

# Public Housing Agency Of The City Of Saint Paul

## *Inter-Office Memo*

**To:** PHA Board of Commissioners  
**From:** Jon Gutzmann, Executive Director  
**Date:** May 23, 2001  
**Subject:** Executive Director Performance Evaluation for FY 2001

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### AGENDA

#### PERSONNEL COMMITTEE (COMMITTEE OF THE WHOLE)

(CLOSED SESSION)

May 23, 2001

9:00 - 10:00 AM

PHA BOARD ROOM

Evaluating the performance of the Executive Director for the period of April 1, 2000 through March 31, 2001 (FY 2001).

- 1. Summary of Agency accomplishments for FY 2001**
- 2. Discuss Proposed Agency Goals for FY 2002**
- 3. Other business Board members may wish to discuss**

## **Summary of Agency Accomplishments for FY 2001 (April 1, 2000 - March 31, 2001):**

The performance of the Executive Director is measured against specific goals for the Agency. The Board of Commissioners approves the Agency Goals. There were eleven Agency Goals for FY 2001:

### **1. High Performance in Public Housing: Attain "High Performer" status under HUD's expanded Public Housing Assessment System (PHAS).**

**The PHA achieved "High Performer" status for the tenth consecutive year (FY 2000), reported to the Board on September 27, 2000.** On June 28, 2000, the Board certified the Agency's performance under the PHAS Management Assessment SubSystem ("MASS") for the first time. The PHA's score on the PHAS/MASS component was certified by HUD/REAC to be 93.3% (28 out of 30 possible points). The PHA's advisory score on all four PHAS indicators was 88.8% after "database adjustments" requested by the PHA and approved by REAC.

At the May 23, 2001 Board meeting staff is recommending approval of the Agency's performance under the PHAS Management Assessment indicator for FY 2001, with the same 93.3% score as the previous year. The rest of the PHAS advisory score will be advisory again.

The MASS/Management Operations Indicator covers six areas of PHA operations, down from eight components in PHMAP. Two former PHMAP indicators, "Rents Uncollected" and "Financial Management," are now included in the PHAS Financial Condition indicator. Other PHMAP indicators have been modified for PHAS. The six "sub-indicators" in Management Operations and the PHA's performance in FY 2001 are as follows:

1. **Vacant Unit Turnaround Time.** This factor was reinstated last year, although PHMAP did not score turnaround time for high-occupancy PHA's. (HUD staff now say that the statute requires scoring turnaround time separately from the PHA's occupancy rate.) The PHA's average turnaround time of 31.56 days scores a "D", which is worth two out of four points.

The PHA's occupancy rate for the year was 98.35%, or 98.52% after excluding vacancy days related to modernization work. Either score would have been an "A" under the PHMAP Indicator #1, Occupancy/Turnaround.

Occupancy is now scored under the PHAS Financial Conditions indicator.

2. **Capital Fund (Modernization).**  
The PHA scored an "A" on all components.

3. **Maintenance work orders** (emergency and non-emergency). The PHA completed all emergency work orders within 24 hours, and all non-emergency work orders within an average of 4.44 days.
4. **Annual inspection of units and major systems.**  
The PHA inspected all units and major systems during the year.
5. **Security.**  
The PHA scored “A”s on all components.
6. **Economic Self-Sufficiency.**  
The PHA scored “A”s on all components.

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 helping families and individuals with low incomes achieve greater stability and self reliance by providing safe, affordable, quality housing and links to community service. Staff at all levels of the PHA deserve credit for this remarkable record of sustained performance.

Staff activities related to PHAS/PASS Physical Inspections during FY 2001 included the following:

- Coordinated second round of advisory PHAS/PASS physical inspections May – August 2000 with contract inspectors (BISCO) and PHA staff, analyzed results, requested “database adjustments” which REAC approved; final adjusted advisory score 23.6 out of 30 points. Overall advisory score 88.8 percent.
- Drafted “PHAS Inspection Manual” for PHA staff and provided two training sessions on 1/17/01, preparing for 2001 inspections (now scheduled for 6/11-7/18/01).
- 3/1/2001 letter to REAC, renewing request for geographical groupings of scattered site inspections.
- Resident satisfaction surveys (RASS) – coordinated required advance notice to residents in December 2000 and January 2001 (but HUD still has not sent the surveys, allegedly due to budget problems).
- Presented workshop on PHAS Physical Inspections at the “Working Together Conference” 2/14/01.

The PHA (especially Al Hester) continued to play a significant role in furthering the national debate on PHAS implementation and content.

**2. High Performance in Section 8: Attain “High Performer” status under HUD’s new Section 8 Management Assessment Program (SEMAP). Implement strategies to address utilization issues including project-based assistance and other appropriate policy changes.**

- **Utilization:** The 98% utilization rate was not achieved. However, the utilization rate increased from 86.8% in April 2000 to 96.6% in March 2001, a significant gain. Because the average utilization over the whole year was 90.8%, we will not qualify for any points on this SEMAP indicator, the same as last year. (The only possible SEMAP scores are 20 points for 98% and above, 15 points for 95-97%, and 0 points for under 95%.) Staff, under the direction of Barb Sporlein and Rita Ander continued various efforts to address the utilization rate including the following:
  - Accepted applications once per month (received 4,233 requests for applications in FY2001);
  - Maintained the extended the shopping period for up to six months;
  - Implemented the lease-in-place admission preference (192 applicants who claimed this preference were issued a voucher in FY01);
  - Implemented marketing and landlord recruitment activities;
  - Implemented “preservation vouchers” using a portion of the tenant-based allocation (approx. 65 units); and
  - Routinely absorbed all port-ins; absorbed complete backlog of port-ins (320).
- **SEMAP:** We received 110 points (“standard performer”) for our first SEMAP score. The largest losses in points were for the low utilization rate and low FSS participation compared to mandatory minimum program size. Staff is preparing for the current SEMAP by conducting self-audits. We will again receive point losses for the utilization rate and minimum FSS program size and thus will not achieve “high performer” for this year.
- **Production Statistics:** (first time these have been reported for accomplishments report):
  - 233 briefings, 76 RAFS briefings;
  - 1,081 vouchers issued, 299 RAFS vouchers issued;
  - 839 new admissions;
  - 8,084 inspections;
  - 3,228 re-exams;
  - 3,611 interim re-exams;
  - 58 portability move outs;
  - 853 end participations; and
  - 21 FSS enrollment/end participations.

- **Rent Reasonableness:** Completed the owner rent survey (mailed 4,242 surveys, received 400 completed surveys). Developed the rent reasonable data base system, entered all data, created reports. Inspectors are collecting rent reasonableness data on each new unit. Made ourselves available to work with the city in coordinating rent reasonable and inspections process with Certificate of Occupancy inspections and building rating system; we were never contacted by the City.
- **Special Programs:** Staff continued its work with program partners to refine and market the special allocations, as of March 2001, the programs were at the following utilization rates:
  - o Welfare To Work (22%);
  - o RAFS (105%);
  - o Mainstream Program (107%);
  - o Family Unification Program (66%); and
  - o Mary Hall (96%).
- **Lead Based Paint – Implementation of New HUD Regulations:**
  - ✓ Supervisors and staff attended numerous training sessions; established new corresponding staff procedures and forms.
  - ✓ Submitted Statement of Inadequate Capacity and Transition Assistance Plan to HUD by established deadline.
  - ✓ Negotiated and executed Safe Work Practices Training contract to train rental property owners, managers and painters; conducted five sessions to date (total of 125 people).
  - ✓ Negotiated and executed contract for Clearance Testing as required.
  - ✓ Mailed three different newsletters to 1,200 participating Section 8 owners about the new regulations and available training.
  - ✓ Attended numerous meetings of community groups to educate them about the new regulations, calm fears, and advertise training.
  - ✓ Revised the Owners Handbook to include Lead Based Paint regulations and instructions.

**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.**

- Public Housing and Section 8 staff continued to work cooperatively with community representatives, including SMRLS, Saint Paul Tenants Union, and the Community Stabilization Project and units of government to ensure non-discrimination in PHA programs and to affirmatively further fair housing objectives.
- Section staff conducted numerous efforts to recruit and retain Section 8 owners: Annual owner workshop held 5/16/00 (76 owners attended); Conducted bi-monthly mini-workshops for new owners; Marketing implementation including sending 340 notices to Class 4(d) property owners on August 2000 and 97 notices to RAFS participants in August 2000; Completed design of new marketing brochure; Conducted seven presentations to owner associations and other groups; and Created owners focus group that meets on ad hoc basis to discuss ways to improve program operations and customer service.
- Worked with Housing Link to redesign programs and services to help Section 8 voucher holders are more successful in finding suitable apartments and to recruit new owners to the Section 8 program. Board approved a \$25,000 contribution to Housing Link in February 2001.
- Section 8 staff continued to hold bi-monthly small owner workshops (geared to new owners with few rental units) focused on preventing problems with the program and providing additional fair housing information. Staff also performed two on-site orientation sessions with Section 8 owners.
- Section 8 staff provided outreach services to other groups including the Ramsey County mental health case workers, Volunteers of America Correctional Facility, Women of Nations, Minnesota Multi-Housing Association, Metro Self Advocacy Conference, MHFA (training on Section 8 merger), Working Together Conference, St. Paul Housing Information Office; and provided Section 8 technical assistance to other Housing Authority officials and staff.
- Reasonable Accommodation. Staff drafted new notices that are distributed to all residents and applicants in both Public Housing and Section 8. For example, the notice to public housing residents says: “A PHA resident (or household member) who has a handicap or disability may ask for a REASONABLE ACCOMMODATION which would make it easier to live in public housing and to use PHA programs and facilities.” The notice gives examples of a reasonable accommodation and explains how to request one.
- Staff from many departments and work units took training to recognize behaviors and issues related to mental illness, so they can interact appropriately with residents who have mental disabilities. This training makes residents more comfortable and effective in

dealing with those residents, and reduces the likelihood that a resident (or advocate) will allege discrimination.

**4. 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. Continue internal rethinking strategies to promote organizational development and continuous improvement.**

**Training and Employee Career Development:** The PHA continues to have a comprehensive strategy for employee training and career development. Staff, with the coordination assistance of Mike McMurray, accomplished much in FY: 2001

Presented training sessions as listed in the FY 2001 Employee Training Opportunities Catalog. These included:

- Routine training programs such as individual new employee orientation (met with 87 new employees individually, including 45 regular staff and 42 temporary staff), new employee group orientations (7 sessions for 47 employees), large group orientations including a tour of PHA properties (4 sessions for 55 employees), and new supervisors' orientation (for 8 supervisors).
- Sessions to further develop employees' writing (14 attended) and time management skills (29 attended).
- Added mandatory supervisory/management training by offering the Leadership 2000 program developed by Zinger Miller. Courses offered were: The Leader In Each of Us (50 attended), Basic Principles for a Collaborative Workplace (50 attended), Personal Strategies for Navigating Change (51 attended), Coaching: Bringing Out the Best in Others (53 attended), and Giving and Receiving Constructive Feedback (48 attended).
- Added two new agency wide programs titled "Sustaining the Service Spirit"(29 attended) and "Take Control of Your Money"(35 attended).
- In conjunction with MIS staff, HR staff taught seven computer training sessions.
- Developed the Fiscal Year 2002 Employee Development Opportunities Catalog, including an expanded in-house computer class training to include topics such as tables, mail merge, forms and templates, excel spreadsheet, power point, and internet usage; focused on customer service and time management; continued offering courses from the "Leadership 2000" series of supervisor training topics; and more.
- Met with department directors to assess department training needs. Worked with vendors to develop and provide programs to meet those needs.
- With MIS staff, developed new graphic design layout to make Catalog more attractive and easy to read and use. Catalog printed and distributed prior to April 1.
- Met with four employees to develop individual career plans.

- All Housing Managers received training once a month to update their skills and knowledge to manage better. This included topics on the intranet, policy changes, and how mental illnesses impact understanding.
- The AST two-week training curriculum was continued for all hires, and a new training curriculum was started for Re-Exam Technicians. With the elimination of the Rent Coordinator position, this training will be revamped.
- Human Service Coordinators set up a training session for management staff and caretakers on the roles of the Ramsey County Mental Health Crisis Team.

**Staffing:** The PHA continued to attract and retain a highly qualified workforce during FY 2001.

- Staffing activity was high due to turnover (13.6%) and resultant large number of vacancies (48 new hires and 28 promotions). Posted 61 positions and placed 110 employment ads. Increased recruiting activity resulted in increased testing and other activities related to hiring (reference checks, scheduling physical examinations, criminal background checks, new employee orientation, etc.). This resulted in the processing of 370 “Notifications of Personnel Action” forms.
- To aid in the workload because of turnover, 42 67-day temporary employees were hired throughout the fiscal year. This included temporary employees for the seasonal maintenance positions.
- 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.
- Continued to expend a large percentage of time on a comprehensive applicant-testing program. Approximately 240 internal and external applicants were tested for various positions during the year (on average one to one and one-half hours of HR staff time per applicant).
- Conducted exit interviews with 38 staff that terminated employment with the Agency.

**Rethinking the organization:**

- The performance evaluation form was revised finalized and is now being used Agency-wide.
- Completed Rethinking exercise for Finance/MIS Department. Implementation will occur during FY2002.
- Worked with employee team to rethink the employee appraisal form; revised and implemented new form.
- Section 8 Inspections “Rethinking”. Began implementation of inspections unit automation plan including (1) cleaned out incorrect property information; (2) developed

new property identification system; and (3) input utility allowance data in database. Implementation will continue throughout FY2002.

**Compensation:**

- Continued to be in compliance with Minnesota Pay Equity Act.
- With Fox Lawson, re-evaluated five positions.
- Systematically worked with each department to finalize up-to-date and accurate job descriptions and performance standards(see #16).

**Benefits:** Continued to work with James Bissonett & Associates as the benefits consultant. Continued the employee task force comprised of representatives from each of the Agency's bargaining groups and S&C. Met with consultant and task force on an on-going basis. Tasks included:

- Continued to look at and discuss the internal and external factors that influence the costs of medical insurance.
- Reviewed current medical plan benefits and premium rates and examined our claims history.
- Reviewed current market trends driving the cost of medical care.
- Received and reviewed proposal from Health Partners for premiums effective July 1, 2001. Employees strongly urged that Health Partners be retained and that the current levels of Agency funding continue. The Board approved the new premium rates for Health Partners at the April, 2001 meeting.
- Conducted open enrollment process for medical and dental insurance for all employees.
- Notified, recorded and tracked 17 staff and their use of leave time under the Family Medical Leave Act.
- Continued to notify staff and their dependents of their right to continue medical insurance coverage under federal law (COBRA).
- Continued to meet with each new employee to review and enroll in health/dental insurance and pension plan.
- Continued to compensate employees proficient in a second language \$1,000 per year and to contract with vendor to test language proficiency and determine who meets the qualification.
- Added long term disability insurance coverage for all employees. All S&C employees will receive this benefit provided by the Agency. All other employees will be given the opportunity to receive the benefit on a voluntary, paid by the employee, basis. RFP developed and sent to approximately 30 insurance companies. Seven responses were received and evaluated.

- Benefits task force reviewed other insurances to offer to employees on a voluntary, paid by the employee, basis. The group recommended that life insurance, automobile, homeowners, and pre-paid legal coverage also be offered. It is planned to offer these insurances during the next fiscal year.
- Quarterly pension plan participant education sessions were held.
- Updated beneficiary form for each pension plan participant.
- Continued to offer up to \$300 to each pension plan participant toward professional financial/estate planning.

**Equal Employment Opportunity and Affirmative Action Activities:** Barb Sporlein, Cynthia Collier, Julius Erolin and other staff worked diligently to help accomplish these goals, including:

- ✓ Hired new EEO/AA Officer, Julius Erolin, in December 2000. Expanded position from part-time to full-time in February 2001. New EEO/AA Officer met with individual work units to introduce himself, establish relationships, and discuss training needs and concerns related to their work units.
- ✓ Counseled, advised and mediated on several personnel matters (not formal complaints).
- ✓ Completed the investigation for two formal complaints. Recommended follow up training and other action to avoid future complaints.
- ✓ Completed EEO reviews of employment applications and discussed results with supervisors prior to the applicant interviews.
- ✓ Completed EEO/AA/Sexual Harassment Prevention orientation for all new PHA employees.
- ✓ Conducted sexual harassment prevention training for all staff (required annual training).
- ✓ Facilitated process for improving the work environment in the Rental Office. Work to continue throughout FY2002.
- ✓ Conducted a series of Black History Month activities in February-March 2001.
- ✓ Purchased several new EEO-related resources for PHA resource library for use by the EEO Officer, supervisors and employees.
- ✓ Assisted Mike Driscoll with review of new sexual harassment regulation related to residents.
- ✓ Assisted Mike Driscoll on tenant-on-tenant discrimination complaint.
- ✓ Counseled and advised Housing Managers on tenant fair housing issues.

**5. 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 accelerated modernization of Roosevelt Homes and other modernization projects.**

Staff, under the direction of Kurt Keena and with the special assistance of Technical Service Manager Dave Lang, ensured that all application, obligation and expenditure standards for modernization funding were met or exceeded:

**Comprehensive Grant Program:** Met all of the fund obligation and expenditure deadlines:

- 98 funds, **\$8,372,321**, were 100% obligated as of 11/7/99 and 100% expended as of 3/30/01. The 100% obligation goal date was 3/30/2000. The 100% expenditure goal was 9/30/01. Documents to close the 98 Comprehensive Grant Program were submitted to HUD on March 30, 2001.
- 99 funds, **\$9,611,393**, were 100% obligated as of 12/31/00 and 97% expended as of 3/31/01. The 100% obligation goal date was 3/30/2001 and the 100% expenditure goal date is 9/30/2002. Staff should have no trouble fully expending these funds before the goal date.

**Capital Fund Program:** Met all of the fund obligation and expenditure deadlines:

- 00 funds, **\$9,051,124**, were 79% obligated as of 3/31/01 and 32% expended as of 3/31/01. The 100% obligation goal date is 3/30/02 and the 100% expenditure goal date is 9/30/03. Staff should have no trouble fully obligating or expending these funds before the goal dates.
- The FFY 01 Capital Fund Program application was submitted to HUD after Board approval of the PHA's Annual Plan on 12/20/00, in the amount of \$9,846,724 in accordance with HUD procedures and schedule, including Resident participation in modernization planning. The 01 Capital Fund Program budget was revised to match the **\$9,776,323** final funding amount and was approved by the Board on 4/25/01. Goal dates for the obligation and expenditure of these funds will be determined after HUD executes the Annual Contributions Certificate (ACC). The Quality Housing and Work Responsibility Act of 1998 allows PHA's 24 months to fully obligate CFP funds and 48 months to fully expend CFP funds. The PHA will however, strive to meet the previous Comp. Grant and Capital Fund program goals of 18 months for 100% obligation and 36 months for 100% expenditure.
- Maintenance, Resident Services, Technical Services, Administration and Finance Department staff continued to work together, along with residents, to develop and prioritize funding needs for the Non Routine Operating and the Capital Fund Budgets.

**Comprehensive Grant and Capital Fund Program Coordination:** Staff demonstrated design leadership and coordinated the efficient and timely design, bidding and construction of modernization projects including major work at the Roosevelt Family Homes Site, Edgerton Hi-Rise, and Cleveland Hi-Rise.

- Roosevelt Homes – Phase 2A & 2B construction contract (126 apartments) was awarded 7/15/99 to Frerich's Construction in the amount of \$4,105,000. Construction completion is expected in July 2001.
- Roosevelt Homes – Phase 3 construction contract (74 apartments) was awarded 8/23/00 to Frerich's in the amount of \$4,544,000. Construction completion is expected in January 2002.
- Edgerton Hi-Rise - Phase I, (first floor modernization and addition construction), of contract 99078 was awarded 11/18/98 to Cy-Con Inc. and was completed by 11/15/99. Phase II of contract 99078, (apartment and corridor renovation work), was added to the contract at a cost of \$1,069,331 via change order in October of 99 and was completed in July 2000. Exterior work to repair/repaint the stucco and repaint balcony railings was awarded to Cy-Con Inc. in March of 2000 and was completed by January 2001 at a cost of \$464,141.
- Hamline Hi-Rise – Phase I of the exterior brick repair was awarded to Building Restoration Corp in July of 1999 in the amount of \$94,475 and was completed by November of 2000. Phase II of the exterior brick repair was awarded in October of 2000 to Paragon Constructors Inc. at a cost of \$200,000 and will be completed by October of 2001.
- Dunedin Family Homes – Part II of the replacement of the kitchen cabinet replacements was awarded to Gibraltar Construction in May of 2000 at a cost of \$146,000 and was completed by August of 2000.
- All Hi-Rises – A contract was awarded to Building Control Group in March of 2000 in the amount of \$91,297 for the installation of a new card access system in all the hi-rises – all work was completed by July of 2000. Another contract was awarded to KNR Communications in March of 2000 in the amount of \$123,425 for the replacement of all the hi-rise telephone entry systems – all work was completed by December of 2000.
- Iowa Hi-Rise – An emergency purchase order in the amount of \$143,350 was awarded to Harrison Tile after Board approval in May of 2000 to rebuild 94 showers after residents complained about mold and mildew in their apartments. This purchase order was increased to a total of \$224,400 after Board approval due to the increased costs to properly complete the work. Work on the initial 94 showers was completed in September 2000. A contract was awarded in October of 2000 to BNM Construction to rebuild the remaining 62 showers at a cost of \$147,800. Work on the remaining 62 showers was completed in January 2001.
- Mt. Airy Family Homes Addition – A contract was awarded to Thor Construction in December of 2000 in the amount of \$164,663 for the replacement of the kitchen cabinets

and other related work in the 42 apartments. Work is expected to be completed by May 15, 2001.

- Various scattered site contracts for roof replacement, window replacement and siding replacement, etc. were completed.

**Modernization Program Administration:** The PHA's record to obligate, expend and close out modernization projects is among the best in the nation. Departmental staff should be commended once again for an outstanding job in carrying out these significant contracting achievements.

- Technical Services staff created, and HUD approved, a plan to exempt "hotel units" being used for temporary family relocation during modernization work at Roosevelt so that they can be counted as "vacant due to modernization". This will result in fewer vacancy days being reported on our Public Housing Assessment System (PHAS) certification that will raise our PHAS score.
- There were no findings for quality of physical work.
- Work was planned and accomplished to minimize disruption and inconvenience to residents and staff.
- Technical Services staff collaborated with other PHA staff during planning and work to ensure acceptable end product projects.

**Energy Conservation and Reducing Utility Costs:** Staff worked to implement energy saving strategies that were identified by Stewart and Associates in a recent energy audit of all PHA hi-rises and 480 Cedar Street. These audits were primarily funded by NSP and incorporate energy and water conserving materials, fixtures and systems in modernization and contracting work wherever feasible.

**Procurement:**

- The non-routine operating (NROB) budget was approximately 100% expended prior to year-end close out. All assigned work items were accomplished. Staff attempted to respond to resident requests that were raised throughout the year with available funds.
- Staff provided procurement assistance, compliance review and approval, periodic updating of procedures, and on going training to support our de-centralized procurement activities.
- A comprehensive revision of the PHA Purchasing Manual was started by a cross-departmental team with the goal of simplifying the document so it is easier to use by the purchasing novice. The revised manual will be distributed to all staff early in the new fiscal year. Staff will receive training on the new manual. New staff continue to be given special purchasing training as they are hired.

- Annual purchasing training was conducted for all staff who are authorized to purchase and/or to request a purchase. New staff were given special purchasing training sessions as they were hired.
- The minimum threshold for formal contracts was raised from \$25,000 to \$50,000 to expedite work and to allow greater opportunities to do outreach and contracting with M/W/DBE contractors.

**Storeroom:**

- Staff provided cost effective and timely delivery of goods and services to agency staff and residents, and continued efforts to out-source services and expand direct shipment of goods. Unit price contracts for storeroom goods were developed and awarded, replacing purchase orders for many items. This resulted in a more efficient re-ordering process.
- Field use of the Inventory module was speeded up, resulting in speeding up of data entry, which represents a time saving for Technical Services data entry staff. The Storeroom supervisor wrote and administered 20 unit price contracts, which resulted a more efficient ordering process. The raising of the formal contract limits resulted in a 50% decrease in the amount of formal contacts being written, which greatly increased overall efficiency of Storeroom staff. The Inventory Specialist completed training on use of the Inventory module requisition system and as a result is able to provide the Storeroom Supervisor with needed assistance. Storeroom staff were instrumental in obtaining new uniforms for Maintenance Department staff. The Storeroom Supervisor met with maintenance staff to finalize the uniform choices, wrote the specification, met with vendors and let the contracts out for bid and awarded.

**Service Contracts and Charge Accounts:**

- Service Contracts were revised and re-bid, new service contracts were created to meet the Agency's ongoing needs.
- The use of Charge Accounts continued with great success. Charge accounts allow staff to make small incidental purchases quickly, thereby improving the efficiency of maintaining our properties. Charge account vendor selection was re-evaluated, new vendors added, and existing vendors not needed, were dropped.
- Maintenance is the key user of service contracts and charge accounts. Technical Services, Maintenance and Resident Services reviewed all service contracts and charge accounts and assigned responsibility for them to the primary user department. Technical Services administers 128 of the 199 such contracts and accounts and provides technical assistance to other departments in this area.

**MBE/WBE Participation:**

- Staff continued efforts at maximizing outreach to provide bidding opportunities to M/W/DBE's. Outreach efforts included: a PHA directory of M/W/DBE firms for use by staff and prime contractors, mailing of invitation to bid to M/W/DBE firms, advertising in all known M/W/DBE newspapers, staff attending various scheduled events organized by minority contractor organizations. The PHA became a member of the National Association of Minority Contractors (NAMC) and Technical Services staff regularly attended NAMC meetings and discuss contracting opportunities available at the PHA.
- Staff continued to work with consultant Stan Gardner to review our current systems and assist in expanding our Minority contracting efforts.
- Progress toward meeting M/W/DBE goals was reported to the Board quarterly. The results were: **MBE participation for the Capital Fund Program was 20.4% through March 2001.** The W/DBE participation was 17.1%. MBE participation for the Operating Budget was 8.6% and W/DBE participation was 15.0% through March 2001.

**Pest Control.** Staff developed and implement procedures to effectively deal with pest control issues. These procedures continued to result in low roach infestation rates at all PHA developments. The cockroach infestation rate at the end of the year in family areas is 1%. The rate at the Hi-Rise development is less than .5%.

- The use of baits rather than insecticide spray reduced the infestation rates, is more environmentally safe, and is easier for residents to prepare for treatment.
- The rodent infestation levels (mice) have been on the rise. Staff has increased efforts to curb this problem, including working with the City of St. Paul to bait the sewers near our properties.

**McDonough MODERNIZATION:**

- Began the process of creating a project management team, including resident advisors, to lead the design and construction of the expected \$30 million capital improvement project. Began the process of reviewing financial options through a series of 11 meetings with underwriters, investment bankers, Fannie Mae staff, and Port Authority staff.

**6. Homeownership: Assist 15 more public housing or Section 8 households to become homebuyers under the HOME program. Complete the HOMEWARD program by selling the remaining homes to residents.**

Staff in Resident Services and Technical Services, including MayKao Hang, Crystal Sheppard, and Kurt Keena, and Deputy Director Barb Sporlein continued to administer these two innovative programs.

**HOME:**

- At the beginning of FY 01, a total of 171 families had become homeowners since HOME's inception in 1990. By the end of FY 01, that number grew to 174 (99 public housing residents and 75 Section 8 participants). Three households became homebuyers in FY 01, twelve less than the goal of assisting 15 families. The Board received monthly status reports on the program.
- During FY 01, 95 new families were counseled by Thompson Associates, bringing the total number counseled since the program's inception to 1129. Thompson also conducted follow-up visits with recent homebuyers. The average income of the HOME purchaser was \$22,555 (compared with \$22,502 a year ago). The average purchase price was \$63,759 (compared with \$63,544 a year ago).
- On March 28, 2001, the Board approved the Year 12 HOME contract with the Family Housing Fund. The PHA and our partners (the Family Housing Fund, and Thompson Associates) are proud of the 174 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.
- Much of the program's success can be attributed to the generous financial support provided by Tom Fulton and the Family Housing Fund, counseling and education services of Thompson Associates, and the hard work of PHA staff and residents who prepare families for the responsibilities of homeownership.
- The challenges facing the program this past year included rapidly increasing home prices that outpaced participant's purchase ability, and the delay in executing lender agreement that will expand participation in the program to a wider variety of lenders and products. A few of the lender agreements are now in place, with more anticipated homebuyers in the next year. In addition, Family Housing Fund has agreed to increase the Equity Participation Loan (EPL) from 10 percent to 20 percent of the home value in an effort to allow more families to find suitable housing.

**HOMEWARD:**

- Three families purchased their homes during FY 01, bringing the total to 33. The last two homes continue to be occupied by residents who are working their way toward home ownership through this rent-to-own program.

- Part of the reason families are able to complete a purchase is the availability of second mortgages from the PHA at very favorable rates. Sixteen families have taken advantage of this part of the program. Two of the mortgages have been satisfied upon subsequent sale of the property. The PHA financial statements include \$307,150 as a long term receivable related to these second mortgages.
- The Family Housing Fund agreed to contribute another \$150,000 for the purpose of helping families achieve homeownership more quickly. The additional funds were instrumental in helping many families achieve homeownership during this fiscal year by allowing families to pay off old debts, providing a greater amount for down payment, etc. The enhancements and homebuyer incentives recommended by Thompson Associates and funded by the Family Housing Fund helped expedite home purchases.
- 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.
- **Section 8 Homeownership:** Staff analyzed the new regulations, met individually with two interest groups, and convened a summit of homeownership program practitioners and funders and other interested parties on 3/7/01 as part of the exploration of developing this new program. We also reviewed language and prepared testimony related to two Section 8 homeownership bills introduced in the State House and Senate this session.

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

Staff, especially MayKao Hang, Joanne MacDonald and Connie Toavs worked hard to accomplish the following:

- STEP served 250 participants: employment readiness, assistance with placement, literacy and computer labs.
- 29 applications were processed for the janitorial and security guard training programs; eight resident employees of the janitorial and security guard contractors received earnings exclusions from their rent calculations.
- Hi-Rise New Resident Orientors received annual reviews.
- The Program for Apprenticeable Youth graduated its final class and the program closeout was completed. In the five years of the program, all goals were met or achieved: goal – 20 participants: actual – 38; goal – 15 complete program: actual - 16 offered jobs in related craft lines and 7 completed secondary school requirements.
- City Wide ROSS application was awarded \$75,000, and contracts were executed with STEP for employment services and EduCon Diversified for evaluation services; employment services began in January 2001.
- Through funding from PAY and family resident council TOP grants, two computer labs were established at Roosevelt and Dunedin. Labs and classes are now offered at all four family developments through STEP.
- HUD and the PHA executed an agreement guaranteeing up to \$900,000 for rent revenue losses through December 31, 2003 (the end of the program).
- 220 households completed orientation and Membership Agreements for Year 2.
- 154 households enrolled in Year 3 (to date), and over 90% of these families are working.
- Families were notified twice this past year of the value of their rent incentives.
- New committee structures include: engaging residents and resident participation, deepening and broadening employment services, communications/marketing, and sustainability.
- Staff worked with MDRC to coordinate a meeting with several national foundation representatives, including the President of the Rockefeller Foundation, a major funder of the program.
- New funding: \$25,000 of special state funding for MFIP clients is being finalized for Jobs-Plus. Staff was instrumental in arranging for this "integrated, intensive, intervention" funding. This funding will also provide some of the match required for additional DOL funding for the program.

- Contracts were executed/amended/maintained for the following positions: program manager, community organizer, employment counselors, childcare personnel, Community Outreach Workers (residents), and a facilitator.

**Family Self-Sufficiency Program:**

- ✓ Established full-time FSS Coordinator position; transferred position to Resident Services Department.
- ✓ Due to two staff transitions and the five-year program timeline expiring for many participants, the caseload dropped from 51 in April 2000 to 38 in March 2001 (27 clients or 71% have an escrow account thus the Agency will receive the full five points under this SEMAP indicator). Eleven clients graduated; 17 contracts were terminated for various reasons; 15 clients were added during FY01.
- ✓ Many annual reviews were not conducted in a timely manner. Temporary FSS Coordinator is in the process of updating all cases (conducting annual reviews, updating files).
- ✓ All escrow disbursements were properly processed or denied.
- ✓ Provided case management for four clients.
- ✓ Conducted external audit of the program. The program is well positioned to increase its caseload to 100 clients and enhance services during FY2002.

**8. State and National Leadership Responsibilities: Continue providing assistance to other Housing Authorities seeking organizational development, business systems, or program support. Continue active involvement with state and national housing organizations and assisting in housing policy formulation.**

- **CLPHA participation.** The Executive Director and several senior staff members participated in CLPHA quarterly meetings to provide Saint Paul's perspective in the debates over national issues.
- **PHADA participation.** Staff maintained contact with PHADA staff on a variety of issues related to QHWRA and PHAS. The Executive Director served on the PHADA Vision Task Force and the PHADA Nominating Committee this past year. Late in FY 2001, the Executive Director agreed to accept a presidential appointment to serve on the **PHADA Board of Trustees.**
- **NAHRO leadership.** The Executive Director served on the national NAHRO Partnerships Task Force this past year. The Deputy Executive Director continued her tenure as the Vice President for Housing for MN NAHRO. Several PHA staff conducted presentations at MN NAHRO sponsored conferences.
- **QHWRA Implementation.** Staff, especially Al Hester and MayKao Hang continued to draft procedures, notices and forms, and assist in staff training to implement the new requirements of QHWRA (the 1998 Public Housing Reform Act), including, de-concentration of poverty, data analysis, earnings disregards, community service, and revise policies for Board approval.
- Provided **technical assistance** to Metropolitan Council staff in the development of their new Affordable Family Housing Program (public housing).
- Responded to numerous **inquiries from other housing authority** staff, students, public officials and staff, and general public about public housing and Section 8 regulations and policies.
- Provided **technical assistance** to several organizations interested in or developing a new Section 8 project-based assistance program including the MPHA, Duluth HRA, and Richfield HRA.
- **Legislation/Rulemaking:** Staff, especially Al Hester, performed research and provided comments on HUD proposed rules:
  - Deconcentration of poverty
  - Section 8 earnings disregards
  - Section 8 Fair Market Rent Increases; change in SEMAP scoring
  - HUD Tenant Data Reporting (Form 50058)

- \$100 MFIP Cut: provided data to the Minnesota Housing Partnership legislative advocates, met with legislators and testified before two committees (House and Senate) at the invitation of legislators on the committees.
- **HUD Operating Cost Study:** The Executive Director participated in a focus group meeting at the Harvard Graduate School of Design (GSD) with other CLPHA leaders, and sent a follow-up letter to GSD on 1/29/01 recommending changes in the study's methodology.
- **Section 8 Home Ownership:** As described elsewhere in this report, the PHA is taking a leadership role in identifying challenges and opportunities under HUD's final rule on Section 8 homeownership.
- **Technical Services** staff worked closely with Minnesota NAHRO on revising the thresholds on when Payment and Performance Bonds are required in contracting. Staff testified at several Legislative Committee hearings where the proposed legislation received favorable treatment.
- The **Finance Department**, under the leadership of Junella Pichelman, provided important assistance to other Housing Authorities, **including:**
  - Communicated with/provided support for other agencies ranging from Guam to Honolulu to Duluth to Moorhead regarding MLS software, insurance RFP's, finance department organizational structure, JobsPlus reimbursement procedures, interpretation of HUD regulations.
  - Executive Committee for MLS National Users Group: **St Paul, Seattle, Pittsburgh, Akron, Norfolk, Cambridge and Fresno;** former members include **Detroit, Los Angeles County, Allegheny County, and Knoxville.** St Paul is in the second year of a three-year term. Took part in 35 conference calls with Executive Committee members. Took part in national annual meeting attended by 32 authorities in Denver and follow up Executive Committee meeting at Memory Lane's home office in Petoskey, MI.
  - Presented two sessions on Technology at national computer user group conference in Denver.
  - Worked with HUD to finalize an acceptable process to fund years 2 through 5 of the Jobs Plus program when the funding dollars come from a special appropriation. The agreed upon process is in use for all other housing agencies in the pilot project.

**9. Housing Production: Explore opportunities for the PHA to participate in one or more forms of affordable housing production including providing technical assistance to the Metropolitan Council HRA so that they can produce public housing units throughout the region. In partnership with private, public, and/or non-profit partners, develop new affordable housing units in Saint Paul, including production on sites the PHA could control. Project-base a portion of the PHA's tenant-based Section 8 allocation.**

Staff, especially Barb Sporlein and Rita Ander worked hard implementing the PHA's new Section 8 preservation and production efforts:

- **Housing Preservation:** Administered preservation vouchers using own allocation for every project requested by HUD. The following preservation vouchers were issued during FY 2001: Hampden Square Apartments (6), Skyline Towers (26), and Rockwood Apartments (45). No preservation projects are in the works at this time.
- **Project-Based Assistance Program:**
  - ✓ Increased program size from 100 units to 544 units.
  - ✓ Implemented first project (25 units for Phase I North Quadrant); received HUD approval and entered into agreement with developer.
  - ✓ Participated in both MHFA Super-RFP cycles. Two projects received Board approval in the first round: Family Project (24 units) and Liberty Plaza (95 units). These are complicated projects and staff continues to work with the developers and HUD so that we can submit the formal applications to HUD.
  - ✓ Received six applications in the current round for a total of 100 units. We are in the process of reviewing and rating those applications.
  - ✓ Conducted our own RFP process in October 2000; received no viable applications. Decided not to conduct own RFP at this time (ongoing evaluation of need).
  - ✓ Met with coalition of supportive housing groups to explain PBA program and how it can work with supportive housing developments. Adopted special admission preference for supportive housing programs under the PBA program.
  - ✓ Met with MHFA and other PHA's with PBA programs (Met Council and MPHA) to work out conflicts between the Low Income Housing Tax Credit and PBA programs. Proposed resolution to HUD.
- **Funders Council:** The PHA has participated in monthly meetings of the Ramsey County/Saint Paul Funders Council convened by County Board Chair Susan Haigh to oversee and coordinate public and private efforts to achieve the goals stated in the City/County Five Year Low Income Housing and Homeless Services Plan. Staff have provided data, technical assistance and insight into issues of funding, managing and maintaining housing for very low income families, as well as program rules for public housing and Section 8.

- The Executive Director and Deputy Director participated in monthly **Hollman Coordination Team** meetings. Resurrected concept of developing Hollman units in St. Paul.
- Worked with PED on various housing developments, most notably PBA, Hollman, and **Phalen Village Redevelopment Plan**.
- The Deputy Executive Director Served on 2001 **St. Paul Housing Action Plan Task Force**. This task force oversees the development and implementation of the City's annual Housing Action Plan.
- **10<sup>th</sup> Street Site:** In February 2000, the PHA closed on the purchase of the 10<sup>th</sup> Street property in downtown St. Paul (land bounded on the north by 11<sup>th</sup> Street, on the South by 10<sup>th</sup> Street, on the West by St. Peter and the East by Wabasha). The PHA may ultimately develop the site for single or mixed uses including affordable housing, office, and parking, and would do so as part of a coordinated planning effort with all appropriate parties. We continued to explore possible development opportunities of this site.
  - This past year the one story bowling alley structure on the site was demolished and removed.
  - We completed preliminary investigation of the allowable uses of the parcel (including exploring office and housing models) and have met several times with the Capitol Area Architectural and Planning Board (CAAPB) to clarify requirements.
- The Executive Director continued to serve on the **Mayor's Development Sub Cabinet** and submit monthly reports to the Board.

**10. 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, especially with the assistance of Kurt Keena, John Wold and Bob Grant, met the goals of providing necessary services to ensure the successful operation of 480 Cedar, including:

- Successfully marketing and managing resulted in new or renewed leasing of 8,500 square feet of space, keeping the building at 99% occupied (the same as last year).
- 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 2001 year-end report to the Board on the operations of 480 Cedar and approving the Building Fund budget for FY 2002.
- Expanded the leasing of rooftop space for commercial communication equipment on eleven PHA buildings.

**11. WORKPLACE VIOLENCE PREVENTION: Adopt a workplace violence prevention policy for staff that enhances the safety and security of the PHA, its staff and clients.**

**Actively work to promote non-violence in all aspects of the PHA's work.** Staff, especially MayKao Hang, helped the Agency make progress on this new Agency goal as follows:

- Focus groups were held with all agency staff, resulting in a Workplace Violence Prevention Policy that was adopted by the Board and staff. The policy was reviewed at staff meetings and implications were discussed.
- Senior staff worked in two sessions to become more educated about workplace violence prevention and developed a work plan that has now been given to the EEO Officer for further development and implementation.
- Procedures on reporting abuse of children and vulnerable adults were developed to provide guidance to staff, regardless of their job duties in the Agency, to know how and when to respond to observed neglect and abuse. Representatives from Ramsey County's Child Protection and Adult Protection units met with the staff committee to explain their procedures.
- All old cell phones were exchanged for new Nextel cell phones with radio and dial capacity to improve communication and safety in Resident Services. Two cell phones were also assigned to each management offices for safety reasons.
- Several meetings occurred with Rental Office staff to enforce a respectful workplace for all staff and more follow up work was detailed to supervisors to improve the work environment.
- A respectful work place training was held for all Resident Services staff.

## **Other Significant FY 2000 Agency Accomplishments Include:**

**1. FY 2002 Operating Budgets:** Finance Department staff under the leadership of Junella Pichelman and Rick Betz, accomplished much in FY 2001 relative to our budgets:

- Since HUD was unable to provide necessary information to calculate the operating subsidy receivable for FY 2002, the budget was based on PHA estimated revenues. We will revise it when HUD supplies the necessary information.
- Low Rent Public Housing FY 2002 Budget anticipates that operating income plus PFS income will exceed routine expenditures by \$11,835.
- Section 8 FY 2002 budget anticipates a reserve of \$1,640,000, which is in excess of the targeted goal of at least 50% of the prior years operating expenditures, excluding HAP (Targeted goal equals \$1,480,000.)
- FY 2002 Discretionary fund designated operating reserve remains budgeted at \$250,000, with an additional \$100,000 designated for HOME Post-Purchase Counseling and undesignated reserve of \$1,106,000.
- FY 2002 Building Fund undesignated reserve is budgeted at \$ 1,485,000.

**2. Accounting Systems, Reports, Maintenance of Sound Fiscal Operations and Miscellaneous Financial:** Finance Department staff under the leadership of Junella Pichelman, Ron Moen and Pat Riley, accomplished much in FY 2002:

- Issued over 6,900 payroll checks/direct deposit for more than \$10 million, over 9000 accounts payable checks to vendors totaling over \$22.3 million and over 16,400 checks to Section 8 landlords for more than \$19.5 million
- Prepared and mailed 49,000 rent statements.
- Prepared and mailed 5,275 Certificates of Rent Paid. These documents are sent to all adults age 18 and older who lived in PHA units at any time during the calendar year. This document enables them to claim a renter's property tax refund from the state of Minnesota.
- 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.
- Created a customized 1099-MISC on our computer system, acceptable to the IRS, thereby enabling the PHA to save staff time and printing costs on an on-going basis.
- Managed the agency wide investment portfolio which at 3/31/01 was \$16,710,273 invested at an average yield of 5.10% as of 3/31/2001. For comparison purposes, at

3/31/00 the PHA had \$15,597,110 invested with an average yield of 6.10% and as of 3/31/99, the PHA had \$16,561,016 invested with an average yield of 4.85%.

- Continued participation in the Minnesota Revenue Recapture program yielded its greatest annual results, with over \$138,000 collected. This program has been by far the most successful method employed by the PHA to collect what are commonly called “bad debts”.
- Built computer templates for most commonly used forms enabling staff to complete them on their PCs, reducing errors in addition, saving paper because staff only needs to create the forms they actually use, and hopefully eliminating the stocks of outdated forms.
- Adopted payroll data storage system on CDs versus former paper record system for archiving purposes.
- Incorporated significant portions of the rent termination process including (but not limited to) generation and mailing of termination letters, handling of sales and service warning letters, taking over the MLS Legal Module to track terminations, filing eviction actions, and representing the PHA in court for eviction actions.

### 3. Audits:

- The agency continues to qualify as a low risk under applicable provisions of OMB Circular No. A-133, for the year ended March 31, 2000. This designation reduces the amount of compliance work necessary and thereby helps contain audit cost.
- Audit work resulted in an **unqualified opinion with no findings** or questioned costs related to internal control or compliance issues in the financial or programmatic areas.
- The auditor’s management letter covered three topics.
  - Property and Equipment Software (Response: Since depreciation is only calculated once a year for financial statement purposes, not operating management use, this recommendation was not given a high priority. The suggestion will be re-examined when time permits.)
  - Recommendation to Consider Self-Insurance (Response: Finance and HR spent considerable time with the assistance of a benefits consultant, analyzing this option. Based on the PHA most recent claims history, it was determined that it was more cost effective to continue carrying outside health insurance. The agency will continue to monitor activity in this area since future claims experience versus insurance premiums may indicate another course. This information was presented at the December 20,2000 Board meeting.)
  - Contract Invoices (Response: It was noted in the recommendation that the PHA had identified the situation and adjusted its annual purchasing training curriculum to emphasize the requirement for two signatures in processing for payment.)

**4. Management Information Systems:** MIS, under the direction of Junella Pichelma and Curt Kline, accomplished the following this fiscal year:

- Created and set up PHA web site on the Internet. ([www.stpaulpha.org](http://www.stpaulpha.org)). The site is intended to be low maintenance from a webmaster point of view but still provide basic information including how to contact various parts of the agency.
- Revised PHA intranet to make it user friendly in appearance and functionality.
- Expanded availability of forms/document templates through the computer system.

**Network/Operating System:**

- Maintained software and hardware for over 20 servers and 20 network sites, including building and re-building 2 MLS test servers. These test servers allow trial operation of software upgrades and patches without endangering the database required for daily operations.
- Maintained nightly backups of data. This means if there is a major problem and the system goes down, the most that will be lost is that day's input, since the backup file can be used to restore the system to it's status as of the end of business the prior day.

**EmPHAsys Software:**

- Tested and installed upgrade to Version 5. Tested and installed 4 service packs and 3 hot patches.
- Beta tested Public Housing inspections module
- Beta tested MLS purge routines. After accumulating 5 years of data, there are literally millions of records in the database. This takes space, slows down some processing and is just going to compound it self until an adequate purge/archive routine is developed.

**Resident Computer Access:**

- Helped with the installation of 3 resident computer labs.
- Continue to work with STEP to maintain and improve the STEP computer lab.
- Upgraded PLATO educational software at Mt Airy Community Center.

**Interdepartmental Activity:**

- Refined "priority 90" work order system for long term tracking of specific property needs which do not fit within the regular work order structure.
- Developed, tested, and implemented Rent Reasonableness data and reporting application for Section 8.
- Provided new PCs to Section 8 inspectors and conducted special training for them.
- Developed/improved Access databases for other departments in the areas of appliances, contracts, police calls, complaints, collection losses, and JobsPlus.
- Assisted Resident Services department in implementing tracking methods for new HUD regulations regarding flat rent, community service, and income exclusion.

**Training:**

- Conducted training in the revised 50058 HUD forms.
- Continued conducting regularly scheduled computer classes as well as one-on-one training on an ad hoc basis with employees.
- Continued training MIS staff on new technologies.

**5. Insurance:**

- Continued general liability and property coverage at competitive rates. The book value of the PHA's land structures and equipment is over \$200 million.
- Continued to control our workers compensation insurance premiums. On March 28, 2001, the Board approved the current policy with an annual premium of \$113,537. This drop from the FY96 premium of \$262,996 is remarkable and attests to the solid loss prevention program in place at the PHA. In addition to manageable premium costs, the number of days lost due to injuries is very small (2 in FY 2001).
- Continued coverage in the areas of automobiles, commercial crime, equipment floater, directors and officers, boiler, and computers. Fiduciary coverage is provided for staff that serve as Pension Plan Trustees/Administrative Committee members.

**6. Pension Plan:**

- The HRA/PHA Pension Plan is under the direction of its Board of Trustees (5 members). It exists only to serve PHA employees and certain City HRA employees. Junella Pichelmann currently serves as PHA administrative representative on the Board and as Chairperson of the Administrative Committee. Mike McMurray is also a member of the Board of Trustees and on the Administrative Committee. The Committee has the fiduciary responsibility associated with managing the defined contribution plan that had assets of \$29,082,120 as of 12/31/2000.
- Transferred \$467,187 as employee mandatory contributions and \$654,060 as PHA employer contributions to the Plan.
- Conducted 24 exit interviews concerning pension fund options and potential tax impact, 5 informational interviews. Conducted 3 sessions each of 2 training topics for pension plan participants.
- Processed rollovers into the fund when an employee chose to move money from a former employer's plan into the PHA plan.
- Set up total cash distributions, rollovers to other plans/IRAs, installment cash distributions, deferred distributions, Minimum Required Distributions upon reaching age 70.5, etc.

**7. Contract Settlements and Labor Relations:** Wage settlements approved in FY 2001 or still active in FY 2001 were as follows:

- Local 132: 3.1% wage increase effective 1/1/01 (Previous two years: 2.9% on 1/1/00, 5.5% on 1/1/99.)
- AFSCME: 2.9% wage increase effective 6/1/2000 (Previous two years: 5.5% on 6/1/99, 4.75% on 6/1/98.)
- Local 70: 3.1% wage increase effective 1/1/01 (Previous two years: 2.9% on 1/1/00, 5.5% on 1/1/99.)
- Supervisory & Confidential: 3.1% salary increase effective 12/1/00 (Previous two years: 2.9% on 12/1/99, 5.5% on 12/1/98.)
- 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.
- On March 22, 2000, the Board approved a policy granting the Executive Director limited authority to approve “retention-based salary increases” for the S&C employees. Three employees were given a retention based increase during the fiscal year.
- The Fox Lawson job evaluation project was completed during the fiscal year. All job descriptions were finalized including the identification of essential duties and qualifications (required and desired). Employees received a copy of their job description and performance standards. Each supervisor received a book that included job evaluation methodology, a listing of all PHA job classifications and placement by band/grade/subgrade, and a job description of all jobs in each work unit.

**8. Public Housing Screening:**

- The combined hi-rise/family occupancy rate of 99% was maintained for the year, with 8 out of 12 months at 99%+. The hi-rises maintained an occupancy rate of 99% or higher for 11 of the 12 months in FY 2001. Family units maintained this rate two-thirds of the time. The modernization at Roosevelt likely affected our reaching this goal for the entire year. An average of 8 units per month were held for hotel units or other renovation related reasons.
- A total of 758 leases were signed in FY 01, or an average of 63 families or individuals were housed each month. The number of files denied each month averaged 32 with an annual total of 383. Management staff participated in bi-monthly Round Table sessions and Denial Hearing Panels to provide input into screening decisions. Both of these figures represent a decrease from the previous year’s totals. However, there was also a corresponding decrease the total number of units actually vacated in FY 01.
- Unit turndowns were tracked for eleven of the twelve month in FY 01. The total number of turndowns for that time period was 275 or an average of 25 per month. Of the total 208 turndowns, or 75% occurred in the hi-rise units.

- Human Service Coordinators met with or contacted nearly all new move-ins within 45 days of move in to assess needs and offer services.
- Family Managers and Assistant Managers conducted 257 in unit orientations and showed approximately 325 vacant units to prospective residents.
- Hi-Rise management staff conducted monthly or semi-monthly welcome meetings for new residents in each hi-rise building.
- Several changes were made to the public housing application including the addition of the new race/ethnicity code, a question regarding registered sex offender status, and a request for information identifying an individual who may have assisted the applicant in completing the paper work. Several new verification forms were developed to assist in obtaining documentation of housing history.

#### **9. Lease Enforcement:**

- Staff implemented major changes in policy and procedures to implement the Quality Housing and Work Responsibility Act. This included developing extensive and detailed procedures and then training both staff and residents. Changes included implementation of rent choice, minimum rent waivers, flat rents, mini-ACO's for flat rent payers, earned income exclusions, welfare sanctioned rents, and community service requirement provisions.
- Hi-Rise and Family Resident Handbooks were updated and revised to be more user friendly.
- All dwelling leases were revised: hi-rise, family, and scattered site. Management staff conducted several resident informational meetings in each hi-rise building and in each family area to discuss the new Dwelling Lease for each area. Staff signed new leases with all resident households. Approximately 4300 leases signed during a two-month period.
- Management staff initiated 133 terminations for cause. 74 residents vacated due to termination for cause. 27 were settled by stipulated agreement, 9 that were settled by stipulation were reinstated or re-issued for additional lease violations, 4 were cancelled, 3 were won by the resident, and 16 were still pending at the end of the fiscal year. Of the 74 that vacated, 43 were due to drugs and/or criminal activity.
- Two leases were terminated solely for failure to meet lease requirements regarding housekeeping.

**10. Re-Exams:** Staff performed interim rent re-determinations and annual re-exams of all residents for continued occupancy and rent rate determination. Staff developed procedures and implemented the Quality Housing and Work Responsibility Act requirements regarding rent computation. Work included:

- Re-Exam technicians completed approximately 4300 or 100% of annual income reviews and over 2100 interim rent re-determinations. Managers certified all of the rent changes.
- Management staff implemented and evaluated a joint supervisory model for re-exam functions after the decentralization of the re-exam unit that was unsuccessful. The Rent Coordinator position was then eliminated to improve accountability and responsibility.
- A Re-Exam Procedures Manual was drafted for all Re-Exam Technicians.
- The modified ACO Schedule was successfully implemented last year.

**11. Rent Collections:** Staff continued proper collection procedures for both current and vacated residents, coordinating efforts with the Accounting Department to ensure that collection losses met the PHAS “A” rating of less than one percent of total dwelling unit rental income. Staff worked with MLS, MIS, and Accounting and revised programs so that monthly rent statements are clear and understandable statements of amounts owed as follows:

- Management staff worked with MIS and Accounting to continue proper rent collection procedures resulting in less than 1% of total dwelling unit rent remaining uncollected.
- The Legal Module in MLS was implemented during this year, further automating the terminations for non-payment of rent process and reducing errors. This also improved rent collection efforts.
- Management staff implemented Admissions & Occupancy changes in rent collection procedures that require lease termination for late rent payment of four or more times in a 12-month period. Consequently, 35 terminations were initiated last year for late rent. Twenty were settled by stipulated agreements, nine were evicted as a result of the chronic late rent action or violation of the stipulation agreement, and six were pending at the end of this fiscal year.
- Staff implemented a consistent procedure to warn residents of the consequences of multiple late rents and initiated with those residents referrals to help them budget better and find financial resources prior to termination action.

**12. Work Orders for Routine Maintenance:** Hank Petro and the entire Maintenance staff deserve credit for the sustaining the following production levels:

- During FY 2001, 100% of emergency work orders were completed within the required 24-hour period.
- The total number of emergency work orders was 5,362.
- A total of 31,241 non-emergency work orders were completed within an average of 4.44 days.

**13. Occupancy and Unit Prep Turnaround:** Maintenance, Resident and Technical Services staff performed essential tasks to achieve a public housing rating system score for occupancy, which maintained high performer status. PHAS grade “A” for occupancy is 97% or above or 98% excluding modernization days. The Agency attained a 98.5% occupancy rate during this fiscal year (computed using vacancy days).

- The Maintenance Department’s average turnaround days was 7.28, as compared to last year’s 7.23. The total number of units prepared for re-rental for this fiscal year was 781. We feel that being able to maintain 7.28 days average unit preparation turnaround time was very good considering the addition of painting family area units, which can take a considerable amount of time.
- The average turnaround time for vacant units from all departments was 33.6 days (including vacancy days for modernization); with 32 being the average number of days for hi-rise units and 33 being the average number of days for family units. The longer average time required to turn over vacant units in the family sites from last year reflects the mini-modernizations with scattered site units upon vacate because of the new inter - departmental approach. However, total vacancy days are well within the number needed to achieve the “A” standard under PHAS. The vacancy day rate occupancy was 98.5%; PHAS requires a rating of 97% or higher to achieve an “A” rating.
- Resident Services staff met performance standards related to time frames for turning units over to Maintenance upon vacate and for conducting lease signing orientations with new residents to contribute to the overall goal of an “A” rating on number of days from vacate to re-rental.
- The Marketing Committee, which has representatives from all departments, continued to work on marketing our product. They are currently working on a marketing strategy for the zero bedrooms at Valley Hi-Rise.

**14. Preventive Maintenance and Housekeeping Inspections:** Maintenance staff under the leadership of Hank Petro and the Maintenance Managers performed annual preventive maintenance inspections (PM) on all dwelling units and buildings, to conform to PHAS requirements and to meet Housing Quality Standards (HQS) and Resident Services staff under the direction of MayKao Hang and Connie Toavs performed annual housekeeping inspections as follows:

- Preventive Maintenance inspections were de-centralized during this fiscal year because of the formation of the Scattered Site maintenance team. Staff in each of the four maintenance areas performed preventive maintenance inspections.
- Preventive Maintenance inspections were performed on all dwelling units this fiscal year, including City required smoke detector inspections. Noted deficiencies were repaired. Records are maintained at Mt. Airy Maintenance Administration and provided upon request by the Fire Department and/or for audit/review purposes.
- Performed City required testing and certification of all fire safety equipment in dwelling units. Provided documentation to the City as required for Certificate of Occupancy.

- All required City testing and certifications were performed during this fiscal year. Documentation provided to the City as requested.
- In addition, effective December 1999, the Agency entered into a new agreement with the Fire Department in relation to smoke detector testing. The Agency agreed to test all smoke detectors in a unit every time a work order request repair is performed. This far exceeds the City requirement for the testing of smoke detectors. These records are maintained at Mt. Airy Maintenance Administration for audit/review purposes.
- Also, during the Preventive Maintenance inspections all needed non-routine repairs were documented and communicated to Technical Services via the Priority Ninety work order process.
- Documentation of PM inspections will be provided monthly in the Agency's Monthly Management Report to the Executive Director and annually to the Board of Commissioners. Maintained appropriate records to support statistics provided.
- Staff completed 100% of required annual housekeeping inspections as well as follow up inspections with those residents whose units were not in acceptable condition. Monthly or quarterly inspections were done with residents with a history of housekeeping failures. Only one lease termination was required for housekeeping issues. Staff completed monthly inspections of hi-rise buildings common areas and grounds, quarterly inspections of hi-rise buildings, monthly inspections of family development grounds, and drive-by inspections of all scattered site exteriors and grounds.
- Managers and senior staff participated in a priority inspection of all scattered site units in November 1999, as detailed elsewhere in this report.
- Maintenance and Resident Services Managers prepared for the second PHAS inspections and accompanied the contracted inspectors for many days on all inspections and handled required follow up on problems noted.
- Senior staff inspections were completed monthly with reports submitted to staff for follow-up.

**15. Preventive Maintenance and Housekeeping Inspections:** Maintenance staff under the leadership of Hank Petro and Al Rojas performed annual preventive maintenance inspections (PM) on all dwelling units and buildings, to conform to PHAS requirements and to meet Housing Quality Standards (HQS) and Resident Services staff under the direction of MayKao Hang and Connie Toavs performed annual housekeeping inspections as follows:

- Managers and Assistant Managers completed 100% of annual inspections of occupied units. This year, follow up inspection procedures for those unacceptable housekeeping were added to improve consistency across all management sites. In addition, forms were reviewed to see if any significant changes should be made.
- Staff completed 288 monthly inspections of hi-rise buildings and family area grounds plus monthly inspections of 4 community center facilities, at least 5 drive-by inspections of each scattered site unit, and daily checks of grounds in family areas.

**16. Heating, Ventilation and Air Conditioning (HVAC) Systems/Energy Consumption:**

Staff maintained all HVAC systems in a safe and efficient manner to ensure resident/staff comfort and safety, and assured that all HVAC systems are in compliance with City and State regulations, including:

- All HUD and State required inspections and safety checks were performed as required this fiscal year. All boilers passed the State and PHA insurance company required inspections. The Operating Engineers completed a total of 1,292 preventive maintenance work orders.
- During modernization design stages, staff continued to advocate that all equipment replacement is of a high energy efficient rating. Maintenance Department staff continued to work with Technical Services staff on all large modernization projects to offer expertise to ensure optimal energy efficiency.
- Maintenance Department staff worked closely with Technical Services staff to ensure that all improvements made during modernization projects regarding mechanical equipment were state of the art and energy efficient and also compliant with our EMS system.
- The Maintenance Department continued to monitor energy consumption on a monthly basis through the EMS system, and again this year, energy consumption decreased resulting in a cost savings to the Agency.

**17. Appearance of Buildings and Grounds:** Maintenance staff, working with Resident and Technical Services staff continued to assume the primary responsibility for maintaining and improving the appearance of PHA buildings and grounds. This “departmental” goal continues to be one of the most difficult to achieve:

- Maintenance staff alone spent 18,284 hours on maintaining the appearance of the grounds. This is a significant increase in the hours spent performing grounds work, “curb appeal” issues. **The time spent actually equates to 8.8 FTE’s, or approximately 10% of total maintenance staff.** This gives some indication of the importance placed on the Agency’s curb appeal efforts by Maintenance staff.
- Maintenance staff hired residents for seasonal employment to aid in our curb appeal efforts.
- The Maintenance and Resident Services Director worked jointly to evaluate landscaping contracts and tighten the number of days for turnaround on bid documents. Changes were successful last year.
- Free flower seeds were made available at all management sites in the spring to promote planting and improve curb appeal.
- Staff implemented maintenance/management joint vacate and ready unit inspections in family areas to improve the quality of the unit at turnover.

- The Scattered Site Training Program was implemented; over 20 classes were conducted last year that focused on curb appeal and how to be a better neighbor.
- Scattered Site staff worked with maintenance and tech services to accomplish extensive rehab work on 51 vacant scattered site units.

**18. Support Services:** Resident Services staff under the leadership of MayKao Hang and Elaine Anderson pursued opportunities for funding in areas relative to social services and resident initiatives through federal, state, and local sources. Staff sought out partnerships with public agencies, private organizations and the non-profit sector to respond to resident needs. We provided direct, interim and coordinating case management services and other supportive services to residents to facilitate lease compliance. Staff initiated or sustained collaborative ventures and relationships with community mental health, wellness, and other relevant programs including:

- Staff secured more resources for CHSP and increased resident fees for participation in the program in all sites to 20% of adjusted income. The change was made to stay in compliance with the HUD funding formula. In addition, salaries and FTE's were redistributed to retain Program Assistants who serve meals and do housekeeping.
- Last year, CHSP provided 114,000 meals, 15,600 hours of housekeeping services, and 3,000 hours of case management to CHSP participants CHSP participants at Ravoux, Valley, Iowa, Edgerton, and Montreal Hi-rises. There were also 66,000 meals provided to A LP participants who participate in meals but are not considered part of the CHSP program.
- Advocacy for retaining public health clinics in the hi-rises resulted in a deeper partnership with St. Paul-Ramsey County Department of Public Health through the Service Coordinator Grant. The PHA contributed \$30,000 to retain public health services in hi-rises.
- A contract was executed with Goodwill/Easter Seals to provide coordination of employment and volunteer opportunities for hi-rise residents. In the first six months of the contract, 39 residents, many with significant physical and motivational barriers, were referred for placement services. Twenty chose to follow through with the intake process, four have found employment, and five remain in placement services. In addition, one job fair and one job seeking skills workshop were held during FY2001.
- Staff implemented a contract with Accessible Space, Inc. to research, develop and implement a Living Skills Training Program for hi-rise applicants who lack independent living experience and current residents who are in need of training to facilitate lease compliance in public housing. The Rental Office staff also participated in meetings with Management and ASI staff to develop and assist in the implementation of the Daily Living Skills Training Program for hi-rise applicants and residents.
- An RFP was developed, and Wilder selected as the contractor, for a Family Needs Study and the annual PHDEP evaluation. Both the study and evaluation were completed.

- Human Services Coordinators and Management worked closely with Technical Services and Maintenance staff to implement the new no smoking in common areas policy. Results were positive, with very few residents objecting. Also, Human Services Coordinators coordinated referrals for residents who wished to stop smoking in conjunction with public health nurses.
- Five public housing youth worked in PHA management offices for the summer, through a cooperative agreement with the Center for Employment and Training. An additional 10 youth did grounds work for Maintenance.
- Decentralization or reassignment of responsibilities, along with training, was completed for the following programs: Hi-Rise New Resident Orientors, Hi-Rise Recyclers, and summer youth employment.

#### **19. Drug Elimination, Security, Crime Prevention:**

- Hi-rise and Family surveys and evaluations completed by Wilder Research Center reflected positive results from core program services. Additionally, the RFP survey and evaluation for the Family Needs Survey was combined with the PHDEP evaluation, and both were completed successfully.
- Continued data collection from St. Paul Police Department, including scattered sites.
- Crime rates in PHA areas remained lower than City-wide rates.
- PHDEP Grant continues in partnership with our core partners, and contracts and agreements were executed successfully.
- Expanded youth activities to include swimming scholarships and attendance at two leadership retreats.
- Officer in Residence program expanded: 15 different officers in occupancy during FY01 in 14 different hi-rises and one family development. A lease for Officers-in-Residence and an addendum for a lease-on were created.
- Coordinated the ACOP unit move to a new office space and ensured a smooth transition.
- DEP Coordinator position went to full time status.
- Drafted forms and procedures to create better communication between PHA and ACOP (Data Privacy, Faxing additional Requests to ACOP, Log Police Calls).
- Submitted required HUD paperwork for 2001 funding.

**20. Community Centers:** Staff successfully managed four Community Centers in a manner that meets the changing needs of the residents, maximizes the number of services that can be offered to family residents. Staff prioritizes space for programs that work with residents toward self-sufficiency, eliminating the barriers to self-sufficiency and youth incentive programs. Staff

continued to support programming at Mt. Airy Community Center that supports its use as a full service Jobs-Plus site.

- Roosevelt and Dunedin received computers with remaining funds from two grants: TOP and PAY. A partnership was started with STEP to teach classes and have open lab hours for residents to improve job skills and literacy.
- Computer use guidelines were drafted and posted at all family community centers.
- Community directories were kept updated as necessary.
- Family Community Center Quarterly Reports for all quarters were gathered, and a computerized version on Excel was developed but not yet implemented.
- Staff reviewed space requests from several providers including Wingspan, Southeast Asian Meals on Wheels (Suze Chao), LifeTrack Resources, Women in Community Service (Job Corps), and the West Side Clinic, and accommodated as needed.

**21. Resident Councils:** Staff continued to provide necessary staff support to the twenty-two family and hi-rise Resident Councils, including attendance at all regularly scheduled Resident Council meetings. In addition, staff:

- Organized day-long VIRTUES training at East Side Boys and Girls Club for 80 residents/youth, covering food, child care and translators. Contracted with Boys and Girls Club for implementation of VIRTUES training program in the PHA. The Virtues picnic included all four family resident councils was successfully organized by staff and resident leadership.
- The TOP Grant was completed and closed out with no audit findings.
- Four residents attended QHWRA training sponsored by HUD. Staff assisted HUD in finalizing the training curriculum.
- The contract with Alice Moorman, independent consultant was retained for work with the President's Council and their TOP grant to support peer mediation and other related President's Council initiatives.
- Staff attended approximately 180 Resident Council meetings, many of which are night meetings, to share PHA information, respond to community/building concerns and facilitate meaningful resident input into PHA and community issues.
- Through a Leadership Training Contract, continued to support leadership training for Hi-Rise Councils and Presidents Council; ensured continuation of Peer Trainer Program and continued progress in developing strong Councils that take an active role in advising the PHA and improving the quality of the life in their building.
- Provided support to Presidents Council as officers begin implementation of a two year HUD funded Mediation Grant. Management staff continued to support the President Council with their mediation grant to work on a project to study how gossip hurts others. A successful campaign was launched to be "body busy, not a busy body."

- Encouraged Hi-Rise Councils to participate in efforts to obtain and maintain a council computer and related equipment. Helped officers identify and set up council space in each building and promote councils providing individual residents access to council computer.
- Assisted the Hi-Rise summer picnic fund-raising effort by discussing the matter with the Pipefitters, who decided to contribute \$10,000 to completely fund the summer 2000 event.
- Resident Advisory Board (RAB): The Board designated the Presidents Council and City-Wide Residents Council as the Agency's Resident Advisory Board (RAB) required by QHWRA to participate in drafting the annual Agency Plan. All members of the two groups received regular mailings about the plan development, and some attended the RAB meetings and offered suggestions and comments. Section 8 participation was limited however. In January 2001 staff sent all Section 8 participants an invitation to join in the next RAB, and several participants telephoned in to volunteer.

**23. Other Significant Resident Services Accomplishments:**

- The Human Service Coordinator Manual was completed and is undergoing final editing and formatting before going to print.
- Staff worked in conjunction with MIS to improve and more fully automate the process of updating the waiting list. MIS staff also began working with the Rental Office supervisors to improve and create a number of reports. Progress was made but not finalized with regard to the file folders being printed in-house.
- There was a successful reorganization of the supervisory group in the Rental Office. The Clerical Supervisor position was eliminated and a second Assistant Rental Administrator position was created. This resulted in a division of duties with one Assistant being primarily responsible for screening and unit assignment and the other for waiting list maintenance and denied applications. This change has also allowed for cross training between the two positions and more effectiveness in responding to questions from applicants who have been denied.
- Based on a yearlong review of changes in Section 8 and Public Housing, a Waiting List Technician position created, removing data entry responsibilities from the Rental Technicians.
- Cross work unit communication was improved with incorporation of the Rental Office in the training of new AST's, and a project to review the files of residents under termination.
- Extensive restructuring occurred in the hi-rises and in the scattered sites. A Hi-Rise Principal Manager was hired, and direct reporting structures in the hi-rises were instituted to correct workload for several staff. This change required the relocation of the Family Principal Manager, the creation of a new office, the reassignment of all Human Services Coordinators to different supervisors in the hi-rises, and the separation of duties between the two Principal Managers. The process is still on going.

- In the Scattered Site Team, two new offices were created; one to house the displaced Central Management Team, and one to house the Scattered Site Team. All files were moved and workload balanced for impacted staff. The cross-departmental Scattered Site Team has its own achievements report.
- The DEP Coordinator Position was extended to full-time status to better work on the PHDEP Grant and other related internal department issues related to workplace violence prevention and safety.
- The FSS Coordinator position that was under the Deputy Executive Director was transitioned to the Resident Services Department and made into a full-time position. An FSS proposal to HUD was sent to HUD to fund the full position.
- Complaints and contracts were automated in Resident Services into centralized ACCESS databases to improve work and customer service.

**24. Risk Management and general employee safety:** Staff under the leadership of Mike McMurray provided safety training programs to employees, including personal safety, including:

- Reviewed and updated safety procedures and information, which is given to employees and residents.
- Continued to monitor and update the Agency's material safety data sheets. Continued the contract with DeMarco Solutions to maintain a data base for all material safety sheet information. Distributed new name and picture ID badges to employees including the 1-800 phone number for 24 hour, 365 day emergency information availability regarding material safety sheet information.
- Worked with staff and insurance carrier representative to provide on-site inspection tour of buildings. Met safety compliance requirements to qualify for maximum insurance premium discount.
- Continued to aggressively 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 .59 to .56, **the lowest it has been at least since 1987**. Days lost due to employee injury remained relatively low at 113 for the 2000 calendar year.
- Continued the combination of Workers' Compensation and General Liability claims processing, claim administration, and data collection in Human Resources. This provided close monitoring, claim control and intervention by Human Resources and Accounting.
- Continued to cooperatively work with Regions Hospital and Clinic for pre-employment physicals and medical care for employee on-the-job injuries. Pre-employment physicals continue to be specialized and tailored to the physical requirements of the job. Physician examination of injured employees is coordinated with employee's department, the insurance carrier, and the workers' compensation management consultant. Light or

alternative work continues to be assigned to employees to foster a quick return to work. This approach continues to minimize employee injuries and claims, which reduces premium costs. In addition, employee morale is improved as there are more employees on the job.

- Continued to send wellness and health information to employees. Dissemination of information was increased with safety/health/financial information inserted with paychecks. The Hope health letter was sent to all employees monthly. Employees who requested were sent a Well Advised health book. The book was also given to all new employees at orientation.
- Resident Services staff arranged for resident safety training sessions in every hi-rise and family site to complete the third phase of requirements allowing the PHA to be certified as a member of the Minnesota Crime Free Multi-Housing Program. Staff promoted participation by advertising, offering door prize incentives and other means to help residents gain from this training.
- Staff continued to review and conduct safety and security assessments at the Rental Office. Several changes were implemented to improve the safety and security of this work area. ID badges are being worn by staff and clients, new signage has been added and other modifications were made.
- Staff continued to work and partner with the Wilder Community Violence Response Team and other crises intervention teams to defuse crises and violence that occurs.
- The Employee Right To Know and Bloodborne Pathogen safety program was developed and implemented. An RFP was developed and sent to vendors. Health Partners was chosen to provide Hepatitis B vaccination series and provide post exposure counseling to employees who have an exposure incident. An expert trainer was hired to conduct training for all employees who are in job classifications identified as expected to incur occupational exposure to blood or other potentially infectious materials.
- An emergency response pamphlet was developed for employees who work at 480 Cedar Street. Gives employees advice on how to respond to mechanical, elevator, medical, and tornado emergencies, as well as bomb threat, and fire procedures and evacuation plan. This pamphlet was sent to all employees and also posted in many areas and bulletin boards.
- Arranged to have infectious materials spill kits purchased and installed in each main employee work location and in all buildings.
- Instituted an informal ergonomic review program. Under the direction of an ergonomic specialist employed by the workers' compensation insurance carrier, staff completed ergonomic review of 69 staff workstations. A majority of the reviews resulted in physical changes to the work area and/or installing new or different equipment.

**25. Agency-wide Employee Recognition Event:** Held yearly banquet, including various employee awards, gifts and length of service plaques. Held "All Employee Meeting."

**26. 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 terminations for cause, maintenance work orders, resident satisfaction surveys, and Section 8 utilization. The year-end report was presented to the Board at the April 25, 2001 meeting.

**27. Board Briefings:** Staff from various departments briefed the Board on their operations, issues and challenges during the past year. The topics covered were as follows:

- Scattered Site Management Team
- Maintenance vacant unit preparation
- Maintenance work order system
- Community Centers
- CHSP
- Lease enforcement and terminations for cause
- Property inspections
- Move-ins
- Admissions

**28. Board Briefings:** The City Wide and President's Councils continued their regular reports to the Board this year, covering accomplishments, issues and challenges.

**29. Other notable Board reports and miscellaneous items attached.**

**30. Many thanks to the PHA Board, and PHA Attorney Mike Driscoll for your continued support and guidance:** The Board meetings are effective and informative. A detailed record of your accomplishments in FY 2001 is provided by the minutes and the various Reports to the Commissioners. The public should be proud of the work you do in performing your policy making obligations to this organization.

**31. Many thanks to all the PHA staff for their continued outstanding performance and dedication. I am especially proud of the depth of talent we have been able to attract and retain at the PHA even in this most competitive labor market. Our mission is clear, our organizational climate is healthy and our ability to serve our clients intact. Thank you for the opportunity to be a part of this magnificent team.**