

The Housing Authority of the City of Erie

2010 Goals & Objectives

Introduction

The Housing Authority of the City of Erie's steady progress in many areas in recent years is attributable in large part to knowing our mission and not deviating from it; keeping our clients' welfare uppermost in our thinking; knowing the major programs to pursue; and providing continuity and consistency upon which residents and staff can count. The following goals and objectives for the year 2010 identify a process that will advance our mission by providing **five** major organizational goals and a series of 43 measurable objectives against which our performance can be judged at the end of the year.

The Authority has spent many years getting our house in order. We have renovated our entire housing inventory to modern-day standards, we provide a full range of support services for our residents, and our financial condition is excellent. In 2010, we are prepared to launch yet another major initiative that will improve the services we offer to our residents.

Vision Statement

The Authority envisions public housing communities where all people have safe, affordable housing and opportunities for good jobs providing a living wage that will lead to economic self-sufficiency, in viable, sustainable neighborhoods.

Mission Statement

The Housing Authority of the City of Erie exists to provide safe, decent, and affordable housing for lower-income families, elderly, and persons with disabilities; and to foster among the residents we serve economic self-sufficiency, and a sense of community and pride in the neighborhoods where they reside.

To this end, the Authority, through its Admission and Occupancy Policy, will provide housing to a cross-section of the low-income population in order to obtain a broad range of incomes in housing, and promote economic diversity resulting from employment.

GOAL #1. IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

Objective 1 - Reduce reported crime by 2% from 2009.

Objective 2 - Continue implementation of recommendations from SPARTA Consulting, Inc., leading to crime reduction and drug elimination.

Objective 3 - Reduce fires and risks of injury and property damage.

Objective 4 - Maintain all communities litter free.

Objective 5 - Maintain average response time for tenant-generated work to two (2) workdays or less.

Objective 6 - Maintain "curb appeal" standards for all public housing communities.

- Objective 7* - Complete annual inspection and requisite follow-up on all public housing and Section 8-assisted units to assure all units are decent, safe, sanitary, and in good repair.
- Objective 8* - Develop annual update to Agency Plan; and maintain Capital Fund obligation rate.
- Objective 9* - Maintain current level of resident satisfaction with living conditions in public housing.
- Objective 10* - Update Emergency Management Plan.

GOAL #2. PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

- Objective 1* - Achieve 97% occupancy in our public housing inventory.
- Objective 2* - Achieve 95% utilization rate of available Section 8 Housing Choice Voucher funding.
- Objective 3* - Increase vacancy turnover production by 64% from 2009.
- Objective 4* - Provide supportive services to non-profits with special needs populations.
- Objective 5* - Complete accessibility improvements to the community services buildings at the John E. Horan Garden Apartments.
- Objective 6* - Complete construction of two accessible units at the C. Ted Dombrowski Apartments.
- Objective 7* - Make Housing Authority Web Site interactive.
- Objective 8* - Increase Veteran's Affairs Supportive Housing (VASH) program utilization to 90%.

GOAL #3. OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

- Objective 1* - Collect 99% of annual charges by December 31, 2010.
- Objective 2* - Limit utility expense increase to 10% over 2009.
- Objective 3* - Implement energy conservation improvements throughout public housing.
- Objective 4* - Limit operating expenses to income collected.
- Objective 5* - Maintain fiscal operations so there are no audit findings
- Objective 6* - Reduce employee absenteeism by 30% from 2009 level.
- Objective 7* - Achieve HUD's high performance on Section 8 Housing Assessment System (SEMAP).
- Objective 8* - Improve HUD's score by 5% on Public Housing Assessment System (PHAS).
- Objective 9* - Continue quality control for all HUD programs; continue board review of disbursements; and improve staff proficiency in use of verification tools.
- Objective 10* - Continue implementation of Fraud Detection Policy.

GOAL #4. ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

- Objective 1* - Maintain the ratio of public Housing/Section 8 tenants who have employment as source of income.
- Objective 2* - Maintain HomePLUS Program at Schmid Towers and Friendship Apartments.
- Objective 3* - Continue Self-Sufficiency Program at Family Developments.
- Objective 4* - Work with residents to improve the image of public housing.
- Objective 5* - Continue homeownership down payment assistance program for public housing residents.
- Objective 6* - Continue flat rents that reflect market value of units based on size, condition, and location.
- Objective 7* - Increase participation in the Section 8 Self-Sufficiency Program from 61 to 70 families.
- Objective 8* - Continue conversion of two learning centers to job centers for public housing residents.
- Objective 9* - Implement Dental Clinic at John E. Horan Garden Apartments.

GOAL #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

- Objective 1* - Prepare capital improvement and development plan for Erie Heights neighborhood.
- Objective 2* - Continue to identify public and private partners to participate in neighborhood community development initiative.
- Objective 3* - Continue code enforcement strategy with City of Erie in all target neighborhoods surrounding public housing sites.
- Objective 4* - Continue strategic acquisition of properties near public housing that are available and/or in distress.
- Objective 5* - Implement residential strategy that would improve and strengthen the existing homeownership in the neighborhoods surrounding public housing sites; and provide homeownership opportunities for Housing Authority residents.
- Objective 6* - Develop relationship with businesses in neighborhoods surrounding public housing that would provide employment opportunities for public housing residents.

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.1 Collect and analyze data for 2010

Functional Area: Safety and Security

Current Level of Performance, if known: 1987-2000 data tabulated by community: 1994 (-16%); 1995 (+1%); 1996 (-9%); 1997 (+2%); 1998 (-15%); 1999 (-38%); 2000 (-10%); 2001 (+9%); 2002 (-39%); 2003 (21%); 2004 (+5%); 2005 (-12%); 2006 (no change); 2007 (no change); 2008 (+6%); 2009 (+4.7%)

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.1-1	Monthly meeting with EPD to collect information on Authority sites.	Jan. - Dec.	MRF	
1.1-2	Prepare summary report on 2010 crime data.	1/7/2011	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.2 **Strengthen Tenant Councils in family communities.**

Functional Area: Safety and Security and Community Organization

Current Level of Performance, if known: The Resident Advisory Board (RAB) and Erie Tenant Council, and the John E. Horan Garden Apartments Tenant Council were active in 2007. All four of the Elderly Tenant Councils were active in 2007. Three of four elder building tenant councils were active in 2008. **Four Elderly Tenant Councils were active in 2009, as were the Erie Tenant Council and the Resident Advisory Board.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.2-1	HACE representative to attend council meetings, when invited.	Jan. - Dec.	MFR	
1.2-2	Assist in organizing and supporting tenant councils at family developments.	Feb. - Dec.	MRF	
1.2-3	Fiscal training to newly organized tenant councils, and to elderly tenant councils.	Feb. - Dec.	CL	
1.2-4	HACE matching of fund-raising activity conducted by tenant councils.	Mar. – Dec.	MRF	
1.2-5	Continue staffing for Erie Tenant Council.	Jan-Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.3 Screen applicants for prior criminal record.

Functional Area: Safety and Security

Current Level of Performance, if known: On-going tenant selection procedure; Adult and Juvenile probation officers reviewed their cases with Authority staff on a monthly basis in 2009. State Probation/Parole sent a representative to monthly COPPS meetings in 2009.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.3-1	Check Clerk of Courts records on all applicants and adult additions to tenant households.	Jan. - Dec.	NLR	
1.3-2	Check Federal Court records on all applicants and adult additions to tenant household.	Jan. – Dec.	NLR	
1.3-3	Check out-of-town records where feasible.	Jan. – Dec.	NLR	
1.3.4	Continue agreements with state and county probation/parole offices to notify HACE when prospective parolee/probationer gives a public housing address as a place to live after incarceration.	Jan. – Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.4 **Monitor convictions.**

Functional Area: Safety and Security

Current Level of Performance, if known: Agreement to share information negotiated with Erie County District Attorney in 1997. In 2008, one tenant was evicted for criminal activity; six other families are pending eviction for criminal activity. **In 2009, the District Attorney's Office assigned Mark Richmond to the COPPS program. Four families were evicted from Harbor Homes in 2009 for an assault on another resident.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.4-1	Daily report from Erie Police Department on prior day's incidents.	Jan. - Dec.	MRF	
1.4-2	Daily check of newspaper and police records for criminal activity of tenants in occupancy.	Jan. - Dec.	MRF	
1.4-3	Report convictions to appropriate manager/Tenant Selection/Section 8/C.O.P.P.S.	Jan - Dec.	MRF	
1.4-4	District Attorney to have representative at monthly COPPS meetings in 2010.	Jan-Dec	MRF	
1.4-5	Annual report on evictions for criminal activity.	1/9/11	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.5 Installation of high-intensity site lighting

Functional Area: Safety and Security

Current Level of Performance, if known: Completed at Harbor Homes Annex and Lake City Dwellings in 1993; Franklin Terrace, Bird Drive, and Eastbrook in 1994; Harbor Homes and Scattered Sites in 1996; and Pineview in 1998; all sites reviewed in 2003; 2004, 2005, 2007, 2008. All defective site lighting repaired in 2009. New bucket truck purchased in 2009 to facilitate security lighting repairs. COPPS officers identified areas where additional lighting is needed in 2009.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.5-1	Review lighting at all sites with C.O.P.P.S. officers and maintenance supervisors, and develop recommendations for additional lighting replacement, if needed.	March	VP/MRF/ SUPERS	
1.5-2	Replace / repair lighting, or refer to Penelec as appropriate.	Feb. – Dec.	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.6 Enhance security through Capital Grant improvements.

Functional Area: Safety and Security

Current Level of Performance, if known: Concept for traffic circulation changes at Harbor Homes and Franklin Terrace approved in 1998; interior security cameras installed at Schmid Towers and Friendship Apartments in 1998; fencing installed at Franklin Terrace in 1999; installed fencing at Lake City, Harbor Homes, and Harbor Homes Annex in 2000. RFPs for security cameras completed in 2001; security fencing installed at Pineview in 2003. Exterior security camera installed at Friendship Apartments in 2002; Scattered Sites fencing installed in 2004; additional fencing for Friendship awarded in 2007; plan for Eastbrook fencing approved in 2008; technical specifications prepared for security cameras at all sites in 2008.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.6-1	Prepare bid documents for additional security cameras and recorders.	April	Consultant	
1.6-2	Award contract for security cameras.	May	JEH/Board	
1.6-3	Installation of exterior security cameras at various sites.	Sept	Contractor	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.7 **Community-Based Policing Program**

Functional Area: Safety and Security

Current Level of Performance, if known: Contract negotiated with City in 1997; Erie Police Department officers assigned to Housing Authority sites in 1998; new officers trained in 1999, 2000, and 2001. Permanent shifts assigned in 2002. New three-year contract signed in 2002. Two officers assigned on two shifts, seven days/week. Coverage added at Schmid Towers and Friendship Apartments in 2003; contract with City renegotiated for two more years in 2004; HACE database loaded into EPD system in 2004 and updated in 2005, 2006 and 2009. The same six EPD officers remained in place throughout 2008-2009.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.7-1	Deployment of officers at all sites.	Jan. – Dec.	MRF	
1.7-2	Collect and analyze daily reports from officers	Jan. – Dec.	MRF	
1.7-3	Continue deployment of officers for bike patrols.	May – Nov.	MRF	
1.7-4	Meet and discuss future of COPPS Program with Chief and Police staff	April-May	JEH/MRF	
1.7-5	Evaluation of COPPS program in 2010.	June	MRF	
1.7-6	Board Action on continuation of COPPS contract beyond Aug 2010	July	JEH/Board	

STRATEGY/WORK PROGRAM SCHEDULE – 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.8 **Community-Based Probation Program**

Functional Area: Safety and Security

Current Level of Performance, if known: Initial contract negotiated with Erie County in 1997; two probation officers assigned to public housing sites in 1998; new probation officers assigned in 1999; C.O.P.P.S. probation officers assigned all public housing probationers in 2000; contract extended in December 2003; contract extended in December 2004 and December 2005; Tony Ross replaced by Charles Downing as Adult Probation officer in 2005; Al Chandler replaced in 2006 as juvenile probation officer by Scott O’Lone. Contract extended through December 2009. **Charles Downing and Scott O’Lone continue to serve throughout 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.8-1	Continue deployment of officers at all sites.	Jan. – Dec.	MRF	
1.8-2	Collect and analyze daily reports from probation officers.	Jan. – Dec.	MRF	
1.8-3	Final report on effectiveness of community-oriented probation program.	12-31-10	MRF	
1.8-4	Consider renewal of contract with Erie County for 2011.	November	MRF/JEH	
1.8-5	Monthly meetings with COPPS probation officers.	Jan. – Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE – 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.9 Follow up on all drug tips.

Functional Area: Safety and Security

Current Level of Performance, if known: In 2008, five (5) drug tips were turned over to the City Vice squad. Also, 49 residents were called in for meetings because of criminal problems, and 18 conference agreements were signed in 2008. In 2009, three drug tips were referred to the EPD and one of the tips resulted in a successful eviction of a resident from Friendship Apartments. 52 residents were met with in 2009 concerning possible lease violations related to drug activity. This resulted in 25 conference agreements concerning tenants' behavior.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.9-1	Maintain log of drug and other tips on criminal activity.	Jan. - Dec.	MGRS	
1.9-2	Refer tips to C.O.P.P.S., District Attorney, etc.	Jan. - Dec.	MRF	
1.9-3	Meetings and conference agreements with residents involved in criminal activity	Jan. - Dec.	MRF/Mgrs	
1.9-4	Final report on tips received and acted upon.	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #1 Reduce Reported Crime by 2% from 2009

Strategy: #1-1.10 **Involve other service agencies in public housing safety issues.**

Functional Area: Safety and Security

Current Level of Performance, if known: Inter-Agency Meetings held monthly with all HACE partners in 2009. Fifty-two meetings were conducted in 2009 between SafeNet and residents identified as victims of domestic abuse. Crime Victim Center continues to send a representative to the monthly COPPS meeting.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.10-1	Maintain contact with law enforcement and service agencies (e.g., Crime Victim Center, and SafeNet) in the community.	Jan. – Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #2 Continue Implementation of Recommendations from SPARTA Consulting, Inc., Leading to Crime Reduction and drug Elimination.

Strategy: #1-2.1 **Implement recommendations from SPARTA.**

Functional Area: Safety and Security

Current Level of Performance, if known: Police contract negotiated in 1997; trespass/banning policy adopted in 1998; fencing installed at Franklin Terrace in 1999; fencing installed at Lake City, Harbor Homes, and Harbor Homes Annex in 2000; 32 individuals placed on Banning List in 1999; 13 individuals placed on Banning List in 2000 (two removed due to death); three were added to Banning List in 2001; Request for Proposals for cameras completed in 2001; Total of 64 individuals on Trespass and Banning list in 2003; total of 67 on Banning list at December 31, 2004; total of 72 on Banning list at December 31, 2005; the Authority adopted a Banning List Appeal procedure in 2005; 80 individuals on Banning list in 2006; 83 individuals on Banning List in 2007; 84 individuals on the banning list at 12/31/08. One individual was removed from the banning list in 2008. **Eleven individuals were added to the list in 2009, bringing the total to 95.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.1-1	Physical improvements – Maintenance Superintendent to identify physical security needs.	Jan. – Dec.	VP	
2.1-2	Management improvements – Maintenance Supervisor attends C.O.P.P.S. meetings.	Jan. – Dec.	VP	
2.1-3	Continue trespass/banning policy by issuing trespass warning to individuals not permitted on HACE property.	Jan. – Dec.	COPPS/ MRF	
2.1-4	Update banning list on monthly basis.	Jan. – Dec.	MRF/JEH/ COPPS	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #2 Continue Implementation of Recommendations from SPARTA Consulting, Inc., Leading to Crime Reduction and drug Elimination.

Strategy: #1-2.2 **Annual evaluation of crime reduction strategies.**

Functional Area: Safety and Security

Current Level of Performance, if known: Initial base-line study conducted by SPARTA in 1996; follow-up studies completed by Penn State Behrend 2001-09

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.2-1	Develop RFP for 2010 annual survey of residents to determine effectiveness of crime prevention strategies.	Mar.	JEH/ MRF	
2.2-2	Solicit proposals.	Mar.	JEH/ MRF	
2.2-3	Select consultant.	Apr.	BOARD	
2.2-4	Conduct survey of residents.	May – July	CONSULTANT	
2.2.-5	Final Report.	Sept.	CONSULTANT	

STRATEGY/WORK PROGRAM SCHEDULE – 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #3 Reduce Fires and Risks of Injury and Property Damage.

Strategy: #1-3.1 **Fire inspection of family units**

Functional Area: Safety and Security

Current Level of Performance, if known: Approximately 75% of family units inspected by Erie Fire Department in 1995; Annual REAC inspections conducted 2001-2008. **No REAC inspections occurred in 2009**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.1-1	See Goal #1, Objective 7.			

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #3 Reduce Fires and Risks of Injury and Property Damage.

Strategy: #1-3.2 **Inspect all smoke detectors.**

Functional Area: Safety and Security

Current Level of Performance, if known: Continuing as part of independent annual inspection contract; move in and move out inspection procedure.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.2-1	Detectors checked and documented on annual inspection forms.	Jan. - Dec.	Contractor	
3.2-2	Work orders issued on defective smoke detectors.	Jan. - Dec.	SUPERS	
3.2-3	Managers to check smoke detector at move-in inspection.	Jan. - Dec.	MGRS. (ALL)	
3.2-4	Maintenance Supervisors to check and document smoke detectors at move-out inspection forms.	Jan. - Dec.	ALL SUPERS.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #3 Reduce Fires and Risks of Injury and Property Damage.

Strategy: #1-3.3 **Conduct fire safety meetings in all elderly buildings.**

Functional Area: Safety and Security

Current Level of Performance, if known: Conducted safety meetings at Ostrow, Friendship, Schmid Towers, and Curry/Schell in 1995-2009

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.3-1	Schedule with E.F.D./ Tenant Councils.	May	MGRS. (E)	
3.3-2	Complete fire safety meetings at all elderly buildings.	Oct.	MGRS. (E)	
3.3-3	Final report on fires and property damage in 2010	Dec.	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #3 Reduce Fires and Risks of Injury and Property Damage.

Strategy: #1-3.4 **Revise emergency plan.**

Functional Area: Safety and Security

Current Level of Performance, if known: Emergency plan developed in 1992; Y2K emergency plan developed in 1999; Emergency Plan updated 2002.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.4-1	Update information in current plan in conjunction with the City of Erie Emergency Management Office	May	DR	
3.4-2	Add information on emergency situation and locations not covered in plan, e.g., terrorism.	June	DR	
3.4-3	Print revised emergency plan.	Aug.	JEH	
3.4-4	Communicate plan to appropriate agencies/organizations.	Oct.	JEH	
3.4-5	Communicate plan to residents.	Oct.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #3 Reduce Fires and Risks of Injury and Property Damage.

Strategy: #1-3.5 **Inspect and Service all Furnaces not under warranty.**

Functional Area: Safety and Security

Current Level of Performance, if known: All furnaces inspected and serviced by private HVAC contractor 2006, 2007, and 2008. **Contracts awarded for furnace replacement in all public housing family units in 2009. Erie Heights units inspected and serviced in 2010.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.5-1	Prepare Bid Documents for inspection and service of all furnaces not under warranty.	May	VP	
3.5-2	Award contract for inspection and service of furnaces	June	Board	
3.5-3	Complete inspection and service of furnaces	November	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.1 **Monitor weekly pickup of trash and garbage.**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: No missed collections reported in 2009

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.1-1	Communicate missed collections to contractor.	Jan. - Dec.	MGRS.	
4.1-2	Delete missed collections from payment report.	Jan. - Dec.	MGRS./CL	
4.1-3	Reduce payment to contractor based on report of missed collections.	Jan. - Dec.	CL	
4.1-4	Final report on missed collections for 2010	Dec.	CL	

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.2 **Ground crew to pick up common spaces on daily basis**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: Continuing

Lead Staff: Managers

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.2-1	Ground crew conduct cleanup of common spaces.	Jan. – Dec.	SUPERS	
4.2-2	Bid documents for grass cutting of all areas.	Feb.	VP	
4.2-3	Clean up John E. Horan Garden Apartments.	7/1/05	SUPER (JEH G.A.)	
4.2-4	Clean up west side of Schaper Avenue.	7/1/05	SUPER (E.H.)	
4.2-5	Clean up north and south sides of Annex.	7/1/05	SUPER (H.H.)	
4.2-6	Clean up north side of Eastbrook.	7/1/05	SUPER (L.C.)	
4.2-7	Conduct tenant Spring clean up at all sites.	Apr. - June	MGRS (F) SUPERS/ MRF	
4.2-8	Clean up vacant sites acquired 2002-2009.	Apr. – Dec.	SUPER (H.H./JEH G.A.)	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.3 **Improve rodent control program.**

Functional Area: Maintenance

Current Level of Performance, if known: Use of gel bait in 2000 resulted in more effective extermination efforts; installation of traps and rooftop spikes helped reduce pigeon population roosting at Friendship Apartments in 2006; Three employees certified for use of chemicals in 2007, 2008 and 2009.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.3-1	Systematic baiting per schedule.	Jan. – Dec.	K.Fetzner	
4.3-2	Follow-up by managers on non-cooperative tenants	Jan. – Dec.	MGRS. (F)	
4.3-3	Maintain valid extermination license through training.	Jan. – Dec.	K.Fetzner//L.LaFata/ W. Brown	
4.3-4	Enforce ban on feeding pigeons at Friendship Apartments.	Jan. – Dec.	AK	
4.3-5	Install netting on selected balconies at Friendship Apartments, as needed.	June	AK/VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.4 **Spring and Coastal clean-up in all communities**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: All sites 1988-2009; YMCA clubs do weekly cleanup around Erie Heights and JEHGA.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.4-1	Set dates for clean up at each site.	March	MGRS./VP/MRF	
4.4-2	Solicit volunteers (Tenants, Probation, LECOM, GANNON, Earth Force, YMCA)	Apr. - June	MRF/MGRS	
4.4-3	Arrange for dumpsters.	Apr. - June	VP	
4.4-4	Notify tenants of dates in their area.	Apr. - June	MGRS. (F)	
4.4-5	Notify news media.	Apr. - June	MRF	
4.4-6	Hold clean up at each site.	Apr. - June	MGRS. (F)	
4.4-7	Coordinate refreshments for volunteers (Tenants, Probation, Girl Scouts, Earth Force, YMCA).	Apr. - June	MRF	
4.4-8	Participate with Earth force in Coastal Clean-up	Sept	MFR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.5 Flower and vegetable gardens at all communities

Functional Area: Neighborhood Pride

Current Level of Performance, if known: Annual formal garden contest has been conducted since 1988.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.5-1	Communicate program to tenants.	April	MGRS. (F)	
4.5-2	Garden tools loaned to tenants	April-June	JR/SUPERS	
4.5-3	Grass and flower seeds for tenants - no charge	April-Aug	MGRS.	
4.5-4	Entry forms available	April 1	MRF	
4.5-5	Judge gardens.	July - Oct.	JEH/DR/ MRF	
4.5-6	Present awards / certificates.	Oct.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.6 **Communicate recycling plan to all tenants.**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: Continuing

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.6-1	Communicate recycling program to tenants through newsletter and flyers.	Jan. - Dec.	JEH / MGRS.	
4.6-2	Review and revise recycling based on experience.	April	JEH / VP/ MGRS	
4.6-3	Implement plan for recycling at Scattered Sites in conjunction with the City of Erie	June	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.7 **Vehicle registration, inspection, and towing**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: 22 cars towed in 2001; 34 cars towed in 2002; 63 cars towed in 2003; 60 cars removed in 2004 after being tagged by staff for violation(s). 79 vehicles were tagged in 2005, 71 were moved; 50 vehicles were tagged in 2006, 39 were moved; 7 were towed; C.O.P.P.S. towed 12 vehicles on public rights of way traversing public housing sites; 40 vehicles tagged in 2007, 36 removed by owner, 4 were towed; C.O.P.P.S. officers towed 8 vehicles from city streets in 2007; 40 vehicles were tagged in 2008, 33 were moved and 5 were towed; our COPPS officers tagged 32 vehicles located on City Streets in our neighborhoods and towed 12; **in 2009, 30 vehicles tagged, 22 removed by owner and 6 towed. The City towed 6 other vehicles from surrounding city streets.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.7-1	Issue vehicle I.D. and register <u>all</u> tenant vehicles.	Jan. - Dec.	MGRS.	
4.7-2	Communicate parking policy.	Apr.- Dec.	JEH / MGRS. (F)	
4.7-3	Enforce parking regulations.	June - Dec.	MGRS. (F) EPD/SUPERS	
4.7-4	Utilize COPPS and Erie Code Enforcement officers to enforce parking regulations.	Jan. – Dec.	MGRS.(F)/ MRF	
4.7-5	Post additional areas for “no parking” where problems exist.	Mar. – Dec.	MRF/MGRS(F)	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #4 Maintain All Communities Litter-Free.

Strategy: #1-4.8 **Eliminate graffiti within 24 hours.**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: There were 17 work orders to remove graffiti on Authority property in 2006; 18 graffiti removal work orders in 2007. 37 work orders for graffiti removal were issued in 2008; **20 work orders for graffiti removal issued in 2009.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.8-1	Graffiti to be reported, recorded, and work order issued the same day.	Mar. – Dec.	Staff and COPPS officers	
4.8-2	Graffiti to be removed within 24 hours of work order.	Mar. – Dec.	VP	
4.8-3	Report on graffiti work orders in 2010	1-9-11	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to two (2) Workdays or Less.

Strategy: #1-5.1 **Maintain database on current response time.**

Functional Area: Maintenance

Current Level of Performance, if known: 1991 @ 1.75 days; 1992 @ 1.3 days; 1993 @ 1.4 days; 1994 @ 1.5 days; 1995 @ 1.4 days; 1996 @ 1.3 days; 1997 @ 1.5 days; 1998 @ 1.4 days; 1999 @ 1.43 days; 2000 @ 1.44 days; 2001 @ 1.45 days; 2002 @ 1.38 days; 2003 @ 1.33 days; 2004 @ 1.3 days; 2005 @ 1.2 days; 2006 @ 1.17 days; 2007 @ 1.17 days; 2008 @ 1.02 days; **2009 @ 1.04 days.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.1-1	Maintain records for 2010	Jan. - Dec.	SUPERS	
5.1-2	Final report to Executive Director	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to 2 Workdays or Less.

Strategy: #1-5.2 **Maintain computerized work order systems at all developments.**

Functional Area: Maintenance

Current Level of Performance, if known: Tenant-generated work orders switched from answering service to Central Maintenance staff in 1998; Friendship Apartments and Schmid Towers added in 1999; PC-based system implemented in 2000.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.2-1	Maintain system.	Jan - Dec	NETWORKING TECHNOLOGIES/ VP/CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to two (2) Workdays or Less.

Strategy: #1-5.3 **Monitor work order callbacks and work order completed in one trip.**

Functional Area: Maintenance

Current Level of Performance, if known: Callbacks: 1991 @ 5/month; 1992 @ 4.75/month; 1993 @ 6/month; 1994 @ 6/month; 1995 @ 7/month; 1996 @ 6/month; 1997 @ 7/month; 1998 @ 8/month; 1999 @ 6.5/month; 2000 @ 6/month; 2001 @ 5.5/month; 2002 @ 4.8/month; 2003 @ 5/month; 2004 @ 5/month; 2005 @ 4.5/month; 2006 @ 5/month; 2007 @ 4.5/month; 4.25/month in 2008; **3.15/month in 2009.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.3-1	Monitor callbacks.	Jan. - Dec.	SUPERS.	
5.3-2	Train employees to complete work orders in one trip.	Jan. - Dec.	SUPERS.	
5.3-3	Identify maintenance employees who habitually do not complete work orders in one trip.	Jan. - Dec.	SUPERS.	
5.3-4	Year-end report on “call back” rate in 2010.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to two (2) Workdays or Less.

Strategy: #1-5.5 **Quality control inspections of 2% of all work orders monthly at each AMP group by Maintenance Supervisors**

Functional Area: Maintenance

Current Level of Performance, if known: Continuing

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.5-1	Quality control inspection of 2% of all work orders.	Jan. - Dec.	SUPERS	
5.5-2	Maintain quality control log.	Jan. - Dec.	SUPERS	
5.5-3	Quality control file documentation.	Jan. - Dec.	SUPERS	
5.5-4	Final report on 2010 quality control measures	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to two (2) Workdays or Less.

Strategy: #1-5.6 Formal maintenance staff training average of 3 days/year/employee

Functional Area: Maintenance

Current Level of Performance, if known: Formal training provided to all maintenance staff in 2002 (heating, electric, plumbing, safety). Annual OSHA and furnace training in 2003; OSHA training, furnace trouble-shooting, and Right-to-Know training in 2004 and 2005; furnace troubleshooting classes in 2006; IBEW contract in 2006 includes mandatory classes for maintenance personnel; 2007 training on safety, furnaces, Right-to-Know and extermination; 2008 training on OSHA, **right-to-know, extermination and OSHA training held in 2009.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.6-1	Schedule of 2010 training for maintenance employees.	Mar.	VP/SUPERS	
5.6-2	Formal training of maintenance employees at Central Maintenance.	Mar. - Dec.	VP	
5.6-3	Schedule for mandatory classes in collective bargaining agreement.	Mar.	VP	
5.6-4	Final report on days of training for maintenance employees.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work to two (2) Workdays or Less.

Strategy: #1-5.7 **Contract cleaning at all elderly buildings**

Functional Area: Maintenance

Current Level of Performance, if known: Implemented at all elderly buildings in 1992 - Continuing

Lead Staff: TO

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.7-1	Review and revise cleaning specifications, as needed.	2/14/10	TO/MGRS	
5.7-2	Advertise for bids.	3/7/10	TO	
5.7-3	Award contract(s) for continuation of cleaning services.	April	JEH/BD	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #5 Maintain Average Response Time for Tenant-Generated Work at two (2) Workdays or less.

Strategy: #1-5.8 **Generate reports from computerized work order system.**

Functional Area: Maintenance

Current Level of Performance, if known: Computerized system on-line since 1992; 9,556 tenant-generated work orders in 2004; 9,222 in 2005; 9,991 in 2006; 9,603 in 2007; 10,343 in 2008; **12,189 in 2009.**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.8-1	Prepare monthly printouts on work orders and status.	Jan. – Dec.	SUPERS	
5.8-2	Issue quarterly reports on status of incomplete work orders.	Jan.-Apr.- July-Sept	SUPERS	
5.8-3	Monitor work with inspections and digital camera, when necessary.	Jan-Dec	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #6 Maintain Curb Appeal Standards for All Public Housing Communities.

Strategy: #1-6.1 **Implement standards at test site.**

Functional Area: Neighborhood Pride

Current Level of Performance, if known: Standards developed in 2002.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.1-1	Review and update standard rating forms.	April	JEH/DR/VP	
6.1-2	Establish monthly checklist at each location.	June	DR	
6.1-3	Identify and correct areas that do not meet standards.	July – Dec.	Maintenance Supervisors / DR	
6.1-4	Final report on curb appeal at each site.	12/31/10	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #6 Implement Curb Appeal Standards for All Public Housing Communities.

Strategy: #1-6.2 **Contract grass cutting**

Functional Area: Maintenance

Current Level of Performance, if known: Edging added in 2002; interior of Harbor Homes and the John E. Horan Garden Apartments wing wall enclosures added to contract in 2005; vacant properties added in 2006, 2007 and 2009. **Some complaints from residents in 2009 about contractor carelessness when cutting around flower beds**

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.2-1	Prepare bid documents for grass cutting all areas, including Scattered Sites, Parade Street.	Feb.	VP/TO	
6.2-2	Award contracts.	Mar.	JEH/BD	
6.2-3	Identify and correct areas that do not meet standards.	Apr – Oct	SUPERS	
6.2-4	Final report on effectiveness of grass cutting contract.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #7 Complete Annual Inspection and Requisite Follow Up on All Public Housing and Section 8 Assisted Units to Assure All Units are Decent, Safe, Sanitary, and in Good Repair.

Strategy: #1-7.1 **Conduct annual inspection of all public housing and Section 8 units.**

Functional Area: Safety and Security

Current Level of Performance, if known: All occupied public housing and Section 8 units inspected in 2009

Lead Staff: NLR/VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.1-1	Conduct annual Section 8 inspections.	Jan. - Dec.	JA	
7.1-2	Final report and certification on Section 8 inspections.	12/31/10	NLR	
7.1-3	Contract for annual inspections of public housing and other units owned by HACE.	March	Board	
7.1-4	Conduct 2010 annual public housing units inspections.	July	CONSULTANT	
7.1-5	Final report and certification on public housing inspection.	12/31/10	MGRS/VP	
7.1-6	Request for Proposals for 2011 annual inspections	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #7 Complete Annual Inspection and Requisite Follow Up of All Public Housing and Section 8 Assisted Units to Assure all Units are Decent, Safe, Sanitary, and in Good Repair.

Strategy: #1-7.2 5% quality review of all public housing and Section 8 inspections

Functional Area: Safety and Security

Current Level of Performance, if known: 5% of Section 8 Quality control inspections conducted in 2009.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.2-1	Monitor 5% of Section 8 inspections to determine compliance with HUD standards.	Jan. - Dec.	DR	
7.2-2	Monitor 5% of public housing inspections.	Jan. - Dec.	VP	
7.2-3	Certification on 5% quality reviews.	12/31/10	DR/VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #8 *Develop Annual Update to Agency Plan; and Maintain Capital Fund Obligation Rate.*

Strategy: #1-8.1 **Maintain obligation rate for Capital Fund (CF).**

Functional Area: Modernization/Security

Current Level of Performance, if known: *Obligation and expenditure rates ahead of schedule at 12/31/10. A total of \$10.8 million obligated in 2009.*

Lead Staff: **JEH**

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
8.1-1	Prepare quarterly reports on obligation/expenditures on Capital Funds	Apr. – July Oct. – Jan.	CL	
8.1-2	Prepare RFP for A&E services for Project “G”	February	VP/JEH/DR	
8.1-3	Award Project “G” A&E contract.	April	JEH/BD	
8.1-4	Bid documents for Project “G”.	May	Consultant	
8.1-5	Award contracts for Project “G” construction	July.	JEH/Board	
8.1-6	Neighborhood and Resident Advisory Board planning meetings for 2011 Agency Plan update.	October	JEH/DR	
8.1-7	Submission of 2011 Agency Plan update	1/15/2011	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #9 Maintain Current Level of Resident Satisfaction with Living Conditions in Public Housing.

Strategy: #1-9.1 HUD survey of public housing residents

Functional Area: Customer Satisfaction

Current Level of Performance, if known: Satisfaction survey scores from 2006 were: Maintenance and Repair, 94.3%; Communication, 80%; Safety, 83.1%; Services, 94.7% Neighborhood Appearance, 79.5% (NOTE: all above national averages.) HUD cancelled the 2007 survey. Satisfaction scores from 2008 survey were better than 2006 results: Maintenance

and Repairs, 95.6%; Communications, 80.9%; Safety, 83.4%; Services, 96.5%; and Neighborhood Appearance, 80.2%. **HUD did not conduct the survey in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
9.1-1	Prepare survey outreach documents.	Jan.	MRF	
9.1-2	Administer survey to sampling of residents.	Mar. – Apr.	HUD	
9.1-3	Compile results of survey.	July	HUD	
9.1-4	Provide final report on resident survey.	August	HUD	
9.1-5	Provide survey results to tenant councils and other interested parties via web page, News & Views, and Resident Advisory Board.	Oct. – Dec.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #1 IMPROVE LIVABILITY OF PUBLIC AND SECTION 8 HOUSING

OBJECTIVE: #10 Revise Emergency Management Plan.

Strategy: #1-10.1 **Revise emergency management plan.**

Functional Area: Safety and Security

Current Level of Performance, if known: Plan in place for high-rise buildings.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
10.1-1	Update information on current plan.	March	DR	
10.1-2	Add other type emergencies and family developments.	April	DR/VP	
10.1-3	Coordinate with City Emergency Management System.	June	DR/VP	
10.1-4	Prepare draft document.	July	DR	
10.1-5	Approval and distribution of revised Emergency Management Plan.	Sept.	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve **97%** Occupancy in Our Public Housing Inventory.

Strategy: #2-1.1 **Market housing to working poor**

Functional Area: Occupancy

Current Level of Performance, if known: Policy implemented January 1, 1997. Approximately 33% of new family tenants housed in 1997 were from the working poor preference; 40% in 1998; 52% in 1999; 47% in 2000; 45% in 2001; 32% in 2002; 35% in 2003; 34% in 2004; 32% in 2005; 25% in 2006; 37% in 2007; 34% in 2008; **39% in 2009.**

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.1-1	Accept applications Monday through Friday, and other times, by appointment.	Jan. – Dec.	NLR	
1.1-2	Continue implementing incentive programs for working poor.	Jan. – Dec.	NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.2 Concentrate vacancy crews in units that are in greatest demand.

Functional Area: Occupancy

Current Level of Performance, if known: Continuing

Lead Staff: Mgrs.

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TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.2-1	Managers receive copy of monthly Tenant Selection report.	Jan. - Dec.	NLR	
1.2-2	Weekly report on vacancies to JEH, MGRS.	Jan. - Dec.	NLR	
1.2-3	Weekly coordination meetings between Tenant Selection and Managers.	Jan. - Dec.	NLR/Mgrs.	
1.2-4	Weekly coordinating meetings between Managers and Supervisors.	Jan. – Dec.	Mgrs.	
1.2-5	Weekly report to Executive Director on units prepared and rented	Jan-Dec	Mgrs.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.3 Administer exit survey on all tenants who vacate public housing.

Functional Area: Occupancy

Current Level of Performance, if known: 2006—103 exit surveys returned: bought house – 30; higher level of care/health – 11; closer to family – 11; out of town – 8; deceased – 9; other – 34; 2007 – 71 exit surveys returned, reason for move outs now captured on 50058. 2008-information on 202 move outs-36 (18% purchased house, 48 (24%) died or moved for health reasons, 28 (14%) moved out of town, 46 (24%) moved for personal reasons, 41 (20%) were

evicted or skipped out without notice. 2009-230 move-outs: 30 purchased house, 55 health reasons or death, 38 evictions or skip-outs, 24 moved out of town, 10 work related, 68 personal or no reason given, 5 other.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.3-1	Mail exit survey with closing statement.	Jan. - Dec.	MGRS.	
1.3-2	Note reason for move-out on closing statement and 50058 when tenant is closed out.	Jan. - Dec.	MGRS.	
1.3-3	Review all 50058s and returned exit surveys and prepare summary report on reasons for move-outs for the year.	12/31/10	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.4 Continue Admission and Occupancy changes included in 2003 update.

Functional Area: Occupancy

Current Level of Performance, if known: Occupancy rates: 1988 – 97%; 1989 – 96.7%; 1990 – 97%; 1991 – 96.75%; 1992 – 96.3%; 1994 – 97.2%; 1995 – 95.5%; 1996 – 94%; 1997 – 95.5%; 1998 – 93.6%; 1999 – 91.1%; 2000 - 91.44%; 2001 - 94.4%; 2002 - 94%; 2003 - 91%. Admission and Occupancy Policy updated in 2003. 2004 - 90%; 2005 - 92%; 2006 - 90%; 2007 – 88%; 2008-92%; 2009-91%

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.4-1	Communicate referral payment incentives to new applicants and current tenants.	Jan. – Dec.	TSO/MGRS.	
1.4-2	30% of new families housed in 2010 to have employment as source of income.	Jan. – Dec.	NLR	
1.4-3	Offer flat rents to all public housing families at admission and recertification.	Jan. – Dec.	MGRS./NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.5 Continue HomePLUS at Schmid and Friendship.

Functional Area: Occupancy

Current Level of Performance, if known: Assessment phase started 3/1/98; Direct services started 8/1/98; Congregate Meals started in 2000 at Friendship Apartments, Schmid Towers, and Ostrow Apartments; Activities director added in 2007 at Schmid and Friendship.

Lead Staff: MRF

TASKS	Target Completion Date	Responsible Staff Person	Actual Completion Date
See 4.2			

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.6 **Managers to inspect all new tenants after 90 days.**

Functional Area: Occupancy

Current Level of Performance, if known: On-going

Lead Staff: DR

	Target	Responsible	Actual
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TASKS		Completion Date	Staff Person	Completion Date
1.6-1	Managers to schedule 90-day inspections with new tenants at move-in.	Jan. – Dec.	MGRS.	
1.6-2	Managers to conduct 90-day inspections.	Jan. – Dec.	MGRS.	
1.6-3	Managers to generate work orders / letters based on 90-day inspection.	Jan. – Dec.	MGRS.	
1.6-4	Final report and certifications on 90-day inspections.	12/31/10	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.7 Publish 8-page quarterly newsletter.

Functional Area: Occupancy

Current Level of Performance, if known: Continuing

Lead Staff: JEH

	Target	Responsible	Actual

TASKS		Completion Date	Staff Person	Completion Date
1.7-1	Publish 8-page newsletter.	Feb. - May Aug. - Nov.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in our Public Housing Inventory

Strategy: #2-1.8 House an average of 33 new families each month.

Functional Area: Occupancy

Current Level of Performance, if known: 2004-243; 2005-284; 2006-241; 2007-252; 2008 -321; 2009-163

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.8-1	Communicate goal to Tenant Selection staff.	Jan.	NLR/JEH	
1.8-2	Establish incentive for staff to exceed goal.	Jan	NLR/JEH	
1.8-3	Monitor monthly production.	Feb. – Dec.	NLR	
1.8-4	Adjust monthly production goal based on prior month actual performance.	Mar. – Dec.	NLR	
1.8-5	Final report on Tenant Selection production.	1/9/11	NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #1 Achieve 97% Occupancy in Our Public Housing Inventory.

Strategy: #2-1.9 Make ready 400 units in 2010

Functional Area: Occupancy

Current Level of Performance, if known: 2008 – 342 units made ready; 2009—244

Lead Staff: Mgrs.

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.9-1	Establish monthly production goals for each AMP group.	Feb	JEH/Mgrs.	
1.9-2	Establish completion standards for each size unit.	Jan	JEH/VP	
1.9-3	Implement Standards with maintenance workforce.	Feb.	Supers.	
1.9-4	Weekly reports on progress against goals.	Feb-Dec	Mgrs.	
1.9-5	Final report on 2010 production.	12/31/10	Mgrs/Supers.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #2 Achieve **95%** Utilization Rate of Available Section 8 Housing Choice Voucher funding.

Strategy: #2-2.1 **Provide Section 8 housing assistance for an average of 12 new families each month**

Functional Area: Occupancy - Section 8

Current Level of Performance, if known: 650 units under contract @ 12/31/92; 647 @ 12/31/93; 668 at 12/31/94; 661 @ 12/31/95; 679 @ 12/31/96; 584 @ 12/31/97; 583 @ 12/31/98; 603 @ 12/31/99; 588 @ 12/31/2000; 693 @ 12/31/01; 95.9 @ 12/31/02 = 94%; 12/31/03 = 101.7%; 12/31/04 = 97% (1,023 units under contract); 12/31/05 = 90% (990 units under contract); 12/31/06 = 90% (982 units under contract). HACE notified in 2006 that vouchers utilization had to be reduced to the available funding level (approximately 872 units); voucher utilization reduced to 874 in 2007, subsequently funding was reinstated; **2008-986 households receiving Section 8 assistance, 264 new households assisted; funding rate of obligation at end of the year was 87%; 2009 - 982 households receiving assistance, 160 new families helped, and obligation rate of over 100%.**

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.1-1	Estimate of number of units that can be supported by available funds.	Feb.	JEH/CL/NLR	
2.1-2	Monitor utilization rate monthly	Jan. - Dec.	NLR	
2.1-3	Limit new vouchers issuance to 18 at any given time.	March-Dec.	NLR	
2.1-3	Maintain utilization rate to 95% of available funds.	12/31/10	CL/NLR	
2.1-4	Final report on Section 8 utilization vs. funding	1/4/11	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase vacancy turnover production by 64% from 2009.

Strategy: #2-3.1 Maintain database.

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: 2008-233 days, 342 units readied for occupancy; 2009-244 units

Lead Staff: Mgrs.

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.1-1	Weekly report to managers on turnover time.	Feb. - Dec.	Supers.	
3.1-2	Weekly report to Executive Director on turnover time.	Jan. - Dec.	Mgrs.	
3.1-3	Monthly report to Mgrs on employees missing production goal.	Feb. - Dec.	Supers.	
3.1-4	Annual report on turnover time.	12/31/10	Mgrs	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase vacancy turnover production by 64% From 2009 Rate.

Strategy: #2-3.2 Preventative maintenance program

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: Continuing

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.2-1	Review and update preventative maintenance plan for 2010.	March	VP	
3.2-2	Monthly report from supervisors/crew on preventative maintenance work.	Jan. - Dec.	SUPERS.	
3.2-3	Monthly reports to Executive Director on preventative maintenance work.	Jan. - Dec.	VP	
3.2-4	Annual report to Executive Director on preventative maintenance work for 2010.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase vacancy turnover production by 64% From 2009 Rate.

Strategy: #2-3.3 **Employee training in all aspects of maintenance**

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: Continuing

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.3-1	Schedule for 2010 formal maintenance employee training—Average 3 days/year/employee.	March	VP	
3.3-2	Implement mandatory education/training sessions per collective bargaining contract.	Apr. - Dec.	VP	
3.3-3	Final report on training sessions - number, topics, attendance for year.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase vacancy turnover production by 64% From 2009 Rate.

Strategy: #2-3.4 **Move-out inspections by maintenance supervisors**

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: 340 move-out inspections in 2006; 347 move-out inspections in 2007; 281 move-out inspections in 2008; 323 move-out inspections in 2009.

Lead Staff: Mgrs.

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.4-1	Move-out inspections by maintenance supervisors.	Jan. - Dec.	SUPERS	
3.4-2	Monitor files to confirm move-out inspections made by maintenance supervisors.	Jan. - Dec.	Mgrs.	
3.4-3	Final report to Executive Director on move-out inspections.	12/31/10	Mgrs.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase vacancy turnover production by 64% From 2009 Rate.

Strategy: #2-3.5 **Annual interior inspection of all units by independent contractor**

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: 99.9% of occupied public housing units inspected in 2009

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.5-1	Annual inspections.	May-July	contractor	
3.5-2	All work orders from annual inspections completed.	June-September	Supers.	
3.5-3	Final report to Executive Director on work orders completed from annual inspections.	12/31/10	VP	
3.5-4	Certification on annual inspection of all units.	12/31/10	VP	
3.5-5	Request for Proposals for annual inspections 2011.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase turnover production by 64% From 2009 Rate.

Strategy: #2-3.6 Annual exterior preventative maintenance inspection of all units

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: Inspections completed in November 2006; completed in 2007, 2008, and 2009 by contractor.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.6-1	Schedule for 2010 inspections.	Mar.	VP/MGRS.	
3.6-2	Complete inspections.	June-Aug	Contractor/Supers.	
3.6-3	Prepare report on exterior preventative maintenance work for 2010.	Aug	VP	
3.6-4	Schedule exterior work.	Aug	VP	
3.6-5	Complete all exterior work.	Dec.	VP	
3.6-6	Final report to Executive Director.	12/31/10	VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #3 Increase turnover production by 64% From 2009 Rate.

Strategy: #2-3.7 Reduce rent-up time to 12 days from made-ready.

Functional Area: Occupancy / Maintenance

Current Level of Performance, if known: 1992-12.25 days; 1993-12 days; 1994-13 days; 1995-29 days; 1996-31 days; 1997-30 days; 1998-33 days; 1999-57-days; 2000-142 days; 2001-45 days; 2002-43 days; 2003-33 days; 2004-47days; 2005-76 days; 2006-70 days; 2007-25 days; 2008-60 days; 2009- 38 days

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.7-1	Have applicants ready to go when units are ready.	Jan.-Dec.	NLR	
3.7-2	Continue budget and credit counseling to make applicant eligible for housing assistance.	Jan.-Dec.	NLR/MLK CTR	
3.7-3	Final report to executive directors on average time from made-ready to rent up.	12/31/10	NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #4 Provide Supportive Services To Non-Profits with Special Needs Populations.

Strategy: #2-4.1 **Support local non-profits housing special needs populations.**

Functional Area: Development

Current Level of Performance, if known: In 1998, funds provided to Community Shelter Services for support service case managers at *Lodge on Sass* and Columbus Square Apts.; in 2000, funds provided for support service case manager at Scalise Apartments; in 2001, HACE authorized change in occupancy policy at Scalise Apartments to improve occupancy; in 2002, HACE worked with HANDS to improve operations at Scalise Apartments; in 2003, authorized \$250,000 in matching funds for capital improvements at Columbus Apartments. HACE notified in December 2004 by H.A.N.D.S. that Scalise Apartments to be closed in 2005; HACE provided \$168,528 to Community Shelter Services for renovations at Columbus Square Apartments and funding for case managers at Columbus Apartments and the *Lodge on Sass*; additional matching funds provided for work at *Lodge on Sass* and Columbus Apartments in 2007 and 2008. **Funds provided for case managers at both the Lodge and Columbus Apartments in 2009.**

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.1-1	Develop Request for Proposals to continue case management services at Columbus Square and <i>Lodge on Sass</i> .	Nov.	MRF	
4.1-2	Award contract.	Dec.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #5 Complete handicap accessibility improvements to the community services buildings at the JEHGA

Strategy: #2-5.1 Complete conversion of 2110 and 2120 E. 10th

Functional Area: 504 Compliance

Current Level of Performance, if known: Contracts awarded in November 2009.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.1-1	Complete renovations and conversion of 2110 and 2120 East 10 th Street	June	Contractors	
5.1-2	Relocate service providers into completed facilities.	July	MRF	
5.1-3	Dedicate dental clinic at 2120 E 10 th Street	July	JEH/Bd.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #6 Complete Construction of Two Units at the C. Ted Dombrowski Apartments.

Strategy: #2-6.1 **Make two apartments at Dombrowski Apartments accessible.**

Functional Area: 504 Compliance

Current Level of Performance, if known: Contracts awarded in 2009.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.1-1	Complete renovation work for conversion of two apartments	March	Contractor	
6.1-2	Identify tenants for occupancy of HC apartments	March	NLR	
6.1-3	File supplemental fire insurance claim based on actual costs.	April	CL/Architect	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #7 Make Housing Authority Web Interactive.

Strategy: #2-7.1 **Interactive web site.**

Functional Area: Occupancy

Current Level of Performance, if known: Web site launched in 2003; revamped in 2006; maintained by consultant 2006-2009.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.1-1	Update web site monthly.	Jan. – Dec.	Consultant	
7.1-2	Make site interactive.	June 2010	Consultants	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #2 PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES/INDIVIDUALS

OBJECTIVE: #8 Increase Veteran's Affairs Supportive Housing (VASH) program utilization to 90%

Strategy: #2-8.1 Increase Utilization

Functional Area: Occupancy

Current Level of Performance, if known: Three (10% utilization) VASH HAP Contracts signed in 2008; 21 units (70%) under contract in 2009.

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
8.1-1	Coordinate with VA staff on goal for 2010	March	NLR	
8.1-2	Issue additional vouchers	Feb.-July	VA/LK	
8.1-3	Reach 90%utilization (27 contracts)	July	VA/LK	
8.1-4	Final report on VASH utilization	12/31/10	NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2010.

Strategy: #3-1.1 **Weekly status reports from managers on accounts receivable.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: 97% in 1995; 96.6% in 1996; 98.19% in 1997; 97.12% in 1998; 96.9% in 1999; 97.7% in 2000; 98.04% in 2001; 98.9% in 2002; 98.4% in 2003; 98.3% in 2004; 98% in 2005; 97.5% in 2006; 96.6% in 2007; 97.8% in 2008; 97.9% in 2009.

Lead Staff: MGRS.

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.1-1	Submit weekly tenant accounts receivable report to Executive Director.	Jan. – Dec.	MGRS.	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2010.

Strategy: #3-1.2 **Continue budget counseling program for applicants with poor credit or no credit.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: Contracted with Martin Luther King Center to provide credit/budget counseling services in 2003-04.
 2005 – 62 applicants completed program: 34 housed; 15 current with rent.
 2006 – 56 applicants completed program; 27 housed; 15 current with rent.
 2007 – 85 applicants completed program; 42 housed; 14 current with rent.
 2008 – 69 applicants completed program; 38 housed; 14 of 19 housed at least 6 months are current.
 2009 --65 applicants completed program; 22 housed.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.2-1	Offer credit/budget counseling to applicants without credit or with poor credit.	Jan. - Dec.	NLR/JEH	
1.2-2	Report on follow-up by MLK on families admitted to housing subsequent to completion of budget counseling.	Feb.-Dec	MRF	
1.2-3	Monthly report from MLK on budget and credit counseling participants.	Jan-Dec	MLK	
1.2-4	Final Report to Executive Director on applicants that are referred for budget counseling.	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2010.

Strategy: #3-1.3 **Pre-signed Release of Information Forms.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: On-going

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.3-1	Obtain master Release of Information form at re-certification on all family members over age 18.	Jan. - Dec.	MGRS.	
1.3-2	Monitor files for compliance.	Dec.	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2010.

Strategy: #3-1.4 **Referral of delinquent ex-tenants to collection agency.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: \$22,292 collected from ex-tenants in 1992; \$25,712 in 1993; \$23,871 in 1994; \$41,060 in 1995; \$26,820 in 1996; \$21,568 in 1997; \$20,614 in 1998; \$26,223 in 1999; \$29,701 in 2000; \$24,341 in 2001; \$17,691 in 2002; \$23,290 in 2003; \$23,464 in 2004; \$13,104 in 2005; \$33,499 in 2006; \$32,932 in 2007; **\$30,816 in 2008; \$19,650 in 2009.**

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.4-1	Close out all ex-tenants with 30 days of termination	Jan. - Dec.	MGRS.	
1.4-2	Letter concerning arrangements to repay within 30 days	Jan. - Dec.	MGRS.	
1.4-3	Account to credit bureau if no response to 30 day letter	Jan. - Dec.	MGRS.	
1.4-4	Monitor ex-tenant folders to determine compliance	Jan. - Dec.	CL	
1.4-5	Annual report to Executive Director on timeliness of 2009 close-outs	12/31/10	CL	
1.4-6	Annual report to Executive Director on amounts collected from ex-tenants	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2009.

Strategy: #3-1.5 **5% Quality review of public housing and Section 8 files**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: 5% review of Section 8 files completed in 2009.

Lead Staff: DR

TASKS	Target Completion Date	Responsible Staff Person	Actual Completion Date
See objective #9 under this goal.			

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2009.

Strategy: #3-1.6 **Continue incentive for tenants who pay on time.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: 1996 was 26% above base year of 1989. 2005 was 47% above base year of 1989.
 1997 was 31% above base year of 1989. 2006 was 41% above base year of 1989.
 1998 was 30% above base year of 1989. 2007 was 36% above base year of 1989.
 1999 was 19% above base year of 1989. 2008 was 42% above base year of 1989.
 2000 was 19% above base year of 1989. **2009 was 34% above base year of 1989.**
 2001 was 41% above base year of 1989.
 2002 was 48% above base year of 1989.
 2003 was 43% above base year of 1989.
 2004 was 44% above base year of 1989.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.6-1	Annual drawing for FY 2009-2010 grand prizes.	April	JEH/TO	
1.6-2	Quarterly drawings.	Jan. - Apr. - July - Oct.	JEH/Mgrs.	
1.6-3	Publicize program with new tenants.	Jan. - Dec.	MGRS.	
1.6-4	Publicize program and quarterly winners in News and Views or web page.	Jan. - Dec.	JEH	
1.6-5	Report on effectiveness of Early Bird Contest.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2009.

Strategy: #3-1.7 **Complete 100% of recertification (public housing and Section 8) on a timely basis.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: 100% in 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, and 2009.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.7-1	Re-certify every public housing / Section 8 participant annually.	Jan. - Dec.	MGRS. / NLR	
1.7-2	Monitor files on 5% quality review.	Feb. - Dec.	DR	
1.7-3	Prepare certification that 100% of tenants have been certified/re-certified in the last 12 months.	12/31/10	MGRS. / NLR	
1.7-4	Prepare HUD certification on 100% completion of recertification.	12/31/10	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #1 Collect 99% of Annual Charges by December 31, 2009.

Strategy: #3-1.8 **Increase automatic rent payment from checking account by 10% over 2009 level.**

Functional Area: Management / Rent Collection

Current Level of Performance, if known: 240 in 1995; 294 in 1996; 318 in 1997; 354 in 1998; 373 in 1999; 317 in 2000; 387 in 2001; 385 in 2002; 388 in 2003; 399 in 2004; 401 in 2005; 407 in 2006; 405 in 2007; 389 in 2008; **384 in 2009.**

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.8-1	Review status of automatic debit accounts and participation levels by family / elderly.	May	CL	
1.8-2	Provide information on program through News & Views, and at admission and recertification.	June	JEH / NLR / MGRS.	
1.8-3	Implement procedure at lease up for new tenants with bank accounts.	Jan. - Dec.	MGRS.	
1.8-4	Annual report on automatic rent payments.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #2 Limit Utility Expense Increase to 10% Over 2009.

Strategy: #3-2.1 Update public housing allowances.

Functional Area: Financial Management / Energy Conservation

Current Level of Performance, if known: New utility allowances effective November 2005. No change in 2006. No change in 2007. **New allowance for public housing and Section 8 adopted in December 2008 and Dec 2009.**

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.1-1	Review utility allowances for al tenant-paid utilities.	Aug.	Consultant	
2.1-2	Recommend change in utility allowances.	Sept.	JEH/BD	
2.1-3	Implement new utility allowances, if increase / decrease in rates is at least 10%.	Nov.	MGRS.	

STRATEGY/WORK PROGRAM SCHEDULE – 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #2 Limit Utility Expense Increase to 10% Over 2009.

Strategy: #3-2.2 **Solicit Proposals for Bulk Gas Purchasing Agreement.**

Functional Area: Financial Management / Energy Conservation

Current Level of Performance, if known: 2004 rates \$5.99/MCF; 2005 rates through May \$8.57/MCF; rates through October 2007 are \$7.84/MCF; Savings of \$310,435 for 12 months ending 6/30/07; rates through April 2009 are \$8.99/MCF. Rates through Aug 2009 are \$10.767/MCF and \$11.330/MCF from Sept 1, 2010 through Aug 31, 2010.

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.2-1	Solicit proposals for balance of 2010-11.	August 2010	CL	
2.2-2	Award contract.	Sept 2010	JEH/BD	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #2 Limit Utility Expense Increase to 10% Over 2009.

Strategy: #3-2.3 **Replace older appliances with more energy-efficient models.**

Functional Area: Financial Management / Energy Conservation

Current Level of Performance, if known: Furnaces replaced at Annex in 1996; furnaces replaced at Harbor Homes in 1997-98; balance of Schmid Towers boilers replaced in 1996; Franklin Terrace elderly, and 13-7 Scattered Sites replaced in 1997; Friendship Apartments boiler replaced in 1998; 67 refrigerators and 51 ranges placed in service in 1999; 78 refrigerators and 41 ranges placed in service in 2000; 124 refrigerators, 109 ranges placed in service, and 84 furnaces replaced in 2001; 105 refrigerators, 60 ranges placed in service in 2002. (Refrigerators have prime star rating for efficiency.); 49 refrigerators, 61 ranges in 2003, plus 57 side-by-side refrigerators and 32 slide-in ranges for handicap units; 70 refrigerators, 48 ranges in 2004; 79 refrigerators, 50 ranges in 2005; 73 refrigerators, 52 ranges in 2006, 14 handicap refrigerators, 14 handicap ranges; 140 refrigerators, 172 hot water tanks, 125 ranges in 2007; 240 refrigerators, 252 ranges, 12 ADA refrigerators, 12 ADA ranges, 173 HWT in 2008. All replacement appliances purchased in 2008 were Energy Star models. **In 2009, we replaced 202 refrigerators and 153 ranges all with energy star models.**

Lead Staff: TO

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.3-1	Replace outdated ranges / refrigerators / hot water tanks with Energy Star models.	Jan. – Dec.	TO	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #3 Implement Energy Conservation improvements throughout Public Housing

Strategy: #3-3.1 Replace furnaces with more efficient models

Functional Area: Energy Conservation

Current Level of Performance, if known: Contracts awarded in 2009 for 1,030 95% efficient furnaces and A/C units.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.1-1	See 1-8.1 (Project "F").			

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #3 Implement Energy Conservation improvements throughout Public Housing

Strategy: #3-3.2 Replace Electrical Distribution System at John E. Horan Garden Apartments

Functional Area: Energy Conservation

Current Level of Performance, if known: Original distribution system has outlived its useful life and results in numerous power outages each year.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.2-1	Complete installation of all furnaces/ AC units	April	Contractor	----
3.2-2	Complete punch list inspections	Jan-April	Architect/VP	
3.2-3	Schedule one year warranty inspections	Nov 2010 – April 2011	Architect/VP/Contractors	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #4 Limit Operating Expenses to Income Collected.

Strategy: #3-4.1 **Reduce maintenance overtime by 10% from 2009.**

Functional Area: Financial Management / Maintenance

Current Level of Performance, if known: Increased by 8.5% from 1991; decreased by 2% from 1992; increased by 16% from 1993; increased by 7% from 1994; increased by 31% from 1995; decreased by 18% from 1996; decreased 15% from 1997; increased by 17% from 1998; decreased by 3% from 1999; decreased by 3% from 2000; increased by 15% from 2001; decreased by 7.3% from 2002; decreased by 10% from 2003; increased by 13% from 2004; decreased by 1% from 2005; increased by 109% over 2006, due to Saturday vacancy crews; increased by 1% from 2007. Down by 20% from 2008.

Lead Staff: Mgrs.

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.1-1	Analyze all overtime from 2009.	Jan	CL	
4.1-2	Inform maintenance employees of goals to reduce overtime in 2010.	March	Mgrs/Supers	
4.1-3	Increase productivity of vacancy crews during normal workweek by 64%	Jan. – Dec.	Mgrs./Supers	
4.1-4	Final report on overtime for 2010.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #5 Maintain Fiscal Operations So There Are No Audit Findings, and In Accordance With Generally Accepted Accounting Principles.

Strategy: #3-5.1 **Fiscal audit with no findings at March 31, 2010**

Functional Area: Financial Management

Current Level of Performance, if known: No findings 18 of 22 years; one non-financial finding in 2006 audit; one non-financial finding in 2007 audit, one non-financial finding in 2008; no audit findings in 2009 audit.

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.1-1	Conduct internal audits to verify controls on assets and cash.	Jan. - Dec.	CL	
5.1-2	Recommendations to Executive Director on improving controls and safeguards.	May	CL	
5.1-3	Comply with HUD requirement that financial records be maintained in accordance with Generally Accepted Accounting Practices.	Jan - Dec	CL	
5.1-4	Complete FY 2009 closeout for auditing.	5/1/10	CL	
5.1-5	Solicit audit proposals.	May	CL	
5.1-6	Award audit contract.	June	JEH / BD	
5.1-7	Complete audit report.	10/10	IPA / CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #5 Maintain Fiscal Operations So There Are No Audit Findings, and In Accordance With Generally Accepted Accounting Principles.

Strategy: #3-5.2 **Improve internal financial controls.**

Functional Area: Management / Efficiency

Current Level of Performance, if known: On-going

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.2-1	Complete capital assets inventory.	March	CL	
5.2-2	Complete supplies inventory.	March	TO	
5.2-3	Utilize Internet for HUD reporting and information.	Jan - Dec	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by **30% From 2009 Level.**

Strategy: #3-6.1 **Reduce absenteeism.**

Functional Area: Human Resource Management

Current Level of Performance, if known: Total hours missed in 1998 - 2,422; 35/58 employees missed no time in 1998.
 Total hours missed in 1999 - 3,202; 32% increase in 1999 (30/55 employees missed no time in 1999)
 Total hours missed in 2000 - 2,406; 25% decrease in 2000 (34/55 employees missed no time in 2000)
 Total hours missed in 2001 - 3,175; 59% increase in 2001 (32/57 employees missed no time in 2001)
 Total hours missed in 2002 - 2,989; 6% decrease in 2002 (34/57 employees missed no time in 2002)
 Total hours missed in 2003 - 2,264; 24% decrease in 2003 (32/57 employees missed no time in 2003)
 Total hours missed in 2004 - 3,693; 63% increase in 2004 (29/57 employees missed no time in 2004)
 Total hours missed in 2005 - 3,752; 2% increase in 2005 (33/55 employees missed no time in 2005)
 Total hours missed in 2006 - 4,913; 31% increase in 2006 (31/54 employees missed no time in 2006)
 Total hours missed in 2007 - 2,211; 47% decrease in 2007 (35/53 employees missed no time in 2007)
 Total hours missed in 2008 - 2,157; 2.5% decrease in 2009 (32/54 employees missed no time in 2008)
Total hours missed in 2009 - 3,710; 72% up from 2008 (34/60 employees missed no time in 2009)

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.1-1	Continue incentives for attendance.	Jan. - Dec.	JEH	
6.1-2	Final report to Executive Director on 2010 attendance.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by 30% From 2009 Level.

Strategy: #3-6.2 Employee training and education

Functional Area: Human Resource Management

Current Level of Performance, if known: 2009 training included 17 different sessions, for clerical and administrative staff members.

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.2-1	Formal training for administrative employees (4 days/year)	Jan. - Dec.	DR	
6.2-2	Formal training for clerical employees (3 days/year)	Feb. - Dec.	CL	
6.2-3	Formal training for maintenance employees (see 4.6)	Jan. - Dec.	VP	
6.2-4	Report to Executive Director on training sessions and participation in 2010.	12/31/10	CL / VP	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by 30% From 2009 Level.

Strategy: #3-6.3 Enhance work safety program.

Functional Area: Human Resource Management/Safety

Current Level of Performance, if known: All maintenance employees received OSHA safety training in 2009.

Lead Staff: VP

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.3-1	Continue work safety program, including Right to Know law.	9/1/10	VP	
6.3-2	Continue aggressive light duty for employees on Worker's Compensation leave.	Jan. - Dec.	CL	
6.3-3	Final report to Executive Director on lost time due to WC claims.	1/9/11	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by 30% From 2009 Level.

Strategy: #3-6.4 Authority physician to confirm disability/chronic illness

Functional Area: Human Resource Management/Safety

Current Level of Performance, if known: No employees on disability in 1996; 1 employee on disability in 1997 for 85.3 hours lost time; no employees on disability in 1998; 3 employees on disability in 1999 for 1,725 hours; 4 employees on disability in 2000 for 1,096 hours; 1 employee on disability in 2001 for 520 hours; 1 employee on disability in 2002 for 520 hours; 1 employee on disability in 2003 for 320 hours; no employees on disability in 2004; no employee on disability in 2005; 1 employee on disability in 2006, 544 hours; 1 employee on disability in 2007, 120 hours; No employees on disability leave in 2008; 1 employee on disability leave in 2009, 455 hours.

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.4-1	Refer disabled employees to Authority physician.	Jan. - Dec.	CL	
6.4-2	New employees to receive physicals and drug screening.	Jan. - Dec.	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by 30% From 2009 Level.

Strategy: #3-6.5 Refer all Worker’s Compensation claims to medical panel.

Functional Area: Human Resource Management/Safety

Current Level of Performance, if known: 21 reported accidents in 1995, 70 hours lost to WC injuries; 16 reported accidents in 1996, 268 hours lost to WC injuries; 20 reported accidents in 1997, 56 hours lost to WC injuries; 20 reported accidents in 1998, no hours lost to WC injuries; 8 reported accidents in 1999, 0 hours lost to WC injuries; 12 accidents in 2000, 0 hours lost to WC injuries; 20 reported accidents in 2001, 0 hours list to WC injuries; 14 reported accidents in 2002, 0 hours lost to WC injuries; 18 reported accidents in 2003, 217 hours lost to WC injuries; 10 reported accidents in 2004, 1,198 hours lost to WC injuries; 16 reported accidents in 2005, 820 hours lost to WC injuries; 14 reported accidents in 2006, 1,774 lost to WC injuries; 17 reported accidents in 2007, 40 hours lost to WC injuries; 14 reported accidents in 2008, 212 hours of work missed due to WC injuries; 14 reported accidents and no lost time in 2009 due to WC injuries..

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.5-1	Refer all job injuries to the Occupational Health Center.	Jan. - Dec.	MGRS. / SUPERS.	
6.5-2	Monitor program and meet and discuss with the Occupational Health Center.	April	JEH / VP / CL	
6.5-3	Prepare year-end report for Executive Director.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #6 Reduce Employee Absenteeism by 30% From 2009 Level.

Strategy: #3-6.6 Light duty for all Worker’s Compensation claimants

Functional Area: Human Resource Management/Safety

Current Level of Performance, if known: 704 hours of light duty in 1996; 1,674 hours of light duty in 1997 (two back injuries accounted for 850 hours); 1,408 hours of light duty in 1998 (two back injuries accounted for 832 hours); 67 hours of light duty in 1999; 319 hours of light duty in 2000; 420 hours of light duty in 2001; 84 hours of light duty in 2002; 834 hours of light duty in 2003; 1,218 hours of light duty in 2004; 647 hours of light duty in 2005; 2,424 hours of light duty in 2006; 839 hours of light duty in 2007; 1,960 hours of light duty in 2008. 240 hours of light duty in 2009.

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.6-1	Continue to identify and require light duty.	Jan. - Dec.	VP	
6.6-2	Final report on hours of light duty for 2010.	1/9/2010	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 **Achieve** HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.1 **Selection from waiting list – Quality Control**

Functional Area: Compliance

Current Level of Performance, if known: 2005 SEMAP score: 89; 2006 SEMAP score: 83; 2007 SEMAP score: 90; 2008 SEMAP score: 76; **2009 SEMAP score 81.**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.1-1	Quality control file maintained on wait list.	Feb.	DR	
7.1-2	Final report on quality control on wait list.	12/31/10	DR	

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 Achieve HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.2 **Maintain file sample for rent reasonableness**

Functional Area: Compliance

Current Level of Performance, if known: Cited by HUD as a deficiency in 2004. **File documentation maintained by KP in 2009.**

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.2-1	Maintain documentation on how quality control files were established.	Jan. – Dec.	NLR	

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 Achieve HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.3 **Document how universe is established for quality control of adjusted income calculation.**

Functional Area: Compliance

Current Level of Performance, if known: Cited by HUD as a compliance deficiency in 2004. **Documentation maintained by KP in 2009.**

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.3-1	Generate report identifying all 50058s generated in 2010.	March	CL	
7.3-2	Document how quality control universe is established.	Jan. – Dec.	CL/NLR	
7.3-3	Maintain file documentation per HUD directive dated September 23, 2004.	Jan. – Dec.	NLR	

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 Achieve HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.4 **Maintain HQS alert system.**

Functional Area: Compliance

Current Level of Performance, if known: Cited by HUD as a compliance deficiency in 2004.

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.4-1	Maintain alert system for properties that fail HQS.	Jan. – Dec.	NLR/JA	
7.4-2	Document how quality control universe is selected.	Jan. – Dec.	NLR	
7.4-3	Maintain file documentation per HUD directive of September 23, 2004.	Jan. – Dec.	NLR	

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 Achieve HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.5 **Expand housing opportunities.**

Functional Area: Compliance

Current Level of Performance, if known: Cited by HUD as a deficiency in 2004. 67 HAP contracts signed in 2009 for non-impact census tracts.

Lead Staff: NLR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.5-1	Maintain pertinent census tract information for orientation packets and training.	Jan. – Dec.	NLR	
7.5-2	Final report on families finding housing in non-impact areas of the City of Erie.	12/31/10	NLR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #7 Achieve HUD’s High Performance on Section 8 Housing Assessment System (SEMAP).

Strategy: #3-7.6 **Continue to Implement Family Self-Sufficiency Program**

Functional Area: Compliance

Current Level of Performance, if known: Program started in October 2004; 40 families enrolled in 2007; 55 families enrolled in 2008; 64 families enrolled in 2009, 31 participants have escrow accounts totaling \$79,000.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.6-1	Increase participation to 70 families with five additional graduates from FSS	Jan-Dec	Contractor (GECAC)	
7.6-2	Final report on Section 8 Self-Sufficiency.	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #8 Improve HUD's score by 5% on Public Housing Assessment System (PHAS)

Strategy: #3-8.1 **Improve Public Housing Assessment System (PHAS) score by 5% over 2008.**

Functional Area: Management Improvements and Oversight

Current Level of Performance, if known: 1999 – 76.42; 2000 – 78.6; 2001 – 78.0; 2002 – 82.0; 2003 – 84.0; 2004 – 86.0; 2005 – 81; 2006 – 79; 2007 – 77; 2008 – 79 (+2.5%); **no PHAS score issued by HUD for 2009.**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
8.1-1	Identify areas for improvement.	Feb.	JEH/VP/DR/CL	
8.1-2	Address correctable problems.	Mar. – Dec.	MGRS./VP/CL/ MRF/DR	
8.1-3	PHAS report for 2010.	Jan., 2011	HUD-REAC	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #9 Continue Independent Quality Control for All HUD Programs; continue board review of disbursements; and Improve Staff Proficiency in Use of verification tools.

Strategy: #3-9.1 **Staff training in EIV tools**

Functional Area: Management Improvements and Oversight

Current Level of Performance, if known: 2009 training included: new Section 8 software, PHAS for AMP groups, HUD EIV and PIC, 504, and Section 8. Initiated monthly board review of a sampling of disbursements in 2009.

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
9.1-1	Identify staff training opportunities.	3-31-10	CL	
9.1-2	Schedule staff training (all management and Section 8 staff)	Apr. – Dec.	CL/NLR/MGRS.	
9.1-3	Public Housing Manager certification for new managers	July 2010	KP/AK	

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #9 Continue Quality Control for All HUD Programs; continue board review of disbursements; and Improve Staff Proficiency in Use of Verification Tools.

Strategy: #3-9.2 **Continue Quality Control for All HUD Programs.**

Functional Area: Management Improvements and Oversight

Current Level of Performance, if known: Completed by consultant in 2005 for public housing, Section 8, and the C. Ted Dombrowski Apartments

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
9.2-1	Conduct quality control review.	March.	DR	
9.2-2	Year-end report on quality control.	12/31/10	DR	
9.2-3	Conduct related staff training on use of verification tools.	June – Nov.	DR/CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #9 Continue Quality Control for All HUD Programs; and Improve Staff Proficiency in Use of Verification Tools.

Strategy: #3-9.3 **Board review of Disbursement documentation.**

Functional Area: Management Improvement and Oversight

Current Level of Performance, if known: **Board reviewed sampling of disbursements monthly Feb-June 2009**

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
9.3-1	Set protocol for Board Review of Disbursement Documentation.	Jan.	CL	
9.3-2	Board monthly review sessions.	Jan. – Dec.	CL	
9.3-3	Final report on Board review of Disbursements.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #3 OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

OBJECTIVE: #10 Adopt Fraud Detection Policy

Strategy: #3-10.1 **Develop and Adopt Fraud Policy**

Functional Area: Compliance

Current Level of Performance, if known: In 2009, 76 cases of possible tenant fraud identified resulting in repayment agreements totaling \$94,953.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
10.1-1	Review fraud policies from other Housing Authorities.	March	CL	
10.1-2	Obtain input from administrative staff.	April	CL	
10.1-3	Develop scope of policy.	May	CL/JEH	
10.1-4	Draft Policy for Board consideration.	June	JEH	
10.1-5	Adoption of Fraud Policy.	July	Board/JEH	
10.1-6	Final report on possible tenant fraud and repayment agreements in 2010.	12/31/10	Mgrs/NL/CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER

SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain ratio of Public Housing/Section 8 residents who have employment as source of income.

Strategy: #4-1.1 **Maintain database.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 705 public housing households had employment as source of income at 12/31/08; 674 in 2007. 299 Section 8 households had employment as source of income at 12/31/08; **666 public housing and 296 Section 8 participants had employment as a source of income in 2009.**

Lead Staff: CL

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.1-1	Continue positive rent incentives for working poor.	Jan. – Dec.	TS/MGRS.	
1.1-2	Identify tenants and Section 8 households who have employment as income source at 12/31/10.	1/9/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain ratio of public housing/Section 8 residents who have employment as a source of income.

Strategy: #4-1.2 **Education incentives for school-age public housing children**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: U.S. Bonds for scholastic achievement/attendance: 1995 - 46; 1996 - 35; 1997 - 42; 1998 – 31; 1999 – 49; 2000 – 76; 2001 – 48; 2002 – 60; 2003 – 49; 2004 – 48; 2005 – 49; 2006 – 33; 2007 –32, 2008- 19. 2009 - 6
 ECF Golf Tournament raised \$25,400 in 2003; 20 Curry and 5 Tullio Scholarships awarded in 2003.
 ECF Golf Tournament raised \$22,000 in 2004; 13 Curry and 5 Tullio Scholarships awarded in 2004.
 ECF Golf Tournament raised \$25,000 in 2005; 12 Curry and 6 Tullio Scholarships awarded in 2005.
 ECF Golf Tournament raised \$24,600 in 2006; 17 Curry and 6 Tullio scholarships awarded in 2006.
 ECF Golf Tournament raised \$27,068 in 2007; 21 Curry and 6 Tullio Scholarships awarded in 2007.
 ECF Golf Tournament raised \$26,892 in 2008; 21 Curry and 6 Tullio Scholarships awarded in 2008.
 ECF Golf Tournament raised \$29,000 in 2009; 22 Curry and 5 Tullio scholarships awarded in 2009.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.2-1	Continued outreach to schools and neighborhood centers concerning incentives for attendance and grades each grading period; scholarship opportunities.	Jan. - Dec.	MGRS. (F) / MRF	
1.2-2	Award savings bonds for year-long perfect attendance and honor cards.	July	JEH	
1.2-3	Final report on participation in program in 2009-2010 school year.	July	JEH	
1.2-4	Announcement at schools for 2010-2011 school year	Sept.	JEH	
1.2-5	Announce availability of 2010 Tullio and Curry Scholarship applications.	Apr.	JEH	
1.2-6	Award 2011 Tullio and Curry scholarships.	July	JEH	
1.2-7	14 th Annual Curry Foundation Golf Tournament fundraiser.	Aug.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER

SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain ratio of public housing/Section 8 residents who have employment as a source of income.

Strategy: #4-1.3 **Prepare tenants for employment opportunities at Joyce A. Savocchio Business Park and elsewhere.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: No hires at Joyce A. Savocchio Business Park in 2009. 39 public housing residents placed in regular employment through the efforts of the QLLC and IU-5 learning centers in 2009.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.3-1	Distribute information to public housing residents on available training at QLLC, NW Tri-County Intermediate Unit (IU5) at the John E. Horan Garden Apartments.	Jan. - Dec.	MRF	
1.3-2	Meet with GEIDC on marketing of Joyce A. Savocchio Industrial Park.	April	JEH	
1.3-3	Quarterly meeting with QLLC, IU5 Learning Center, at the John E. Horan Garden Apartments to develop strategy for preparing residents for employment opportunities at Joyce A. Savocchio Business Park and elsewhere.	March	JEH	
1.3-4	Continue training of residents for employment at industrial park and elsewhere in 2010.	Jan.– Dec.	Contractors	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing/Section 8 Tenants Who Have Employment as Source of Income.

Strategy: #4-1.4 **Summer jobs for college-bound public housing students**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 16 received summer employment in 1995; 16 in 1996; 12 in 1997; 9 in 1998; 5 in 1999; 5 in 2000; 24 in 2001; 27 in 2002; 18 in 2003; 19 in 2004; 31 in 2005; 23 in 2006; 24 in 2007; 26 in 2008, **25 in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.4-1	Distribute summer job applications and publicize.	5/7/10	JEH / MRF	
1.4-2	Hire summer youth workers.	May - June	JEH	
1.4-3	Written evaluation of 2010 student employees.	9/15/10	MGRS. / SUPERS.	
1.4-4	Final report on summer employment	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE – 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing Tenants who have Employment as a Source of Income.

Strategy: #4-1.5 Increase percentage of MBE/WBEs doing business with the Authority Contractors.

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 1994 - MBE 6.5% / WBE 11%; 1995 - MBE 10%/WBE 6.3%; 1996 - MBE 8%/WBE 3%;
1997 - MBE 7.6% / WBE 3.0%; MBE 4.3%/WBE 2.15%
1998 - Five public housing residents obtained employment with contractors doing modernization work for the Authority.
1999 – MBE 8% / WBE 2.7%; 4 residents employed by contractors working for HACE.
2000 – MBE 12.5% / WBE 5.6%; 4 residents employed by contractor working for HACE.
2001 – MBE 9.95% / WBE 2.9%; 2 residents employed by contractor working for HACE.
2002 – MBE 12.9% / WBE 4.1%; 2 residents employed by contractor working for HACE.
2003 – MBE 6.9% / WBE 4.0%; 3 residents employed by contractor working for HACE.
2004 – MBE 14% / WBE 5%; 1 resident employed by contractor working for HACE.
2005 – MBE 11.58% / WBE 9.35%; -0- resident(s) employed by contractor(s) working for HACE.
2006 – MBE 7.48% / WBE 7.58% -0- resident(s) employed by contractor(s) working for HACE.
2007 – MBE 9.44% / WBE 8.22% -0-resident(s) employed by contractor(s) working for HACE.
2008 – MBE 7.98%/ WBE 7.03% -- 0 residents employed by contractors working for HACE.
2009 – MBE 8.31%/WBE 6.91% -- 8 residents employed by contractors working for HACE.

Lead Staff: CL

TASKS	Target Completion	Responsible Staff	Actual Completion
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		Date	Person	Date
1.5-1	Identify 2009 level of MBE/WBE business with Authority.	Jan. 2010	CL/TO	
1.5-2	Solicit known MBE/WBEs for quotes on work below \$10,000 threshold.	Jan. - Dec.	TO/VP	
1.5-3	Reports to HUD on MBE/WBE.	July – Dec.	TO/CL	
1.5-4	Inform contractors of their obligation to consider public housing residents for employment opportunities.	Jan. – Dec.	JEH	
1.5-5	Identify the number of public housing residents hired by contractors in 2010.	Jan. 2011	CL/TO	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing/Section 8 Tenants Who Have Employment as Source of Income.

Strategy: #4-1.6 **Increase ratio of tenants who work for the Authority.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 1994 - Tenants as part of full time workforce – 9
1995 - Tenants as part of full time workforce decreased from 9 to 6
1996 - Tenants as part of full time workforce increased from 6 to 17
1997 – Tenants as part of full time workforce increased from 17 to 18
1998 – Tenants as part of full time workforce – 18
1999 – Tenants as part of full time workforce – 18
2000 – Tenants as part of full time workforce increased from 18 to 20
2001 – Tenants as part of full time workforce – 20
2002 – Tenants as part of full time workforce – 20
2003 – Tenants as part of full time workforce – 21
2004 – Tenants as part of full time workforce – 21
2005 – Tenants as part of full time workforce – 22
2006 – Tenants as part of full time workforce – 22
2007 – Tenants as part of full time workforce – 23
2008 – Tenants as part of full time workforce - 22
2009 – Tenants as part of full time workforce - 23

Lead Staff: JEH

TASKS	Target Completion Date	Responsible Staff Person	Actual Completion Date
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1.6-1	Identify 2009 level of tenant employment (including former tenants).	Jan. 2010	CL	
1.6-2	Recruit tenants to take SCSC employment tests.	Jan. – Dec.	IU5/QLLC.	
1.6-3	Recruit qualified residents to fill vacant maintenance jobs.	Feb. – Dec.	JEH/VP	
1.6-4	Final report on tenant employment for 2010.	Jan. 2011	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing/Section 8 Tenants Who Have Employment as Source of Income.

Strategy: #4-1.7 **Continue Self-Sufficiency model for public housing.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: “Step-Up” Program adopted as a model in 1992; implemented in 1993-00, 62 graduates in nine years. All social service providers are required to have self-sufficiency goals for public housing clients; 210 families opted for flat rent in 2008, and 36 families left to purchase their own home. **129 families opted for flat rent in 2009, and 30 families left public to purchase their own home.**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.7-1	Review and revise self-sufficiency model for public housing families.	March	MRF	
1.7-2	Report on residents who opted for flat rent in 2010.	12/31/10	CL	
1.7-3	Report on residents who became self-sufficient and left public housing to purchase house.	12/31/10	DR	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing/Section 8 Tenants Who Have Employment as Source of Income.

Strategy: #4-1.8 **Self-sufficiency model for Section 8 participants**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Program initiated in 2004; 40 participants and 1 graduate in 2007; 55 participants and 2 graduates in 2008.

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.8-1	Establish numeric goal for participants and graduates for 2010	Feb.	NLR / MRF / Contractor (GECAC)	
1.8-2	Recruit sufficient new participants to achieve program goal for 2010.	Mar. – Dec.	Contractor	
1.8-3	Final report on Section 8 Self-Sufficiency Program.	12/31/10	Contractor/ MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #1 Maintain the Ratio of Public Housing/Section 8 Tenants Who Have Employment as Source of Income.

Strategy: #4-1.9 **Quality of Life Learning Center programs / facilities**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: QLLC assisted 221 public housing residents in 1996; 206 in 1997; 153 in 1998; 167 in 1999 (QLLC building renovations completed in 1999); 152 in 2000; 119 in 2001; 112 in 2002; 118 in 2003; 156 in 2004; 137 in 2005; QLLC computer lab upgraded in 2005; 168 in 2006; 88 in 2007, QLLC consolidated into one site in 2007) 200 public housing residents assisted by QLLC in 2008; **210 public housing residents assisted by QLLC in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.9-1	Evaluate effectiveness of QLLC.	Jan.	MRF	
1.9-2	Issue RFP to continue QLLC programs.	Feb.	MRF	
1.9-3	Contract to continue services.	Mar.	JEH / BD	
1.9-4	Monitor program.	Jan. – Dec.	MRF	
1.9-5	Report on effectiveness of QLLC program.	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #2 Maintain HomePLUS Program at Schmid Towers and Friendship Apartments.

Strategy: #4-2.1 **Maintain database.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 22 residents went to higher level of care in 1995; 18 in 1996; 18 in 1997; 21 in 1998; 25 in 1999; 20 in 2000; 21 in 2001; 31 in 2002; 16 in 2003; 19 in 2004; 21 in 2005; 18 in 2007. One mental health caseworker eliminated and an activity coordinator added in 2007. Ten (10) residents went to higher level of care in 2008. **Twelve (12) residents went to higher level of care in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.1-1	Identify number of elderly who went to assisted care / nursing homes in 2010	12/31/2010	MGRS. (Eld.)	
2.1-2	Monitor HomePLUS at Schmid Towers and Friendship Apartments.	Jan. – Dec.	MRF	
2.1-3	Report on effectiveness of HomePLUS.	Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #2 Maintain HomePLUS Program at Schmid Towers and Friendship Apartments.

Strategy: #4-2.2 **Continue assessments, care plans, direct services, and meals for residents.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Assessment Program implemented in 1998; direct services implemented in 1999; congregate meals at Friendship, Schmid, and Ostrow implemented in 2000. 24,714 hot meals served in 2001. 21,285 hot meals served in 2002; 19,123 hot meals served in 2003; 15,437 hot meals served in 2004; 16,598 hot meals served in 2005; 13,289 hot meals served in 2006; 12,872 hot meals served in 2007; 12,164 hot meals served in 2008; 63 assessment of new residents occurred in 2008; 388 residents received direct services in 2008. **12,864 congregate meals served in 2009; forty-five (45) assessments of new residents in 2009; 388 residents received direct services in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.3-1	Complete assessments of new residents at Friendship Apartments and Schmid Towers.	Jan. – Dec.	GECAC/Stairways/ECHA	
2.3-2	Maintain care plan for residents who have unmet needs.	Jan. – Dec.	GECAC/Stairways/ECHA	
2.3-3	Continue direct services based on care plans.	Jan. – Dec.	GECAC	
2.3-4	Final report on care provided in 20010	12/31/10	GECAC/MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #4 Work with Residents to Improve the Image of Public Housing.

Strategy: #4-4.1 **Regular Inter-Agency coordinating meetings with Erie Tenant Council, Quality of Life Learning Center, Greater Erie Community Action Committee, SafeNET, C.O.P.P.S., etc.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: On-going

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.1-1	Monthly meetings	Jan-Dec.	MRF	
4.1-2	Communicate accomplishments to media and post on web site.	Jan - Dec	MRF/JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #5 Continue Homeownership Down Payment Assistance Program for Public Housing Residents.

Strategy: #4-5.1 Identify prospects

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Two families received down payment assistance in 2008. **No families received assistance in 2009.**

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.1-1	Communicate availability of assistance to residents interested in homeownership.	Feb. – Dec.	MGRS	
5.1-2	Send letter to families on flat rent and with incomes over \$30,000/year	April	MRF	
5.1-3	Final report on down payment assistance in 2010	1/9/2011	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #6 Continue to implement Flat Rents that Reflect Market Value of Units based on Size, Condition and Location.

Strategy: #4-6.1 **Review rent schedules to reflect market value of units based n size, condition and location.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Flat rent schedule implemented in 2005; **New Flat rent schedule adopted in Dec 2008. In 2009, there were 129 residents who chose the flat rent option, this is down from 210 due to the increase in the flat rent schedule.**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.1-1	Review flat rent schedule.	June	DR/Consultant	
6.1-2	Revise flat rents, if necessary.	Sept.	MGRS/CL	
6.1-3	Final report on families on flat rent schedule.	12/31/10	CL	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #7 Increase participation in the Section 8 Self-Sufficiency Program from **61 to 70 families.**

Strategy: #4-7.1 **Outreach to current families and to new families entering Section 8 Program.**

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Six families-2004; 21 families-2005; 50 families in FSS at end of 2006; 40 families at end of 2007; 55 families at the end of 2008. **Sixty-one (61) families in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
7.1-1	Continue outreach to existing and new Section 8 families.	Mar. – Dec.	FSS Coordinator	
7.1-2	Quarterly meetings with FSS Coordinating Committee.	Apr. – Dec.	FSS Coordinator /MRF	
7.1-3	Final report on Self-Sufficiency participation.	12/31/10	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #8 Refocus Learning Centers to Job Center for Public Housing Residents.

Strategy: #4-8.1 Continue conversion of two learning centers to job centers for public housing residents.

Functional Area: Self-Sufficiency

Current Level of Performance, if known: 2006 Learning Centers added to job development component; QLLC consolidated to single site and 44 residents placed in jobs in 2007; 34 residents placed in jobs by the two learning centers in 2008. **39 adult residents placed in jobs by the two learning centers in 2009.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
8.1-1	Quarterly meetings with QLLC and IU5.	Mar. – Dec.	MRF/JEH/IU5/ QLLC	
8.1-2	Meeting with businesses planning to locate at Savocchio Business Park and those already in the vicinity of public housing..	Feb. – Dec.	JEH/MRF/IU5/ QLLC	
8.1-3	Expand employment incentives to businesses in close proximity to public housing neighborhoods,	July	JEH/Board	
8.1-4	Meeting with Career Link staff and Community College planners.	June	JEH/MRF/IU5/ QLLC	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #4 ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS; AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

OBJECTIVE: #9 Implement Dental Clinic at John Horan Garden Apartments

Strategy: #4-9.1 Convert 2120 East 10th to accommodate clinic

Functional Area: Self-Sufficiency

Current Level of Performance, if known: Contracts awarded in 2009.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
9.1-1	Complete work conversion work.	June	Contractor	
9.1-2	Negotiate lease agreement and operating contract with Community Health Net (CHN)	March-April	JEH/CHN	
9.1.3	Open clinic.	August	CHN/HACE	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBIC HOUSING COMMUNITIES

OBJECTIVE: #1 Prepare Capital improvement and development plan for Erie Heights

Strategy: #5-1.1 Identify potential private and public partners

Functional Area: Community Development/Housing production

Current Level of Performance, if known: Last major capital improvements at Erie Heights in 1983-84.

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
1.1-1	Determination of capital needs	April	JEH Consultant	
1.1-2	Determine feasibility of bank/HACE development loan for needed improvements	June	JEH/Board	
1.1-3	Adopt plan for Erie Heights improvements in 2011.	Dec	Board	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING SOMMUNITIES

OBJECTIVE: #2 Continue to Identify Public and Private Partners to Participate in Neighborhood Community Development Initiative.

Strategy: #5-2.1 **Continue to identify public and private partners to participate in neighborhood community development initiative.**

Functional Area: Community Development

Current Level of Performance, if known: Many partners identified in 2001-2009

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
2.1-1	Develop database of all property owners in target neighborhoods.	May	DR/Code Officer	
2.1-2	Identify owner-occupants and absentee owners.	May	DR/Code Officer	
2.1-3	Continue community organization efforts with residents and businesses in surrounding neighborhoods.	Jan. – Dec.	DR/JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

OBJECTIVE: #3 Continue Code Enforcement Strategy with City of Erie in All Target Neighborhoods Surrounding Public Housing

Strategy: #5-3.1 **Continue Code Enforcement strategy with City of Erie in all target neighborhoods surrounding public housing**

Functional Area: Community Development

Current Level of Performance, if known: Contract signed and program implemented in 2002. 793 code inspections in 2003 and voluntary compliance occurred in 66/118 new cases; 747 code inspections in 2004 and voluntary compliance occurred in 42/94 new cases; 2,316 code inspections in 2005 and voluntary compliance occurred in 107/398 new cases; 1,084 code inspections in 2006 and voluntary compliance occurred in 75/173 new cases; 1,445 inspections in 2007, 173 new cases opened in 2007 with voluntary compliance on 58. 12 vacant lot cleaned of debris, 7 properties on Buffalo Road scheduled for demolition. 276 new cases opened in 2008; 64% brought into code compliance; 11 dilapidated buildings demolished; 25 vacant lots cleaned. **393 new cases opened in 2009 and 36 brought into compliance; 50 vehicles tagged for removal.**

Lead Staff: MRF

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
3.1-1	Monthly reports.	Jan. – Dec.	CITY	
3.1-2	Recommendation on continuation of contract beyond current contract period.	Feb.	JEH/MRF	
3-1.3	Final report on Code Enforcement contract for 2010.	Dec.	MRF	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

OBJECTIVE: #4 Continue Strategic Acquisition Plan for Sites that are Available and/or in Distress.

Strategy: #5-4.1 **Continue strategic acquisition plan for sites that are available and/or in distress.**

Functional Area: Community Development

Current Level of Performance, if known: 5 sites acquired and cleaned up in 2001; 3 sites acquired in 2002; 0 sites acquired in 2003; 0 sites acquired in 2004; 3 sites acquired in 2005; parking lot developed adjacent to QLLC in 2005; 1 site sold for private development on Parade Street in 2006; In 2007 HACE built three handicap accessible housing units on land near HarborHomes Annex that had been acquired previously. Several more vacant lots were acquired in 2008. One building was demolished by the Authority in 2008. **No properties acquired in 2009.**

Lead Staff: DR

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
4.1-1	Purchase available vacant land and vacant distressed buildings in target area(s).	Jan. – Dec.	Realtor/JEH/Board	
4.1-2	Clean vacant sites.	Jan. – Dec.	VP	
4.1-3	Continue negotiations for properties in our neighborhoods.	Jan. – Dec.	JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

OBJECTIVE: #5 Implement Residential Strategy That Would Improve and Strengthen Existing Home Ownership In Neighborhoods Surrounding Public Housing Sites; and Provide Homeownership Opportunities for Public Housing Residents.

Strategy: #5-5.1 **Provide \$2000 in down payment assistance for first-time homeowners leaving public housing and purchasing first house in the City of Erie..**

Functional Area: Community Development/Self-Sufficiency

Current Level of Performance, if known: Three families received homeownership down payment assistance in 2006. Two families received assistance in 2008. **No families received assistance in 2009.**

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
5.1-1	Identify families who are ready to purchase first home.	Jan. – Dec.	MGRS/CL	
5.1-2	Develop brochure that explains our Homeownership Assistance Program.	April	Consultant/JEH	

STRATEGY/WORK PROGRAM SCHEDULE - 2010

GOAL: #5 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

OBJECTIVE: #6 **Develop relationships with businesses in neighborhoods surrounding public housing that would provide employment opportunities for public housing residents.**

Strategy: #5-6.1 **Concentrate efforts with local businesses.**

Functional Area: Community Development/Self-Sufficiency

Current Level of Performance, if known: One business built in Savocchio park in 2006. No jobs for residents in 2008. **One (1) job prospect for resident developed in 2009.**

Lead Staff: JEH

TASKS		Target Completion Date	Responsible Staff Person	Actual Completion Date
6.1-1	Meetings with nearby businesses	April-June	JEH/QLLC/IU5	
6.1-2	Develop plan with QLLC for development of site(s) in Savocchio Park	June	JEH/QLLC	