Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:

Maximize a high performing HUD Subsidized Housing Program (Public Housing and Section 8)

One Year Goals

- Maintain High Performer status in Public Housing and Section 8
- Apply for new funding as available
- Evaluate energy efficiency of Public Housing Units
- Evaluate use of Public Housing properties
- Meet 504 Voluntary Agreement Goals
- Coordinate the implementation of New Processes, Procedures and Software (ELITE)

Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Develop monthly reports of key performance indicators and track performance for Public Housing and Section 8	Andre, Janice Sherrie, Jodi Floyd	• Review indicators • Modify reports as needed	Monthly reports Identify & address areas of concerns	December 2009
Monitor utility consumption	Christi Managers	• Monitor monthly • Establish baseline • Identify areas of high usage	Monthly reports Plan to improve performance	December 2009
504 Goals • Make high rise units meet accessibility standards as they become vacant\ • Conduct self-evaluation	Dennis Lowell Allen Janice Property Managers	• Review goals at Housing Team Meetings quarterly • Track reasonable accommodation requests	Submit progress report to HUD	December 2009

Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:
Increase affordable housing units by 500 units (Privately Funded Rentals)

One Year Goals

- Acquire additional 60 units
- Continue to diversify housing portfolio
- Increase internal development capacity

Milestones / Objectives	Responsible Party	Activities	Outcome Measures	Completion Date
Secure funding and start construction of units	Kerry Dennis Andre	Submit applications Begin construction Bring on Property Manager & Service Coordinator	60 units of affordable housing	December 2009
Develop a financial reserve plan and outline process for budgeting and planning for expense	Andre Lowell Dennis Sherrie	Capital needs assessment Develop & implement new saving for reserves per property	Adequate resources for future expense	April 2009
Explore property acquisition through bonding & other funding options	Kerry Dennie	Consult with Dave Miner Explore properties that can serve a variety of populations at a variety of incomes	Mixed income portfolio	June 2009
Outline training and staffing needs	Andre Sherrie Dennis Janice	Identify staffing needs Train staff on tax credits, property management, grants and development	Increase staff competencies	June 2009
Secure private, state and local government funding.	Kerry	Develop public awareness plan Educate local leaders Meet with cities	Increased funding	June 2009

		regarding moderate housing plan		

Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:

Resident Services
Provide supportive services that help our clients to maintain their housing assistance and assist them in gaining skills to increase self-sufficiency skills.

One Year Goals

- Increase tenant skills and income
- Continue to develop in-house capacity to provide services
- Assess our ability to sustain and implement Prevention programs
- Help assure residents maintain their housing assistance

Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Research Costs associated with hiring a new Service Coordinator to work with families and prepare a recommendation for pilot program	Marni RS Team	Research best practices & expenses Identify Evaluate outcomes Secure funding	Draft pilot program Present to Management & Board Implement Provide monthly reports Annual outcomes report	March 2009 December 2010
Research leveraging opportunities with educational institutions; prepare an implementation plan	Marni	Outline areas for possible partnerships Develop materials Set meeting to discuss possible partnerships	Implement plan	December 2010
Conduct comprehensive evaluation of RS programs	Marni RS Team	Needs assessment Program outcome review Funding analysis	Develop plan to continue needed services	July 2009

Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:

Employee Relations
Employer of choice
Establish a culture based on mission

One Year Goals

- Recruit and retain high quality staff
- Promote a healthy and fun culture
- Increase employee performance

Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Conduct employee survey and set goals for improvement	Andre	Post survey Contract with Jill for report Share with staff	% of staff completing survey Improved areas of performance	April 2009
Involve staff in mission and developing agency goals	Kerry, Janice	Staff meetings Annual plan Surveys	Employees understand & support mission Employee feedback is included in goals	Ongoing
Keep salaries and benefits current with market	Andre	Evaluate COLA	Adjust salaries accordingly	April 2009
Support Fun and Activities Committee	Lee	Provide funding for committee	Positive morale as indicated in survey	Ongoing
Provide honest and constructive feedback on staff performance	Management Team & Supervisors	Semi-Annual employee evaluations Immediate feedback on performance Provide training on employee evaluations	Survey results Consistent high quality performance	October 2009 April 2010

Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:
Clients
Provide excellent services that are based on best practices
Meaningfully involve clients in the development and operations of services

One Year Goals

- Set department goals to improve services to clients
- Review needs assessment and establish service priorities

Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Eligibility • Answer all calls within 24 hours • Stay on target with leasing programs • Stay current on data entry & filing	Courtney	Call logs Weekly eligibility Orientations filing	Monthly leasing reports Monthly eligibility reports	ongoing
Public Housing • Continue implementing Asset-based management • Evaluate properties: This may include disposing of units that are not cost effective & replacing them with units that both meet the needs of the community and the new HUD requirements.				
Section 8 • Improve rent reasonable process • Return all calls within 24 hours • Process new & moves in a timely manner • Work with Floyd and accounting on hold process	Jodi Section 8 Team	Outline new processes Draft procedure Train staff Monitor for compliance	Monthly reports Develop tracking procedure for overpayments Establish processes for new operating system Maintain staff retention Improve customer service to residents and landlords Apply for additional vouchers as available	Monthly July 2010

			Improve lease up process for specialty programs	
Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Central Office • Provide excellent customer service to residents and properties • Coordinate procurement for agency • Complete unit modernization rehab in 5 weeks	Dennis Allen Betty			June 2010
Homeless Housing • keep current with files and computer entry • evaluate processes and outcomes • formalize policies and procedures • fully expend all funds • apply for new funding • increase public support for programs • work with partners to create an overarching strategy for SLCO	Janice Lu	Annual report to County Mayor and Council Annual report to state Positive press Site visit for centralized intake	Fully leased up One intake process for homeless programs Submit new application for SPC	June 2010
Grace Mary Manor • Maintain occupancy • Stay within budget • Help residents to maintain housing • Increase resident skills & income • Involve residents & partners in services & management • Identify alternative housing and/or treatment options for those who are unsuccessful at Grace Mary Manor.	Sherrie Gloria Services Coordinator	Staff meetings Tenant meetings Service provider meetings Work with partner agencies to find alternative housing	Weekly property management reports Monthly service reports Active Resident Advisory Board Over 75% of residents maintain housing Residents who are asked to leave GMM are not evicted to the streets	June 2010
Family Self- Sufficiency • Research funding opportunities for self-sufficiency activities • Improve delivery of services	Kim Marni	Explore fundraising and grant opportunities Outline areas for possible partnerships Meet with partners &	Implement plan Increased access to services Better coordination of services	June 2010

• Increase awareness of FSS program		develop MOUs Follow up on all referrals within 2 weeks Present at Section 8 orientations Meet weekly onsite with PM Educate staff on FSS program Include FSS fliers in all new and recertification housing packets Update front bulletin board on regular basis	Increased number of clients enrolled or on waiting list	
Prevention Programs KIDS, TEEN & PARENTS AS TEACHERS • Assess need for programs clients/community • Compile program outcomes • Make recommendation • Outline funding needs & identify options • Provide necessary services	Marni Valerie Callie Cassandra	Draft needs assessment & program reports Explore fundraising and grant opportunities Outline areas for possible partnerships	Needs assessment Outcome report Fund raising plan Diversified funding Service Plan	July 2009 June 2010
Accounting / IT •				

Housing Authority County of Salt Lake
Goals 2009-2014

5 Year Program Goal:
Increase our efficiency

- **Coordinate and assist the housing staff with the movement toward a paperless system**
- **Design and Implement a Emergency Offsite Backup System if cost effective**

Increase our financial stability and improve community relations

One Year Goals

- Operate within realistic budget
- Assess the previous performance of the HACSL and HOI
- Increase fund raising capacity

Milestones to Achieve	Responsible Party	Activities	Outcome Measures	Completion Date
Evaluate reports and tracking	Managers	Review budgets & expenditures monthly	Finish year within budget	June 2010
Develop fund raising goals for each program:	Managers Valerie			April 2010
Develop & implement a public relations plan	Valerie	Draft plan for FY 2010	Plan implemented Adjusted and tracked monthly	July 2009 Ongoing