



**AGENDA
PERSONNEL COMMITTEE
APRIL 12, 1994
3:30 PM
ST. ANTHONY PARK BANK**

Evaluating the performance of the Executive Director for the period of April 1, 1993 through March 31, 1994 (FY 94).

- I. Summary of Agency accomplishments for FY 94
- II. Approved Goals for FY 95
- III. Compensation review
- IV. Other Business

I. Summary of Agency accomplishments for FY 94:

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 eight Agency goals for FY 94:

1. General Performance: Achieve designation as "High Performer" agency under HUD's Public Housing Management Assessment Program (PHMAP).

In June, 1993, the Executive Director reported to the Board that HUD granted the PHA High Performer status for the third consecutive year. The PHA's overall score was 97.3% which reportedly was the fifth highest ranking among the nation's 3300 housing authorities. The PHMAP assessment covers twelve areas of PHA operations, including the following:

Vacancy number and percentage (8 vacant units or 0.2% vacant; 99.8% occupied = A).

Modernization (five components measured; PHA scored A's in all five).

Rents uncollected (balance uncollected must equal less than 2% of total; PHA 1.2% = A).

Energy consumption (annual consumption has not increased over 3 year average; = A).

Unit turnaround (unit re-rental is 20 days or less for an A; PHA at 29.8 days = C).

Outstanding work orders (three components; PHA = A).

Annual Inspection and condition of units and systems (four components; PHA = A).

Tenants Accounts Receivable (TAR charges less than 5% of total; PHA at 4.7% = A).

Operating Reserves (should equal 40% or more of allowable level; PHA at 64% = A).

Routine Operating Expenses (less than operating income plus HUD subsidy; PHA = A).

Resident Initiatives (Board adopted policy and significant activity in four areas; PHA = A).

Development (four components; PHA = A).

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

Furthermore, this designation confirms that our Quality Assurance Pledge to the residents of public housing and Section 8 is more than words, it is action and results. One example; by maintaining an occupancy rate of 99% versus the old standard of 97%, the PHA is able to house approximately 120 more households a year than just a few years ago. This was not accomplished by adding 120 units to our inventory, but by more efficiently utilizing the resources we have. Staff are committed to the well being of our customers and are continuously looking for ways to improve our service to them. This particular accomplishment had a direct and positive effect on the lives of 120 families previously on the waiting list for public housing.

The hard work and dedication of the staff and the numerous management systems in place for each PHMAP category (and more) are what separates this Housing Authority from many others designated by HUD as "troubled". Both are treasures of public good which should be recognized and maintained.

2. Modernization: Meet application, obligation, and expenditure objectives for modernization funds allocated to the Agency, while working with residents to determine modernization needs and funding priorities.

A. The Development Department staff did an excellent job of meeting all application, obligation and expenditure standards for modernization funding:

1990 funds (\$5,697,500): 100% expended by 6/30/93, closed out 9/30/93.

1991 funds (\$5,298,413): 100% obligated by 6/30/93, and expended by 3/31/94.

1992 funds (\$7,529,514): 100% obligated by 3/31/94, close out expected by 11/95.

1993 funds (\$8,818,532): 100% to be obligated by 4/95, close out expected by 4/96.

The PHA's record to obligate, expend and close out modernization projects is among the nation's best. It will be offered as case study evidence to CLPHA and NAHRO to help refute the view in Washington that there are billions of unspent modernization funds in the "pipeline" at housing authorities around the nation. As Andrea Duncan, Executive Director of the Louisville Housing Authority and the President of CLPHA, said in her testimony to Congress, "the hundreds of us who are even in the pipeline should not be penalized for the few housing authorities stuck in it."

B. There have been no HUD monitoring findings regarding the administration or quality of modernization work. Budget revisions were submitted and approved as required.

Applications for funding were submitted ahead of HUD's deadlines. Meetings with residents were held at all the family developments regarding funding applications and the development of the Five Year Modernization Plan.

C. Some of the largest modernization projects in the PHA's history commenced this year:

Phase I of the four year, \$14 million modernization project was awarded to Cy-Con Construction on 4/7/93 for \$4,130,000. This phase of the work will be completed by June, 1994. (The work includes new porches, roof additions, exterior finishes, new kitchen cabinets, closet doors, bathroom upgrades, increasing the number of fully handicapped accessible units, and site work to improve drainage, add play areas, and add off-street parking.)

Phase II of the Mt. Airy modernization project was awarded to Frerichs Construction on 3/16/94 for \$3,640,000. This phase of the work will be completed by June, 1995.

The comprehensive modernization of the Ravoux Hi-Rise is the largest modernization project at a Hi-Rise in the PHA's history. The Board awarded the contract on 3/16/94 to Shaw-Lundquist Construction in the amount of \$3,968,000. The work includes a 5,000 square foot addition to the community room, a new caretaker's apartment, a new service entrance, elevator modernization, new emergency generator, new trash compactor, carpeting in the corridors, a new community room kitchen, and extensive improvements to the individual apartments. This work will be completed by September, 1995.

D. Staff and residents formed an even stronger partnership in the modernization program this year. The modernization project underway at Mt. Airy Homes and the planning for modernization at Ravoux Hi-Rise created opportunities for improved communications between PHA staff, residents, and contractors. The result has been a greater awareness of and sensitivity to the needs of residents whose apartments are undergoing substantial rehabilitation.

E. Staff from the Maintenance, Resident Services and Development departments continued to participate in a formal design review process on modernization projects. They discussed and approved project concept, design, and product and material selections for a variety of improvement projects. The results have been improved communications, coordination, and project management. Also, design decisions coming out of this process are more highly supported by the staff who have the responsibility to maintain the improvements.

F. Significant progress was made toward meeting MBE/WBE contracting goals. This included additional outreach to provide bidding opportunities to as many contractors as possible, a higher MBE goal (20%) formally adopted by the Board, and action by the Board in February and March to enforce the higher MBE contracting goal on the Mt. Airy Phase II contract award.

G. Other modernization or operating budget contracting efforts to maintain and improve the property and benefit the residents included; parking lot expansions at McDonough and Roosevelt Homes; conversion of zero bedroom apartments at Wabasha and Mt. Airy Hi-Rises; elevator modernization at Cleveland, Iowa, and Edgerton Hi-Rises; play area improvements; scattered site modernization and lead paint abatement; Hi-Rise interior painting and wall covering; water line replacement at Iowa Hi-Rise; residential furnace inspections; Hamline Hi-Rise community center remodeling; and more.

3. Support Services: Seek resources for services and programs that respond to family, elderly and disabled resident needs, and increase program space on PHA properties for on-site services while preserving family dwelling units for rental purposes.

Staff, primarily from the Resident Services Department, (Michele Schnitker, Director) were very successful in addressing a wide array of goals under this heading. Staff initiated or participated in the development of numerous grant proposals including Drug Elimination, STEP Gateway II and III, Youth Sports, Minnesota Twins, CHSP, City Wide Resident Council technical assistance grant, and others.

A. In terms of dollar volume, the drug elimination and youth sports activities top the list. A Community Outreach Policing Program (ACOP) received over \$660,000 this year. This includes the community policing activities at all four family developments for 14 contracted personnel (one police Sergeant, seven police officers, one investigator, three interpreters, and two social workers). The drug elimination program also included \$202,000 in funding for the Boys and Girls Club's parent and youth education programs; \$39,000 for the Hmong American Partnership's Youth Pride program; \$62,000 for the Women's Association of Hmong and Lao parent education program, and \$85,000 for the PHA's administration, including the funding for our Drug Elimination Coordinator, Anthony Brown.

The PHA contracted with Wilder Research Center to provide a comprehensive assessment of the effectiveness of each drug elimination program and the effectiveness of the combination of these programs toward reducing drug related criminal activity in public housing. The results will be discussed at the April 20 Board meeting.

B. Through the Mankato State University Graduate Program for Public Affairs, the PHA was able to place two interns who assisted with Resident Services work including completing family employment and youth programs surveys.

C. The Minnesota Twins Rookie League Baseball program was initiated with approximately 90 public housing youth in grades 4,5, and 6 participating. Activities were coordinated by the Boys and Girls Club staff and staff from the PHA, including volunteer coaches from the Maintenance Department.

D. Staff participated in many new partnerships to secure services for Hi-Rise residents. These included seeking and receiving approval for a \$263,942 grant to extend the Congregate Housing Services Program at Ravoux and Valley Hi-Rises; the expansion or continuation of the Block Nurses program at Montreal, Seal, Cleveland, and Front Hi-Rises (the Block Nurse program at Front significantly increased services including weekend meals for 25 residents, exercise groups and social events); the expansion of Family Service's social worker services to Central and Dunedin Hi-Rises; and more.

E. Maintenance of effort is also an important category of work. Staff worked hard to ensure that existing levels of services for Hi-Rise residents continued as follows: Accessible Space program (four Hi-Rises), Adopt-A-Hi-Rise program (14 Hi-Rises, Valley Hi-Rise added, Exchange and Neill lost), Assisted Living Program (two Hi-Rises), Bookmobile (13 Hi-Rises), Grocery Bus (all buildings), "mini-health clinics" (12 Hi-Rises), Religious services (all buildings), "Senior" dining program (10 buildings), and more.

F. One of the most satisfying accomplishments of this past fiscal year was seeing the newly modernized and expanded Community Centers at Roosevelt and Mt. Airy Homes become fully operational. The short summary is that we more than doubled the space and the services available to the residents at these two developments. A more detailed version is found in the attached memoranda.

I view this work as some of the most important ever accomplished by the PHA. We were able to increase the physical space beyond that which HUD has traditionally permitted (by a complicated formula) because of our proven performance track record and ability to demonstrate the need for the services. We were able to find service providers willing to occupy the space because of our proactive work in identifying the needs of the residents (Wilder Survey and other efforts) and networking with these providers. It is unlikely that the PHA will have another opportunity to do more with these sites in terms of future expansion or modernization. But what we were able to accomplish should rank very high in terms of its significance in improving the lives of hundreds of families today and into the future.

G. Plans are being developed in FY 95 for the expansion of the McDonough community center, and staff are looking at what might be possible at Dunedin. All this in being done in accordance with the Board's directive to expand the service facilities but not at the expense of removing family units from the rent rolls.

4. Resident Initiatives: Implement the objectives of the resident initiatives policy on employment and economic development opportunities for PHA residents. Seek CDBG "economic stimulus" funding if available to support job creation measures for PHA residents.

A. No opportunity existed to apply for CDBG stimulus funding as Congress failed to pass the Clinton Administration's bill. But we were ready.

B. Board member Richard Willits deserves much credit for getting the PHA to reach its most significant resident economic development accomplishment to date; the authorization to negotiate a Step-Up agreement with the Building Trades Council for the employment of public housing residents in construction related work. The efforts of staff participating in our "Resident Economic Development work group" (Barb Grossman, Elaine Anderson, Joanne MacDonald) have been tremendous and led to program approval at the 2/16/94 Board meeting.

Staff are now working out the complex implementation issues. Our goal is to have at least six residents successfully complete the 2000 hour construction work Step-Up Apprenticeship program at PHA funded work sites in FY 95. Upon completion of their Step-Up Apprenticeship, participants will have a variety of choices including participating in craft specific apprentice programs, continuing formal construction training, obtaining construction employment, or other options consistent with their individualized Development Plan.

Step-Up is a national program of HUD, the Department of Labor, and NAHRO. The PHA's Step-Up program is one of about five in the nation to date, and is the first where a PHA and a Labor Council are joint sponsors.

C. Staff are pursuing other economic development and employment opportunities for residents including the Step motivational training program, possible resident employment in PHA janitorial and security contracts, employment at the PHA managed Community Centers (Mt. Airy and Roosevelt), and traditional "force account" labor opportunities under the initiative of the Maintenance Department Director, Paul Lowery.

5. Housing Development: Seek 150 additional federally subsidized Section 8 certificates or vouchers, including additional Family Self Sufficiency certificates. Aggressively pursue funding opportunities under the McKinney Homeless Assistance Act.

A. The Board authorized the application for 100 Section 8 certificates and vouchers (Family Unification Program) on 7/21/93. The application was not funded by HUD.

B. The Board authorized the application for 249 certificates and vouchers on 7/21/93. The application was approved for 100 units.

C. The Board authorized an application to the MHFA Housing Trust Program on 8/18/93 for home ownership opportunities. The PHA was \$75,000, which subsequently became one source of funding for substantial rehabilitation under the HOMEWARD program.

D. The Board authorized the application of approximately \$3.9 million in HUD Development funds for the purchase and eventual resale of 35 scattered sites (MN 1-38 HOMEWARD) on 7/21/93 (discussed in detail below).

E. Staff were able to acquire two additional scattered sites under Development Programs MN 1-35 and MN 1-37 (approved on 4/21/93) due to prudent purchasing and a change in HUD's rules. This brought the number of scattered site rental units purchased under those programs to 16 and 26 respectively.

F. The Special Projects Supervisor, Al Hester, the Resident Services Department Director, Michele Schnitker, and other staff have been working on an application for funding under the Section 8 NOFA for Homeless Persons With Disabilities. It is likely that we will seek Board authorization to apply for 50 certificates at the April 20, 1994 meeting.

Pending Board approval, an important new feature of this application for additional housing subsidies is our proposal that HUD should consider our application as subordinated to an application from the Metro Council HRA for the same program. We state that our desire is to see the Twin Cities Metro Area get the maximum allocation under this NOFA without the core cities appearing to "take vouchers away" from the wider region served by the Metro HRA. We recommend that Metro HRA's application be funded ahead of ours, and that our application be considered if more than 200 vouchers are available for our area, or if Metro HRA's is not funded.

G. The PHA opened its waiting lists for 3, 4, and 5 bedroom Section 8 and Public Housing programs on January 26-28, 1994. Approximately 1500 additional applications were accepted. The process was more customer friendly than ever, as applicants were able to apply by telephone.

6. Home ownership: Assist 15 public housing or Section 8 households to become home buyers.

A. At the beginning of FY 94, 44 families had become home owners under the HOME program. By the end of FY 94, that number grew to 76. We exceeded goal of assisting 15 families; 32 were assisted. This continues to be one of the most successful ventures of the PHA.

Now in its fourth year, we and our HOME partners (Tom Fulton and the Family Housing Fund, Thompson Associates, and the City of St. Paul) have much to be proud of: Seventy six families have moved out of public housing or Section 8 into home ownership; their units have been re-rented to other families on the waiting list; the 76 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 as well); and none of the purchases has resulted in default.

Tom Fulton has said that the HOME program is one of the most successful programs ever to be assisted with Family Housing Fund dollars. We feel the same way about the use of discretionary PHA funding.

Because HOME is still only funded at the local level with non-HUD funds, the PHA and the Family Housing Fund will need to begin discussions in FY 95 about re-capitalizing the \$800,000 down payment assistance fund.

B. Our newest addition to the home ownership portfolio is the HOMEWARD program. This "rent-to-own" model received approval from Mayor Coleman and the new City Council in early March of 1994, but the staff had been working on the program concept for most of FY 94. (The "approval" related to the statutory requirement that the City must approve additional units of public housing.) A description of HOMEWARD is attached.

The program partnerships include the City of St. Paul (\$275,000 in CDBG funds for substantial rehab), MHFA (\$75,000 for substantial rehab), the Family Housing Fund (\$125,000 for home ownership counseling services and \$150,000 for substantial rehab), and HUD (\$3.9 million for acquisition and rehab).

Jann Blesener and other staff worked hard to deliver on the Strategic Plan vision of adding scattered sites which contained a home ownership component. Staff created this particular "rent to own" model where none existed. The Strategic Plan set a "stretch goal" and I am proud that we were able to deliver on it.

We are moving forward with implementation, including working with neighborhood groups in the unit acquisition stage (so we can also further their stabilization and rehabilitation goals), rehabilitation planning, and initial discussions regarding home ownership procedures and services.

7. Employees: Meet established employee career development objectives. Achieve cultural diversity goals and objectives for employees and residents through the Affirmative Action Plan, the efforts of the Cultural Diversity Committee, and other efforts.

Staff, particularly from the Operations and Finance Department (Barb Grossman, Director) played a major role in meeting the established career development objectives.

A. Agency wide activities included: Supervisory training (five session held); Diversity training (one mandatory session for all employees in April, 1993); Sexual Harassment Prevention training (mandatory sessions for all employees in December, 1993, and January and February, 1994); Skills Enhancement (one class January through March, 1994 with 22 enrollees, the March to May 1994 class is just underway with 14 enrollees); New Employee Group Orientations (two sessions held); New Supervisor Training (mandatory

external training required for all new supervisors within their first six months on the job); and Customer Service Training (mandatory training for all employees in October of 1993).

B. Training to address specific needs at the Department level continued, including team building (Development), computer system conversion (Development), new employee orientations (O & F and Maintenance), caretaker morale issues (Maintenance) and more. In addition, the Maintenance Department's training facility at Roosevelt Homes (initiated over two years ago by Paul Lowery) continued to provide staff with hands-on training in a variety of maintenance areas.

C. Individual training and career counseling activities occurred with 10 employees and many more took advantage of the PHA's formal tuition reimbursement program.

D. The employee advisory committee for Career Development met throughout the year to help plan Agency wide training, clerical development program, and other work associated with the Annual Recognition Program for all PHA employees. The formal recognition event was held in June 1993. Plans are underway for this year's event as well.

E. The implementation of a Cultural Diversity Program at four Hi-Rises, Wilson, Iowa, Edgerton, and Hamline, was a departmental goal for Resident Services in FY 94. Staff and residents met the goal, and believe the program was successful, although much work remains. An evaluation of the first year program will be conducted by the Assistant to the Resident Services Director, Barbara Sporlein. For FY 95, this program has been elevated to an Agency goal.

F. Progress toward meeting the PHA's Affirmative Action hiring goals was reported to the Board on March, 16, 1994. At present, the 237 people in the PHA's workforce include 47% women and 22% people of color, with both groups being represented at all levels of the Agency.

While the staffing level includes five more women and four more people of color than it did last year at this time, we are continuing four female and one minority hiring goals for FY 95 as explained in the report. (Generally, females leaving certain job categories were replaced with females, but net under utilization was not corrected as there were no additional hiring opportunities. Also, there was no hiring opportunity in the job category with minority under utilization.)

Minority and female recruiting is an activity undertaken throughout the PHA, including considerable work performed by the EEO-AA Officer, Cynthia Collier, the Department Directors, and myself. We do not limit our activities to the vacant positions formally classified as underutilized. I am very proud of all the new hires or promotions that were made this past year.

8. PHA Administration: Accomplish the relocation of the Central Office and prepare for the relocation of the Rental Office to 480 Cedar Street. Phase out existing computer system following conversion to a new replacement system.

A. The Central Offices were successfully designed, bid, "built-out", and staff were relocated to 480 Cedar in September of 1993. An Open House was held on November 17. Many staff in addition to the Development Department were involved in this considerable undertaking. Planning has been underway for several months for the design and renovation of the third floor for the relocation of the Rental and Section 8 Offices in the fall of 1994.

Throughout this past year, the Board received written monthly cash flow reports on the operations of 480 Cedar. The Building Fund had a cash balance as a result of operations of \$72,283, and total available cash balance of \$258,585 as of 3/11/94.

The Facility Manager, Kirsten Spreck, led the commercial leasing activities at 480 Cedar. These included the relocation of several existing tenants to the fifth floor, and new long term leases for the Independent Republican (IR) Party of Minnesota (moved in from Bloomington), the IR Fourth Congressional District (moved in from St. Paul), and the House and Senate IR Caucus Campaign Committee (moved in from the Capitol). A new marketing flyer was produced, new tenants are continually solicited, and written proposals are presented under my signature.

Staff are preparing a comprehensive report on 480 Cedar for the May 1994 Board meeting. It will summarize the acquisition and modernization activities to date, the building improvements planned, Building Fund financial reports and recommendations (including debt retirement and future use of retained earnings), building management policy and procedures (including the leasing of commercial space), etc. The entire operation seems to be quite successful so far.

B. The MIS system conversion activities were led by the Development Department Director, Jann Blesener, the MIS Manager, Jim Terrell, MIS staff, and the Computer System Committee. The PHA awarded the contract for the purchase and installation of the new business system to Memory Lane on 12/15/93. Hardware purchasing is underway and should be substantially complete by May, 1994. Implementation of the Memory Lane software will begin as soon as hardware and network work is completed and should itself be completed within 12 months.

Staff are addressing a host of inter-related issues as part of this work, including the PC user's support and service needs, equipment and systems documentation, training, hardware and software standards, systems and technology projections for future needs, and improved electronic communication such as "EMAIL".

Other FY 94 performance and operational accomplishments of the Agency include:

- A. PHA's Compliance with Minnesota Pay Equity Act announced at 4/21/93 Board meeting.
- B. Policy for staff on Conflicts of Interest approved by the Board on 5/19/93.
- C. Amendment to PHA Commissioner's Policy on Conflicts of Interest approved on 12/15/93.
- D. The audit for FY 93 was presented to the Board by McGladry & Pullen on 9/15/93. (Earlier staff recommended and the Board approved the selection of a different audit firm from that of the past six years.) The audit contained two compliance findings and three reportable conditions. One finding was that the PHA did not require a grant sub-recipient, the City of St. Paul for \$68,979 under the ACOP program, to have an independent audit performed and submitted to the PHA. (The PHA's response was that it will require said audits to be kept on file at the PHA in the future for all grant sub-recipients over \$25,000.) The other finding was that the PHA did not monitor the City of St. Paul's compliance with the Uniform Relocation Act relative to a \$3,841 relocation expense. (The PHA stated that it will assign someone to review compliance requirements.)
- E. After years of pursuing the refund of approximately \$1 million in HOPLIF proceeds, HUD finally returned the money in mid March.
- F. Year end financial statements for all funds were reported to the Board on 6/16/93.
- G. The Low Rent Public Housing Operating Budget for FY 95 was approved by the Board on 1/19/94. Total operating expenditures are budgeted at \$14,798,330, which is a 1.35% increase over the previous year's budget. The operating subsidy from HUD is calculated at only 95% of PFS, which meant that the PHA received about \$360,000 less than it was entitled to receive. Even so, the budget is balanced and projects making a contribution to reserves of approximately \$295,756. The FY 95 reserve level is budgeted at \$5,081,048, which is 73.4% of the allowable figure.
- H. Staff recommended and the Board approved a policy establishing an Operating Reserve for the Section 8 program on 1/19/94. The goal is to maintain an undesignated fund balance equal to at least six months' Section 8 operating expenditures.
- I. Purchasing Policy revisions were approved by the Board on 1/19/94.
- J. A Family and Medical Leave Policy was adopted by the Board on 1/19/94. It brings the PHA's policy into compliance with the 1993 Federal family and Medical Leave Act.

K. NAHRO Award of Merit for "Monthly Management Report" received in FY 94. Applications made for FY 95 NAHRO Awards of Merit for the PHA's HOME program and Energy Management System.

L. PHA's Policy Prohibiting Sexual Harassment, Intimidation, or Sexual Violence was updated by the Board on 7/21/93.

M. New PHA logo approved by the Board on 7/21/93.

N. Throughout the year, the Executive Director served on the HUD Occupancy Task Force. The preliminary report was issued on 9/15/93, and the Final report was delivered to Congress on 3/31/94. The impact on the PHA's admissions, continued occupancy, and evictions policies will ultimately be determined by the formal rule making procedures for HUD.

O. PHA staff also participated in other national HUD Task Forces, although none met more than once or twice (I served on the "High Performer Task Force", Jann Blesener on the "Facilities Management Task Force", and Mary Ahern on the "Section 8 task Force").

P. Negotiations with SMRLS continued through out the year to resolve the dispute detailed in their April 1, 1993 letter, over alleged racial and ethnic disparities in the subsidized housing programs administered by the PHA. Staff gave several verbal reports to the Board on the progress of these negotiations. On February 15, 1994 a letter was sent over my signature containing a four part settlement offer. On March 21, 1994, SMRLS responded in writing, stating in part that they felt the PHA made a very substantial proposal. Negotiations are continuing. A special meeting of the Board may be called in the near future to review the status of the negotiations.

Q. The PHA was cited extensively in a HUD publication "creating Community: Integrating Elderly and Severely Mentally Ill Persons In Public Housing"

R. Informational Board Report on termination's of tenancy for cause on 1/19/94.

S. Letters to Congress throughout the year on a variety of issues.

T. On 3/16/94, the Board approved a request from HUD, Washington that the Executive Director and selected senior staff assist in providing technical assistance to the Philadelphia Housing Authority as part of HUD's Support Team of high performer PHA's to severely distressed PHA's. The likelihood of this ever getting off the ground seems low, given that meetings were to have occurred in the first week of March and April.

U. Letter to HUD Assistant Secretary for fair Housing regarding M/WBE goals for contracting as directed by the Board on 3/16/94.

V. S&C Policy amendment and wage settlement 3.56% plus 0.2% for health insurance approved by the Board on 3/16/94.

W. The Executive Director reviewed the PHA's strategic plan at meetings for all supervisors and for all staff. The Board approved retention of the existing vision statement and established ten new Agency goals for FY 95 on 3/16/94.

II. Agency Goals approved for FY 95:

On March 16, 1994, the Board approved 10 Agency Goals for FY 95 as follows:

1. **Quality Assurance Pledge.** Continue "High Performer" status under HUD's Public Housing Management Assessment Program (PHMAP).
2. **Hi-Rise Allocation Plan.** Work with residents, service providers, and other community members to develop a plan to designate some hi-rises as "Seniors-only" housing.
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.
4. **Modernization.** Meet expenditure objectives for all Comprehensive Grant awards. Work closely with residents to successfully perform all modernization work, with special attention given to the major comprehensive modernization projects at Mt. Airy and Ravoux hi-rises.
5. **Home ownership.** Assist 15 public housing or Section 8 households to become home buyers under the HOME Program. Acquire and rehabilitate 35 properties for resale to families under the HOMEWARD Program.
6. **Cultural Diversity Program.** Continue implementation in up to six hi-rises to foster an environment where all resident and staff, regardless of differences, can feel safe, secure, and supported.
7. **Resident Economic Development Initiatives.** Implement Step-Up and support other programs which help residents achieve their goals of economic independence and increased self-sufficiency.
8. **480 Cedar Street.** Construct the new Rental Office space and manage office relocation; oversee renovation, manage and market the office building.
9. **MIS Business Systems Conversion.** Substantially complete the installation and implementation of new systems and phase out use of previous systems.
10. **Employees.** Meet established career development objectives. Meet racial and gender hiring goals for employees through the Affirmative Action Plan and other efforts.

III. Compensation:

The salary for the Executive Director is \$74,941.92 (\$3110.08 base salary plus \$12.50 deferred compensation semi-monthly). It is recommended that the base salary be increased by 3.56% retroactive to December 1, 1993, consistent with the Policy for Supervisory and Confidential Employees. The new base salary of \$3220.80 plus \$12.50 deferred compensation semi-monthly (\$3233.30), would bring the annual salary to \$77,599.17.

IV. Other business:

City housing agency gets good report card

ANN BAKER STAFF WRITER

St. Paul's Public Housing Agency was ranked fifth among the 3,300 public housing services across the United States. Its annual report card came last week from U.S. Department of Housing and Urban Development.

"I think it has to do with our staff and the systems we have in place," said executive director Jon Gutzmann when asked the secret of his agency's success.

"They're the hardest working and most competent group of people with whom I've ever worked. We're a tenant-centered organization, and the staff are grounded by their daily involvement with the successes and failures of our residents."

Public housing in St. Paul provides a staff of 240 to oversee 2,400 publicly owned housing units in four large complexes — McDonough, Mount Airy, Roosevelt and Dunedin homes; 16 high rises for seniors and handicapped people and more than 300 houses and duplexes scattered throughout the city.

The agency also oversees 2,800 Section 8 grants, which are federal subsidies that allow low-income people to pay no more than a third of their monthly income on rent in privately owned buildings.

The St. Paul agency provides numerous services for its residents, typically in collaboration with other local agencies. They include:

■ A Community Outreach Police (ACOP),

which uses \$800,000 in drug-prevention federal grants to pay salaries of city police officers and support staff in the four large family housing complexes.

■ Youth sports programs, including \$124,000 to help open a Boys and Girls Club at Mt. Airy, where the community center also is being renovated. It will reopen in November.

■ Head Start preschools, well-baby clinics, food shelves, counseling, job hunting programs and nutrition classes at McDonough, Mt. Airy and Roosevelt. Residents of Dunedin are encouraged to use similar services at the adjacent Neighborhood House.

"We're focused on a specific mission: provide

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ing safe and affordable housing," Gutzmann said.

"But in doing that well, we are an anchor in many areas of the city. We're able to bring additional federal resources to the city and build community centers, help provide community policing and help provide services that help residents move up and out," he added.

St. Paul's good rating comes at a time when public housing agencies in Philadelphia, Kansas City and other cities have been so troubled by vandalism and related problems that federal courts have stepped in to take them over.

But Gutzmann said his agency's high marks resulted more from hard work than from being in a less troubled urban zone.

"I think it comes down to staff

and management and systems," he said.

Staff members are asked to meet high standards.

Caretakers are expected to get vacant units ready for new occupants in four days or less and to answer maintenance emergencies within 24 hours.

Housing managers inspect the grounds monthly at the high rises and family complexes, five times a year at scattered sites.

Staff of the resident services department are expected to reach 99 percent occupancy, while carefully screening tenants, inspecting units annually and attending meetings of the 23 resident councils.

The operations and finance department draws up budgets two years in advance, while attending to employee safety issues and promotional opportunities.

In the coming year, the agency hopes to provide more Section 8 certificates, also to help homeless people find a variety of places to live.

St. Paul Public Housing Agency Clipping File

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cc:ms:TRD 3/18

Memorandum

To: J. Gutzman; J. Blessner; D. Lang; J. Wright; P. Tossey
From: Lisa S. Ross
Date: March 16, 1994
Subject: Mt. Airy Community Center - Project Summary

PROJECT SCOPE

The existing Mt. Airy Community Center has been expanded and remodeled in 1993 under the HUD Comprehensive Grant Program. The project involved expanding the existing building from 7,650 sq. ft. to 18,400 sq. ft. a total increase of 10,750 square feet. The two story addition included a large community room and kitchen, classrooms, offices, child care rooms and meeting rooms. Site work included vacating a city street, relocating utilities and moving a house to create a 25 car parking lot and playlot on the steep site. One year was spent on identifying the program needs and designing the building. Construction was completed in 9 months. The project was completed for a total cost of \$1.6 million dollars.

PROGRAMS

- **Head Start** - The Head Start program at the old facility provided preschool opportunities for 38 Mt. Airy residents. With the new expansion, Head Start operates three classrooms serving a total of 120 Mt. Airy Kids.
- **Clinic** - A clinic with two exam rooms has been created in the remodeled building. The clinic is staffed 4 days a week by North End Medical Clinic and 1 day a week by Ramsey County Midwife Program.
- **Boys and Girls Club** - The Boys and Girls Club has moved their entire program into the facility. The Club operates 6 days a week and serves 150 kids. Programs include computers, cooking, games and study groups.
- **ECFE** - Operated by the St. Paul Schools, Early Child Family Education (ECFE) provides educational programs and parenting instruction for parents and young children.
- **ESL** - English as a Second Language (ESL) program offers English classes four days a week. Daycare is provided on site for students children.
- **Capital Community Services (CCS)** - CCS provides a social worker on site five days a week. They also operate the Food Shelf program out of the Community Center two days a week.
- **ACOP** - St. Paul Police Officers from the ACOP program are now officed in the Center and provide a visible presence at the Mt. Airy Development.
- **OTHER** - The facility also provides space for the STEP program, the WAHL program, Cub scouts, Resident Meetings and Private Parties.





Memorandum

To: J. Gutzman: J. Blessner: D. Lang: J. Wright: A. Velasquez
From: Lisa S. Ross
Date: April 11, 1994
Subject: Roosevelt Community Center - Project Summary

PROJECT SCOPE

The existing Roosevelt Community Center, built in 1958, was expanded and remodeled in 1992 under the HUD Comprehensive Improvement Assistance Program (CIAP). The project involved expanding the existing building from 11,250 sq. ft. to 19,225 sq. ft, a total increase of nearly 8,000 square feet.. The expansion included new classroom space for Head Start program and the Early Childhood Family Education program as well as training space for PHA Maintenance Department. Updated and remodeled areas house offices and activity space for 10 community organizations and a PHA management office. The project was completed for a total cost of \$1.2 million dollars.

PROGRAMS

- **ACOP** - St. Paul Police Officers and social workers from the ACOP program now office in the Center. The highly visible location in the Community Center helps to establish a partnership between the police and the community .
- **Boys and Girls Club** - The Boys and Girls Club were able to expand into the remodeled center to provide educational programs including a Parent Education Program and computer classes. These classroom type programs compliment their recreational program which are located nearby.
- **CLEO** - The Chicano Latino Employment Opportunity, provides bilingual job referral, training and counseling services. They also run a summer youth program.
- **Clinic** - A clinic with two exam rooms has been created in the remodeled building. The clinic is staffed 4 days a week by West End Medical Clinic and 1 day a week by Ramsey County Midwife Program.
- **ECFE** - Operated by the St. Paul Schools, Early Child Family Education (ECFE) provides educational programs and parenting instruction for parents and young children.
- **ESL** - English as a Second Language (ESL) classes are held four days a week in the Community Center.
- **Food Shelf** - Merrick Community Services operates a food shelf five days a week that serves Roosevelt residents and the surrounding community.
- **Head Start** - The building expansion allowed for the creation of two classrooms specially designed for Head Start preschool programs. Eighty Roosevelt kids are currently served by the program.
- **OTHER** - The facility also provides space for the STEP program, the WAHL program and Resident Council activities.





DATE: April 5, 1994
TO: Connie Toavs
FROM: Bobby Huggar *BH*
SUBJECT: Monthly Coordinators Meeting for April, 1994
(Reference Mt. Airy Community Center)

PRESENT:

Bobby Huggar, P.H.A.; Bill Richards, B & G Club; Ying Chin Yang Her, B & G Club; Diana Morton, S.T.E.P.; Keith Draz, Valley Parks & Rec.; Nue Lee, C.C.S.; Sharon LoCascio, E.C.F.E.; Barb Huwe, Ramsey County Public Health; Tammy Saad, Mt. Airy Health Clinic; Sharon Nelson, Lao Family; Nhia Xou Yang, Lao Family; Christine Schultz, R.A.P. Headstart; Bee Yang, B & G Club; Patti Tossey, P.H.A.; Ben Lauer, A.C.O.P.; Anthony Brown, P.H.A.; and Jon Gutzman of P.H.A.

P.H.A.

Patti Tossey discussed the present parking situation at the Community Center parking lot. Service providers were again requested to use the over-flow parking lot number 39, which is approximately one half block away from the Community Center.

Also discussed was the use of long distance calls on the Center phones without management's consent. Patti requested anyone making long distance calls to fill out a P.H.A. long distance form and turn it into the Receptionist.

Anthony Brown passed out literature regarding the meaning of "Safe Zone" for the Community Center and the Mt. Airy Homes area in general.

Service providers were asked to discuss the Safe Zone literature with their clients in an effort to further spread the word.

Jon Gutzman thanked all those in attendance for doing a good job with the residents of Mt. Airy Homes community.



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Monthly Coordinators Meeting for April, 1994

BOYS AND GIRLS CLUB

Bill Richards spoke on the National Boys and Girls Club Week happenings beginning the week of April 11, 1994.

Also, 100 pairs of roller blades were donated to their organization of which Mt. Airy youth had received quite a few pairs.

There are plans to begin a Table Tennis Club in conjunction with Ben Lauer of A.C.O.P.

Bee Yang discussed the Parenting Skills classes taking place every Tuesday from 5:00p.m. to 7:00p.m. at the Community Center.

A.C.O.P.

Ben Lauer informed attendees of the A.C.O.P. Crime Prevention meetings ending April 23, 1994. There are plans for his group becoming more involved in youth activities once the classes end. A.C.O.P. is still looking for volunteers to the Advisory Board which meets on the second Tuesday of each month.

S.T.E.P.

Diana Morton informed the attendees that her program enrolled 7 new participants the month of March, 1994. She also thanked the other service providers for referrals to her program.

VALLEY RECREATION CENTER

Keith Draz spoke on the opening of the Valley Recreation Center. Work on the first floor is now complete and the building now is in full use. On April 23, 1994, Valley Rec. will be participating in the St. Paul city-wide clean up. There will be a picnic at Phalen Park from 9:00a.m. to 12:00p.m. for those who participate.

E.C.F.E.

Sharon LoCascio stated that their classes are going well. There are still a few openings in their classes.

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Monthly Coordinators Meeting for April, 1994

RAP HEADSTART

Christine Schultz spoke on her organization's plan to purchase 6 bikes for the youth 4 to 5 years old. The bikes will be offered to the other Service Providers at the Community for use within their programs.

Respectfully submitted,
Bobby Huggar



HOMEWARD

SUMMARY OF A NEW HOMEOWNERSHIP PROGRAM

March 1994

A new Development Program, MN 1-38, was awarded to the Public Housing Agency of the City of Saint Paul (PHA) on September 30, 1993. Funds provided by HUD will allow the PHA to purchase and rehabilitate 35 homes for resale to Public Housing residents. Additional rehabilitation funds have been provided by the City of Saint Paul, the Minnesota Housing Finance Agency and the Family Housing Fund of Minneapolis and Saint Paul. The PHA will purchase vacant and rental scattered site homes and accomplish major rehabilitation on at least 20 and potentially all 35 homes. The homes will be modest in size and amenities and after rehab will have 3 or 4 bedrooms.

HOMEWARD is the homeownership program by which these 35 homes will be resold to the residents within five years. Residents will be required to participate in homeownership training, they will have the opportunity to escrow funds for a down payment, and second mortgage assistance will be available. HOMEWARD counseling and training costs will be funded with a grant from the Family Housing Fund. HOMEWARD will be offered to Public Housing and Section 8 residents. The PHA will solicit qualified applicants based on criteria that will include lease compliance as a tenant, credit history, employment and income, and other factors. The PHA's HOME program counseling and closing cost assistance will also be available to these first time home buyers.

Participants will be required to sign a HOMEWARD contract. They will be obligated to complete their training and preparation for homeownership and seek private financing to complete the purchase of their home within five years. The private financing will be for the maximum amount possible according to the purchasers income. The PHA will offer a second mortgage, with all payments deferred, to bridge the gap between their purchase price (which will be the appraised value of the home at the time of purchase), and the amount the purchaser is able to pay. The second mortgage and a modest amount of simple interest is payable upon future resale of the home. The HOMEWARD contract will include the provision that the home must be owner occupied for at least five years after the resident purchases it. The PHA will retain the right to buy back the house if the family wants to sell or defaults within those first five years of ownership.

All funds that are returned to the PHA following the sales to the participants, and following the repayment of second mortgages, will be recycled into the HOMEWARD program to purchase additional homes for resale to residents and to provide additional second mortgage assistance.

This program will accomplish at least eight different City and PHA goals:

1. Disperse affordable housing throughout the city,
2. Contribute to neighborhood revitalization by rehabilitating vacant or substandard homes,
3. Convert duplexes to single family homes,
4. Convert rental properties to owner occupancy,
5. Modify existing homes to house larger families,
6. Assist low income families in accomplishing homeownership,
7. Stabilize neighborhoods through homeownership,
8. Assist public housing and section 8 residents in achieving homeownership and moving out of subsidized housing.

