anniversary (March, 1988), Senior Workers Conference (November, 1988), and the CHSP Symposium before a State Legislative Committee (December, 1988).
9. Advocated for and obtained increased funding for resident council operations through the annual operating budget and discretionary fund allocations.
10. Advised or made recommendations to the Board and staff on various other matters.

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D. PERFORMANCE OBJECTIVES FOR THE NEXT RATING PERIOD

Unless otherwise directed, the attached draft "Strategy" prepared November, 1988, plus the Board approved Strategic Plan "Milestones" would serve as the performance objectives for the Executive Director for the next evaluation period (April 1, 1989 - March 31, 1990).

E. COMPENSATION REVIEW

The current salary for the Executive Director is \$61,800 per year.

The latest contract settlements for all PHA employee groups are as follows:
(average per employee):

1. AFSME	1st Year	2nd Year
	3% general increase	3.5% general increase
	2.6% comp worth	2.3% comp worth
	*5.88%	5.84%

2. Local #132 and #70	<u>1st Year</u>	<u>2nd Year</u>
	3% general increase	4% general increase
	<u>1.25% benefits</u>	
	4.25%	4%

3. Supervisory and Confidential Employees

<u>1st Year</u>	<u>2nd Year</u>
3.75% general inc.	3.75% general inc.
comp worth	comp worth
<u>4.46%</u>	<u>4.32%</u>

I would be very comfortable with the 3.75% general increase, plus consideration of some vacation addition and a small expense account for PHA business.

AGENDA

Senior Staff Meeting
 February 1, 1989
 1:00 P.M.

1. Monitoring Items

2. February 15th Board items

- (a) HOPLIF Sales Proceeds Planning
- (b) Affordable Housing Initiatives Status Report
- (c) Social Services Initiatives Status Report
- (d) 1-34 plan

ASI ALP Sunelin
 Montreal
 55 vouchers Bd. Rept.
 liability insurance
 poss. picnic

3. Other JMG Checklist:

(a) ARH:

- computer plan memo to JMG - dissemination to Department Directors?
- 1-34 plan - number of foreclosed units needs to be determined by Board Report deadline
- MN Energy Council Conference

(b) BEG:

- HUD bulletin on avoiding embezzlement follow-ups
- Commissioner's tour date
- AAP plan dissemination by 2/13
- Sexual harassment prevention training sessions

(c) DAD:

- JMG at next marketing committee
- HOPLIF fund balance reports
- Report on possible ALP expansion → Sunelin HR; eff. July '89; 30 slots
- Report on possible congregate dining expansion → W. 7th St. site closing - want to expand to Payne-Cole area - poss. Edgerton HR - may take a while bec. of resident reluctance. Colleen Seabloom. Her Bd. pushing her to lot 6. a SE Ac site (McDonough) for WAU Elie, DAD.
- Mod-rehab tentative award → T. Feeney call
- Family Service negotiation status → M. Jones has draft in to PMA.
- Commissioner Vang inquiry status
- voucher award (55)

(d) PBL:

- prepare response to L. Miller letter
- Front Hi-Rise critter status
- Wabasha Hi-Rise incinerator repair status →
- Caretaker meeting status ~~dec.~~ dec. by end of this wk or early next wk. → poss. mtg. wk of 2/13

(e) FAR:

- Wage determination issue letter

4. Staff Reports

→ JMG on Rec. Sec.

5. Adjournment

→ MPCA reg. on fuel oil tank monitoring - PBL
 → furnace probs. → McDonough

cc:File:ARH:DAD:BEG:PBL:FAR:JMG




PUBLIC HOUSING AGENCY OF THE CITY OF SAINT PAUL

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

MEMO

DATE January 12, 1989

TO Barb Grossman:Dorothy Davey:Paul Lowery:Russ Harju

FROM Jon Gutzman, Executive Director 

SUBJECT Career Development Plan

I would like to initiate work on the employee career development (ECD) plan with this memo. While Barb Grossman and the Operations and Finance Department have the primary responsibility for developing and implementing this plan, input from each Department will be crucial to successfully completing this project. The deadline for implementing the ECD plan is October 31, 1989 (Strategic Plan Milestone #1).

Background: While the PHA has a number of career development tools in place, including but not limited to the tuition reimbursement policy and the workshop/seminar training program, we do not have a comprehensive policy to encourage and promote career development.

Mission Statement: A draft mission statement for the ECD plan might read as follows: "To maximize opportunities for employee's professional and personal growth consistent with the PHA's organizational and departmental needs."*

The Draft Goals of the ECD plan include, but are not limited to the following:

- (1) to establish an ECD plan that promotes equal access and opportunity for all PHA employees.
- (2) to facilitate career development opportunities at all levels in the Agency and to assist employees in preparing for future supervisory and management positions.
- (3) to improve performance by enhancing specific or technical job skills.
- (4) to create an atmosphere that promotes public sector employment.
- (5) to enable employees to adapt to changes in the workplace resulting from technological advancement, changing public needs, new job or promotional responsibilities, and
- (6) to recognize employee contributions and achievements.

*Some of the draft is borrowed from the 1988 City of St. Louis Park's Employment Development Plan.

Draft Employee Career Development Plan Outline: A draft outline includes but is not limited to the following:

- (1) Organizational Training: an organizational training plan would be developed for a period of time that coincides with the strategic plan. It could be a three to five year period. Some items will be repeated every year while other topical subjects will be scheduled at least once during a three year period. A three year plan for organizational training will be up-dated each year to remain current. It should include the following at a minimum:
 - (a) Supervisory Training: provide basic supervisory and management skills training for all S & C employees within six months of their new hire or promotion into an S & C position. In addition, provide a least one seminar each year for S & C personnel on topical subjects, such as performance evaluation, interviewing skills, employee motivation, teamwork, goal setting, etc.
 - (b) Agency-Wide Training: provide sexual harassment prevention training and racial discrimination prevention training annually for all employees.
 - (c) Customer Service Focus: provide a customer service training tract for all employees.
- (2) Departmental Training: Department Directors will be responsible for developing three to five year plans that address the Agency's milestones and departmental goals, as well as individual needs that are related to the department's goals. The departments should use the performance evaluation sessions as one source for identifying individual employee training needs. It may be possible to develop "in-service" departmental training programs on PHA time in areas designed to assist the promotability of affected class employees. Also, the use of in-service video training tracts may be appropriate at the departmental training level.

The coordination or oversight functions for the Departmental Training needs to addressed. Progress on implementing departmental training plans will be monitored by the Executive Director as part of each Department Director's performance evaluation.
- (3) Individual Plan: Individual training plans will be developed for only those individuals seeking growth in their present career, a career advancement or a change in their careers. It will not be necessary for every employee to have a training plan. Employees who are interested in participating in a career development program will be asked to prepare a career plan. Career plans will provide information on the employee's career goal, the time needed to complete the career plan, the estimated cost of the program, and the benefit the PHA will receive from the employee's participation in the program.

- (4) The ECD plan should also address the issues of employee recognition for contributions and achievements.
- (5) Administration: Again, the Operations and Finance Department will have the primary responsibility for the development and implementation of the overall ECD plan, but other details need to be addressed. Some of these include approval of and tracking progress of individual career plans; evaluating the effectiveness of the training programs, etc. Also, it may make a lot of sense to establish an employee steering committee representing all departments in a decision making or advisory role.

The ECD plan should embrace existing Agency policies or procedures that relate to career development, including the tuition reimbursement policy, workshop/conference programs, flexible work schedule, and others. These would be aggregated into one Employment Career Development document. The costs to accomplish the ECD plan would be reviewed and considered annually during the budget process.

(6) Tentative Schedule:

1. Preliminary discussions with Barb Grossman and her staff completed by January 27, 1989.
2. Human Resources discussions with Department Directors and other staff completed by March 31, 1989.
3. Board approval of ECD plan by September 30, 1989.
4. Implementation by October 31, 1989.

JMG:pkg

cc:File:JMG:FAH:DMM

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

A. Executive Director Milestones

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

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

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

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

B. OPERATIONS AND FINANCE DEPARTMENT MILESTONES

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

C. DEVELOPMENT DEPARTMENT MILESTONES

1. Successfully complete the new construction of 26 single family units (MN 1-32; \$1.9 million) by March 31, 1989.
2. Successfully complete the direct acquisition of 45 single family units (MN 1-33; \$3.2 million) by January 12, 1989.
3. Successfully close out FY 84 and FY 85 CIAP programs (\$1.0 million each) by July 31, 1989.
4. Successfully close out FY 86 CIAP program (\$1.0 million) by December 31, 1989.
5. Complete 50 percent of FY 87 CIAP program (\$3 million) by December 31, 1989.
6. Initiate contracting on FY 88 CIAP program (\$6 million) by March 31, 1989.
7. Complete Phase II of computer master plan by March 31, 1989.
8. Provide necessary data processing support to all Agency departments (ongoing).

D. MAINTENANCE DEPARTMENT MILESTONES

1. Prepare vacant units for re-rental within the prescribe performance standards: monthly review by Executive Director and annual review by Board of Commissioners.
2. Perform routine maintenance work orders within the prescribed performance standards, including resident satisfaction surveys: monthly review by Executive Director and annual review by Board of Commissioners.
3. Perform preventative maintenance tasks within the prescribed performance standards: six month review by Executive Director and annual review by Board of Commissioners.
4. Operate and maintain heating, air conditioning and ventilation (HVAC) systems to promote safety, efficiency and resident comfort as measured by no more than five legitimate complaints per building per year.
5. Assume the primary responsibility (while working within the Development and Resident Services Departments) in maintaining and improving the appearance of all PHA buildings and grounds through daily activity of staff and monthly reports to the Executive Director.
6. Continue to monitor and conserve energy usage through regular (daily) (weekly) monitoring of computerized energy management system (EMS); expand EMS to remaining hi-rises (3) by _____.
7. Continue to seek opportunities to make work place safer through the work of the employee safety committee (monthly meetings, inspections and repairs or improvements).

E. RESIDENT SERVICES DEPARTMENT MILESTONES

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

PHA Executive Director

BASIC FUNCTION:

With responsibility to and under the general review of a seven member Board of Commissioners, provides policy and day to day direction of staff and to the Agency in the development, management and maintenance of safe, decent, sanitary, standard, and affordable housing for low income people in St. Paul.

EXAMPLES OF WORK

1. Implements and administers policies established by the Board of Commissioners and HUD.
2. Informs Commissioners, city officials and other related responsible authorities of progress on programs.
3. Advises or makes recommendations to Board members relative to public housing programs and policies.
4. Develops and implements resolutions of problems or situations which affect Agency operations.
5. Evaluates current fiscal matters and plans and directs Agency fiscal programs.
6. Determines Agency staffing needs and presents recommendations to the Board for review and action.
7. Maintains liaison with officials of local, state and federal agencies which aid in or are otherwise involved with the implementation of housing programs.
8. Maintains liaison with the City Wide Resident Council and the Senior Executive Board.
9. Represents the PHA and Board of Commissioners at professional associations, news conferences, and related events in order to express established position or policy and to enhance Agency image.
10. Negotiates and supervises negotiations of grievances, contracts, legal actions, labor agreements, and any other controversies or activities in behalf of the PHA and Board.
11. Coordinates, supervises and monitors the functions and responsibilities of the Agency's four departments.
12. Coordinates special projects which influence Agency operations in order to carry out Board-Agency philosophy.
13. Establishes Agency priorities and long-range planning agenda (subject to Board policy and direction) and delegates special projects, assignments or duties to Agency staff in order to achieve the goals and objectives of the Agency.
14. Performs related duties as required.

Survey Revision: PHAs of over 2500 units.

60 responses

Please note: only question two has changed.

These authorities have, on average, 200 full time employees and operate with an average budget of \$15,700,000.

1. Does your agency administer other, non-assisted housing programs such as UDAG, Community Development, HODAG, or Housing Counseling?

57% no 43% yes

2. What is your annual salary?

<u>2%</u>	\$35,001 to \$40,000
<u>2%</u>	\$40,001 to \$45,000
<u>4%</u>	\$45,001 to \$50,000
<u>10%</u>	\$50,001 to \$55,000
<u>12%</u>	\$55,001 to \$60,000
<u>14%</u>	\$60,001 to \$65,000
<u>22%</u>	\$65,001 to \$70,000
<u>12%</u>	\$70,001 to \$75,000
<u>8%</u>	\$75,001 to \$80,001
<u>6%</u>	\$80,001 to \$85,000
<u>8%</u>	\$85,001 to \$90,000

2a. Are you covered by civil service law?

89% no 11% yes

3. Does your authority contribute to a pension plan?

1% no 99% yes

3a. If your answer to question 3 was yes, does your authority contribute the entire amount?

52% no 48% yes

3b. If your answer to question 3 was yes, what percentage of your income does your authority contribute to a pension plan?

<u>17%</u>	1 - 5 %
<u>23%</u>	5 - 7 %
<u>20%</u>	7 - 10 %
<u>34%</u>	10-15 %
<u>3%</u>	15-20 %
<u>3%</u>	over 20%

4. Does your authority provide disability insurance?

42% no 58% yes

4a. If your answer to question 4 was yes, what percentage of the premium is paid by the authority?

<u>6%</u>	1 - 25 %
<u>23%</u>	25 - 50 %
<u>11%</u>	50 - 75 %
<u>3%</u>	75 - 99 %
<u>57%</u>	100%

5. Does your authority provide life insurance?

9% no 91% yes

5a. If your answer to question 5 was yes, how much coverage is available?

<u>19%</u>	less than \$25,000
<u>12%</u>	\$25,001-\$50,000
<u>16%</u>	\$50,001-\$75,000
<u>12%</u>	\$75,001-\$100,000
<u>28%</u>	over \$100,000
<u>13%</u>	variable

5b. If your authority provides life insurance, what percentage of the premium is paid by the authority?

<u>8%</u>	less than 50%
<u>8%</u>	50-74.9%
<u>2%</u>	75-99%
<u>82%</u>	100%

6. Does your authority provide health insurance?

0% no 100% yes