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HACSA

HACSA MEMORANDUM

TO: HACSA Board of Commissioners
FROM: Larry Abel, Executive Director
AGENDA ITEM TITLE: REPORT/Semi-Annual Implementation Review of the 5-Year Strategic Plan
AGENDA DATE: July 12, 2011

I MOTION

None required.

II ISSUE

Goal 5 of the HACSA 5-year strategic plan requires that the Executive Director and the HACSA Board of Commissioners conduct a semi-annual implementation review of the plan.

III DISCUSSION

A. Background/Analysis

On December 15, 2010, the HACSA Board approved the Agency's 5-year strategic plan. Attached is the first semi-annual implementation review of the plan. The meeting on July 12, 2011 will give Board members an opportunity to ask questions and/or discuss the plan with HACSA staff that is responsible for its implementation.

B. Recommendation

None required.

IV IMPLEMENTATION/FOLLOW-UP

None required.

V ATTACHMENTS

Semi-Annual Implementation Review of Strategic Plan – 6/30/11.

Housing And Community Services Agency of Lane County

Semi-Annual Implementation Review of Strategic Plan – 6/30/11

Goal 1 “Increase the number of affordable housing units available to Lane County residents by 300 by December 31, 2015.”

Initiate pre-development of 48th and Main parcel

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| 1. Research availability of HUD Section 811 and Section 202 Funding | 02/28/2011 |
| 2. Carry out Request for Proposal for Architectural Services | 03/31/2011 |
| 3. Develop target market and service program concept(s) | 03/31/2011 |
| 4. Solicit input from City of Springfield Planning and Development staff | 04/30/2011 |

Staff Responsible: James McCoy

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| 5. Establish design process for site sub-division | 06/30/2011 |
| 6. Develop preliminary pro-forma analysis | 06/30/2011 |
| 7. Initiate sub-division process | 12/31/2011 |

Staff Responsible: New Development Director

Implementation – This strategy has been deferred for action by the new Development Director.

Obtain purchase option or site control of acquisition/rehabilitation preservation project

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| 1. Develop working agreement with ShelterCare to acquire 29th Place Apartments in Eugene. | 01/31/2011 |
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Staff Responsible: James McCoy

Implementation – A memorandum of understanding between HACSA and ShelterCare and an operating agreement of Hawthorn-At-29TH LLC will go the HACSA Board for approval on July 12, 2011. We anticipate that a Board Order requesting approval to proceed with the acquisition and rehabilitation will be submitted in September.

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| 2. Assemble financing package for acquisition and rehabilitation | 08/31/2011 |
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Staff Responsible: New Development Director

Implementation – This will be completed by July 31, 2011 by James McCoy.

Define scope of work for Family Shelter rehabilitation

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| 1. Solicit input from stakeholders, Human Services Commission | 03/31/2011 |
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Staff Responsible: James McCoy

Implementation – Meetings have been held with ShelterCare, the Human Services Commission and the City of Eugene. An important outcome of these meetings was the assessment that the number of units for homeless families would need to be significantly reduced due to substantial funding cutbacks. Units will be increased for programs that generate revenue; e.g. Shelter Plus Care and supportive housing for adults with psychiatric disabilities.

2. Define Scope of Work for rehabilitation 06/30/2011

Implementation – A physical needs assessment is under way. The new Development Director will coordinate HACSA's future involvement.

3. Identify sources of funding 09/30/2011
4. Assemble financing and/or grant package 12/31/2011

Staff Responsible: New Development Director

Dispose of Hope Loop property

1. Solicit input from Housing Policy Board and non-profit organizations 05/31/2011
2. Issue Request for Proposals 06/30/2011
3. Dispose of property 12/31/2011

Staff Responsible: New Development Director

Implementation – The new Development Director begins work August 15, 2011. She will evaluate the timelines.

Initiate and complete rehabilitation of Norsemen Village Apartments

1. Obtain USDA Rural Development approval to proceed 01/31/2011
2. Prepare Consolidated Funding Application for additional funding 04/30/2011

Staff Responsible: James McCoy

Implementation – Both of these strategies have been completed.

3. Carry out rehabilitation 12/31/2011

Staff Responsible: New Development Director

Heeran Center Rehabilitation

1. Complete rehabilitation 05/31/2011
2. Complete project close-out 06/30/2011

Staff Responsible: New Development Director

Implementation – Rehabilitation has been completed and the project is in the process of being closed out.

Purchase Firwood Apartments land

- 1. Identify source of funds 03/31/2011
- 2. Initiate negotiations 03/31/2011
- 3. Purchase land if negotiations are successful 12/31/2011

Staff Responsible: Larry Abel

Implementation – A letter has been written to the owner’s attorney. If the owner shows any interest in selling, negotiations will continue.

Investigate feasibility of constructing mobile and/or prefabricated homes

- 1. Explore funding possibilities with the City of Springfield and others 09/30/2011
- 2. Communicate with critical stake holders 10/31/2011
- 3. Finalize decision 12/31/2011

Staff Responsible: New Development Director

Investigate feasibility of selling scattered public housing units

- 1. Identify highest priority units for disposal 06/30/2011

Implementation – The first interim step was to identify highest priority units for disposal by 06/30/11. This has not yet been completed. Originally, it was thought that HACSA would look at its 112 scattered site units to determine which units – at one end of the spectrum – would require more than usual costs to maintain them and which units – at the other end of the spectrum – would likely be sold for a higher amount. The reasoning was that it would be economically beneficial to HACSA to divest itself of units that would require more than usual maintenance and/or to divest itself of units that would bring in substantial funds. In the meantime, the housing market has significantly slumped and it doesn’t, necessarily, seem like an opportune time to look at selling units.

However, towards this eventual goal, staff is beginning to investigate the likely market value of our 112 scattered site units (duplex units and single family dwellings). Initially, market values are being researched through www.zillow.com – an online real estate database, which uses a proprietary algorithm to appraise property values. This should result in rough estimates of the value of our portfolio – information that can be used in making decisions about which are the highest priority units for disposal.

- 2. Determine timing and method for disposal 09/30/2011
- 3. Calculate financial costs and benefits of disposal 12/31/2011

Staff Responsible: Chuck Hauk

Goal 2 “Obtain funding from new sources of at least \$1,000,000 by December 31, 2015.”

Identify use of increased revenue

1. Meet with Division Directors to assess their needs 01/31/2011
2. Meet with stakeholders to identify their priorities 02/28/2011

Staff Responsible: Larry Abel

Implementation – Division Directors and many stakeholders suggested that it was important for HACSA to increase the services provided to residents. It was also suggested that HACSA expand collaborations with community partners.

Determine method for fundraising

1. Determine skills and abilities needed for “fundraiser” 03/31/2011

Staff Responsible: Dorothy Cummings

2. Identify and assess internal capacity 04/15/2011

Staff Responsible: Larry Abel and applicable Division Directors

3. Prepare job description 04/30/2011

Staff Responsible: Dorothy Cummings

4. Decide to use existing staff, hire and/or contract out 05/15/2011
5. Have ‘fundraiser’ in place 06/30/2011

Staff Responsible: Larry Abel and Dorothy Cummings

Implementation – The Agency was awarded two significant grants last month. One of these is a HUD grant of \$240,000 over a three-year period. This funding will enable us to hire a service coordinator who will work directly with residents to connect them with education, job training/placement programs and related services. For elderly and/or disabled residents, the service coordinator will arrange supportive services that will allow them to maintain their independent lifestyles.

The other award is a \$50,000 capacity building grant from Oregon Housing and Community Services. This funding will be used primarily for capital needs assessments and for participation in the Housing Development Center’s 18-month asset management and portfolio preservation curriculum, which begins in October 2011. The timing is very good for HACSA since we are reorganizing our approach to asset management in the wake of Jim McCoy’s and Mike White’s retirements.

The overall result of these two grants is new funding of \$290,000, or 29% of the five-year goal, within the first six months of the HACSA Strategic Plan.

In addition to hiring a new Development Director, Betsy Hunter (who begins work August 15th), the Agency hired Huu Dang, a new Finance Director, who began work on May 31st and Jim Wilcox, the Agency's first Energy Educator, who began work July 1st. We will also hire the Resident Resource Coordinator and post for an Asset Management Supervisor within a month. This activity, in addition to applying for and receiving the two grants, took a great deal of time. Consequently, it was decided to defer the hiring/contracted out of the 'fundraiser' until the end of this calendar year.

Research Funding Opportunities

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| 1. Acquire foundation listings | 07/31/2011 |
| 2. Contact other organizations (similar to HACSA) to assess how they do fundraising | 08/31/2011 |
| 3. Explore creation of 501(C) (3) | 10/31/2011 |
| 4. Submit at least one grant application | 12/31/2011 |

Staff Responsible: "Fundraiser"

Goal #3 "Increase organizational performance in selected special emphasis areas."

Sub-Goal #1 "Complete and begin implementation of a Succession Plan for critical positions no later than December 31, 2011."

Determine which positions to include in the Succession Plan

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| 1. Meet with Division Directors and Managers and determine which positions are critical for inclusion into the succession plan | 01/31/2011 |
| 2. Determine, to the extent possible, when people (currently in these positions) plan to leave | 01/31/2011 |
| 3. Determine which positions should be included in the Succession Plan | 02/28/2011 |

Staff Responsible: Dorothy Cummings

Implementation – It was determined that 12 key HACSA employees would probably leave the Agency in the next three years.

Prepare current, accurate job descriptions for positions to be included in the Succession Plan

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| 1. Determine knowledge, skills, and abilities needed for replacements by getting input from current employees and appropriate stakeholders | 03/31/2011 |
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Staff Responsible: Dorothy Cummings

Implementation – HACSA's Finance Manager left unexpectedly. Therefore, it was necessary to prepare a job description, post and hire a new Finance Director. The position was upgraded so that the new person would be responsible for all finance and accounting functions. Jim McCoy was scheduled to retire May 31st. A new job description was prepared and a new Development Director was hired. She will begin work on August 15th. Jim considerably agreed to delay his retirement until then. Bev Bjurling, the Section 8 Supervisor, will retire this August. She will not be replaced because of funding issues.

Determine and implement method for replacing people who leave

1. Explore different ways to organize 06/30/2011

Implementation – Mike White, the Agency's Development Occupancy Coordinator, will retire at the end of this year. His position will change as a result of reorganizing our approach to asset management. The Section 8 Division has been reorganized in a way that will accommodate the loss of the supervisor and a long-time housing coordinator, who retired June 27th, and who will also not be replaced.

Other than the Executive Director position, it was decided to defer the succession plan for the remaining key employees, none of whom are expected to leave before June 30, 2012. The succession plan for the Executive Director will be completed by December 31, 2011.

2. Determine what, if any, actions will be implemented in-house or contracted out 07/31/2011
3. Complete the Succession Plan 08/31/2011

Staff Responsible: Dorothy Cummings

Recruit individuals to fill vacant positions

1. Establish relationships with people in other organizations who may be interested in these positions or know others who may be interested 09/30/2011
2. Prepare job postings to replace individuals who leave 09/30/2011
3. Fill vacancies of people who leave Ongoing

Staff Responsible: Dorothy Cummings

Sub-Goal #2 "Diversify the HACSA workforce in selected classifications in gender and ethnicity by December 31, 2015."

Selection of classifications for diversity attention

1. Obtain data on current composition of existing classifications 03/31/2011
2. Obtain similar data for Lane County population and major audiences served by HACSA 03/31/2011
3. Obtain input from advocacy organizations 03/31/2011

4. Obtain input from public human resources professionals such as Lane County, cities of Eugene and Springfield, the University of Oregon, and HACSA's Union

03/31/2011

Staff Responsible: Chuck Hauk

Implementation – Data has been compiled internally regarding the current composition (gender, age, race/ethnicity) of employees in existing job classifications at HACSA. Similar data has been obtained regarding the Lane County population and major audiences served by HACSA. This data was obtained from Census information and with the assistance of the Centro LatinoAmericano.

Initial input has been received from Marcela Mendoza with Centro LatinoAmericano (CLA) and from Linda Hamilton with Blacks In Government (BIG). Housing Director Chuck Hauk and Deputy Director Dorothy Cummings will be meeting soon with Dr. Mendoza and Ms. Hamilton, to engage in more discussion about selecting classifications for diversity attention and to brainstorm methods of increasing minority recruitment.

Create and maintain workplace atmosphere welcoming of diversity and tolerance

1. Obtain input from advocacy organizations and other public employers on recommendations for creating and maintaining a welcoming workplace atmosphere 03/31/2011
2. Explore possibility of establishing mentoring program for new employees 06/30/2011

Implementation – See first strategy above.

3. Revise performance reviews to evaluate staff on their cultural competency skills 09/30/2011
4. All employees attend annual "all staff" cultural awareness training 12/31/2011
5. All employees attend a minimum of one (1) additional information session sponsored by Diversity Committee 12/31/2011

Staff Responsible: Dorothy Cummings

Recruit qualified candidates for job postings

1. Advertise job postings in minority publications in multiple languages -- start 01/31/2011
2. Obtain input from advocacy organizations on recommendations for recruiting qualified job candidates 03/31/2011
3. Conduct employment outreach with advocacy organizations -- start 06/30/2011

Staff Responsible: Dorothy Cummings

Implementation – Actions 1 and 3 above are on schedule. Contacts with advocacy groups have been made (action 2). Meetings will be scheduled with them as well as other public employers by September 30, 2011. Incidentally, HACSA's new Finance Director is Vietnamese and our new Development Director is a woman. We also recently hired two Latina office assistants.

Sub-Goal #3 “Achieve an employment satisfaction score of no less than 4 on a 5-point scale from at least 90 percent of employees responding to the survey by December 31, 2015.”

Improve communication between managers and line staff

- 1. Research types of training available (e.g., on-site, on-line, etc.) 03/31/2011
- 2. Develop RFP to select trainer. 06/30/2011

Implementation – A communications sub-committee comprised of managers and line staff is meeting regularly. A tentative decision for the topic for the training (‘Empowering Staff in Decision Making’) has been selected and the training will take place by the September 30, 2011 target date.

- 3. Conduct training 09/30/2011
- Staff Responsible:** Dorothy Cummings and Labor Management Committee (LMC)

Communicate agency program information and updates to staff

- 1. Share information from other programs at Fairview and Day Island staff meetings 01/31/2011 & ongoing
- Staff Responsible:** Larry Abel and Chuck Hauk

Implementation – Information from other programs at HACSA’s Eugene (Day Island) and Springfield (Fairview) offices is being shared on a regular basis at those offices regular staff meetings. Fairview conducts a monthly staff meeting and Day Island conducts a bi-monthly staff meeting. Managers and line staff from both offices have given presentations at their counterpart offices.

- 2. Establish a “What’s New at HACSA” page on the intranet 03/31/2011
- 3. Publish quarterly agency newsletter 06/30/2011

Staff Responsible: Jill Fields

Implementation – Issues of In The House, HACSA’s newsletter, have been published in March and June. A “What’s New at HACSA” page has not yet been established. Instead, energy has been focused on redesigning the HACSA website. A management/line staff sub-committee has met regularly to discuss the needed updates/upgrades to our HACSA website. An RFP for redesign was issued this month, and allowing time for review of the responses, selection of the vendor, and implementing the new design, we expect the new website to be up and running late by the end of this calendar year. The new website will meet accessibility standards, provide applicants and clients with easier access to program policies and waiting list information, allow for content management, and will include a staff portal which will allow staff to access information in case of an emergency.

4. Conduct annual, all staff meeting. 06/30/2011

Staff Responsible: Larry Abel

Implementation – A two-hour all staff meeting was held at the Serbu Center on June 30th. Staff from both offices was given a chance to interact. We heard many positive comments about the meeting. Particularly impressive was the number of HACSA staff -34- serving on the various committees that are described throughout this report.

Address burn out/stress/morale

1. Utilize the Employment Assistance Plan (EAP) to train management on techniques to assist staff dealing with work stress and burn out 06/30/2011
2. Utilize the EAP to train staff on techniques to deal with work stress and burn out 06/30/2011
3. Establish one interdepartmental workgroup to access and recommend changes that would increase efficiency at the departmental level 09/30/2011
4. Establish reward system for employee suggestions that cut costs or enhance service to clients 12/31/2011

Staff Responsible: Dorothy Cummings and LMC

Implementation – Actions 1 and 2 have not yet been met. However, trainers have been contacted. We expect the training to take place by November 30, 2011. An interdepartmental workgroup (called the Efficiency Committee) meets regularly and has started work in the Section 8 Division because of the decrease in staff. The committee plus most of the management team attended a full day seminar on Lean Office concepts. The Committee will be employing these techniques as they move through the departments.

Goal 4 “Increase the self-sufficiency of HACSA residents.”

Sub-Goal #1 “Increase the number of families leaving the Family Self-Sufficiency (FSS) program and subsidized housing by 25 percent compared to the fifteen year average by December 31, 2015.”

Increase number of families enrolled in the FSS program that has the potential to leave subsidized housing

1. Determine how to increase FSS program participants 03/31/2011

Implementation – Due to the state of the economy, few families are leaving the Section 8 and Public Housing programs. Therefore, there has not been a significant influx of new residents, who traditionally become new FSS families. A targeted mailing was directed to current Section 8 participants. 20 households responded and requested more information. A second mailing will be targeted to Spanish speaking residents. A new professionally designed brochure is being developed.

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| 2. | Increase number of families enrolled in the FSS program by 5% | 09/30/2011 |
| 3. | Survey participants to determine what they need to become self sufficient and leave subsidized housing in five years | 12/31/2011 |

Staff Responsible: Geni Sustello

Resident Services Sub-Goal #2 “Reduce energy consumption by 20% in households receiving weatherization services and energy conservation education by December 31, 2015”

Network with Lane County service providers and identify underserved communities

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| 1. | Convene energy education “local community” workshops | 03/31/2011 |
| 2. | Conduct five “local community” workshops | 12/31/2011 |
| 3. | Provide classroom energy education for rural K-8 public schools | 12/31/2011 |

Staff Responsible: Energy Educator

Select households with children and/or high energy burden for weatherization services program

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| 1. | Begin screening energy consumption of applicants | 02/28/2011 |
| 2. | Identify households willing to participate in 24 month evaluation | 04/30/2011 |
| 3. | Offer \$10 per month incentive fee for participation | 04/30/2011 |
| 4. | Select participants | 05/31/2011 |

Staff Responsible: Energy Educator

Record and report consumption

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| 1. | Receive participants’ reports of monthly utility bills data | 05/31/2011 |
| 2. | Provide quarterly “progress” reports to participants | 07/31/2011 |
| 3. | Renew program enrollment each quarter | -- start 07/31/2011 |
| 4. | Collect consumption between time of selection and completion of weatherization | 10/31/2011 |
| 5. | Begin to collect and post weatherization consumption | 10/31/2011 |

Implementation – Since the hiring of the Energy Educator was delayed (until July1st), all of the above dates have been pushed back. The new timelines are from 8/31/11 through 3/31/12.

Staff Responsible: Energy Educator

Offer solar water heating to qualified households

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| 1. | Screen potential households | 04/30/2011 |
| 2. | Contact possible participants via mail and phone | 05/31/2011 |
| 3. | Conduct solar site evaluations | 06/30/2011 |

Implementation – Households have been identified, participants have been contacted and four of six solar sites have been evaluated. The remaining two will be evaluated by July 31, 2011.

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| 4. Participants sign solar agreements | 08/15/2011 |
| 5. Solicit bids from certified solar contractors | 09/01/2011 |
| 6. Award contracts | 09/30/2011 |
| 7. Begin installations | 10/15/2011 |

Staff Responsible: Barry Pitzer

Sub-Goal #3 “Achieve a resident/participant satisfaction score of no less than 4 on a 5-point scale from at least 90% of residents responding to a survey by December 31, 2015.”

Provide 150 bus passes to residents by December 31, 2015

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| 1. Contact LTD, RideSource, and other transportation companies regarding availability and cost of bus passes | 03/31/2011 |
| 2. Contact service organizations regarding the availability of “scholarships” for the cost of bus passes | 06/30/2011 |

Implementation – LTD has been contacted and will offer discounted (50% off) bus passes to 501(C)3 organizations, but not governmental agencies. We have recently stepped up our collaboration with NEDCO. They now administer the LifeLine Financial Education Program. HACSA was one of the founders of LifeLine and we continue to be involved. NEDCO has agreed to purchase the bus passes on behalf of HACSA.

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| 3. Determine location of HACSA housing developments most in need of bus passes and prioritize, if necessary | 07/31/2011 |
| 4. Determine availability of funding for bus passes, other than “scholarships” | 08/31/2011 |
| 5. Determine criteria to use to award bus passes | 09/30/2011 |
| 6. Provide 25 bus passes | 12/31/2011 |

Staff Responsible: Chuck Hauk

Construct two, large community gardens by December 31, 2015

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| 1. Review procedures used in the establishment of small community gardens, already used at some HACSA housing developments | 03/31/2011 |
| 2. Obtain information from FOOD For Lane County and City of Eugene on procedures used in the establishment of larger community gardens, already established by those organizations | 06/30/2011 |
| 3. Obtain internal information on suitable locations for the establishment of larger community gardens on HACSA-owned properties | 09/30/2011 |

Implementation – Procedures and ground rules used in the establishment of existing small community gardens, already used at some HACSA housing developments, have been collected and reviewed.

A request has been made to FOOD For Lane County, for copies of any procedures used in the establishment of their larger community gardens.

In reviewing the suitability of HACSA housing developments for the establishment of larger community gardens, it has been determined that there appears to be three feasible locations – Maple Wood Meadows on Matt Drive in Eugene; Fourteen Pines on Willakenzie Road in Eugene; and Veneta Villa on Territorial Road in Veneta.

4. Establish HACSA staff/resident “Community Garden” committee to establish “ground rules” and governing procedures for the use of community gardens 12/31/2011

Staff Responsible: Chuck Hauk

Become more responsive to resident needs

1. Determine equipment and resource needs for property managers 03/31/2011
2. Provide new equipment and resources to property managers 06/30/2011
3. Conduct “customer service” training for all employees that frequently work with residents 06/30/2011

Implementation – Equipment and resource needs for Property Managers have been determined.

Two new Assistant Property Managers have been hired, to provide needed support to the Property Managers.

Some computers (and connections) at outlying offices have been upgraded, while similar upgrades are continuing to be explored. Some new equipment (wireless computer mice, larger monitors, telephone headsets, etc.) has been purchased and provided to Property Managers.

Training manuals/materials on “customer service” – specifically oriented to Public Housing Authorities – have been ordered from Nan McKay and Associates (a nationally known and well regarded provider of training materials to PHAs).

4. Increase on-site time spent by property managers, excluding Parkview Terrace and Mckenzie Village, by at least 15% 12/31/2011

Staff Responsible: Chuck Hauk

Improve residents’ satisfaction with physical conditions through improved maintenance

1. As part of the Capital Fund process meet with residents to develop prioritized maintenance needs and a schedule to meet those needs 04/30/2011
2. Solicit resident feedback on all completed capital fund projects -- start 06/30/2011

Implementation – The HACSA Facilities Manager met with the Tenant Advisory Group (TAG) and explained that residents' suggestions will always be considered, but the needs assessment that was recently completed by a professional contractor would be the driving force in identifying and prioritizing the work done as part of the Capital Fund. The redesigned HACSA website will solicit and accommodate resident feedback on completed capital fund projects.

3. Conduct an annual resident survey on maintenance satisfaction and future needs 10/31/2011

Staff Responsible: Gary Shankle

Add or upgrade bike racks on agency-owned facilities

1. Determine feasibility of adding bike racks 04/30/2011
 2. Initiate purchase orders 06/30/2011
- Input was requested at TAG meetings regarding the need for additional bike racks at our housing developments. The feedback is not yet conclusive. However, it was determined that new bike racks would be installed at both the Day Island and Fairview offices.
3. Complete installation 09/30/2011

Staff responsible: Gary Shankle

Improve communications and education of residents regarding the work order process.

1. Distribute list of work order priorities and how to report work orders, annually, to all HACSA residents 06/30/2011
2. Post a monthly work order report (how many called in, number completed and average time to complete). Distribute to property managers, TAG members, and post report at each housing development 06/30/2011

Implementation – All TAG members were provided with verbal and written descriptions of the different levels of work orders, their priorities, how long responses would take and how to call the work orders in (during and after work hours). The Facilities Manager also explained how the new Integrated Pest Management System would work and the changes that would be experienced by the residents.

Beginning in January 2011, a monthly computer generated report of how many work orders were called in, how many were completed and the average time it took to complete them has been distributed to property managers and TAG members. It has also been posted at each housing development.

Staff Responsible: Gary Shankle

Conduct Annual Resident Survey 10/31/2011

Staff Responsible: Chuck Hauk

Sub-Goal #4 "Five children from Public Housing between the ages of nine and 11 participate in Camp Rosenbaum each year."

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| 1. Announce availability of five scholarships to Camp Rosenbaum to all public housing residents | 02/28/2011 |
| 2. Applications received | 03/31/2011 |
| 3. Complete selection process | 04/30/2011 |
| 4. Selected children complete camper applications | 05/31/2011 |
| 5. Camper applications mailed to Camp Rosenbaum | 06/15/2011 |

Staff Responsible: Chuck Hauk

Implementation – The timelines originally proposed in the Strategic Plan have been adjusted to coordinate with the timelines given to HACSA by Camp Rosenbaum.

In May, HACSA completed and forwarded to Camp Rosenbaum documentation regarding the income eligibility of its Public Housing families.

In April, an announcement and Camp Applications and Ground Rules were mailed to 90 Public Housing households, with children within the required age guidelines, explaining the opportunity at Camp Rosenbaum and inviting them to complete the Camp Applications and Ground Rules.

In May, completed Applications and Camp Rules were received from 12 families. Five children were selected to attend Camp Rosenbaum and seven were placed on the stand-by list. This information was provided to Camp Rosenbaum, which reviewed the applications, including medical information. HACSA has been advised that the five children selected have all been accepted by Camp Rosenbaum.

Notifications are about to be sent out, advising children if they have been selected or been put on the stand-by list. Information was received from Camp Rosenbaum on June 30, 2011, regarding the bus schedule for transportation to and from the Camp.

We are right on schedule to be sending five Public Housing children to Camp Rosenbaum from July 24 to July 29.

Sub-Goal #5 "Develop new programs to train and/or employ HACSA residents."

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| 1. Employ two youth for the summer who attend college, at least half-time during the regular school year | 05/31/2011 |
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Implementation – Applications were sent to all households with college age youth. None were returned.

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| 2. Enroll six public housing residents in job training programs sponsored by Lane Workforce Partnership | 12/31/2011 |
| 3. Make contact with five private sector employers to assess the possibility of hiring HACSA residents | 12/31/2011 |

Staff Responsible: Dorothy Cummings

Goal 5 “The HACSA Board of Commissioners will adopt a framework for the working relationship between the Board and the Executive Director.”

1. Approve a process for evaluating the Executive Director 06/30/2011
2. Approve a process for policy discussions between HACSA management and the Board 06/30/2011

Responsible: HACSA Board of Commissioners

3. Conduct a semi-annual implementation review of the strategic plan 06/30/2011

Responsible: Larry Abel and the HACSA Board of Commissioners

Implementation – It is anticipated that the same process used to evaluate Lane County’s Administrator will be used to evaluate HACSA’s Executive Director. The HACSA Executive Director and Board Chairperson are holding regular meetings to discuss policy. This completes the first semi-annual implementation review of the strategic plan.