



The Housing Authority of the City of Erie

2021 Goals & Objectives

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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 2021 identify a process that will advance our mission, vision and values by providing **six** major organizational goals and a series of measurable objectives against which our performance can be judged at the end of the year. Each of our goals and objectives will further the Housing Authority's 2020-2024 Strategic Plan.

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 2021 we renewed the terms of two of our board members. In 2019 HACE purchased the Better Housing properties and began the process of exploring changing from a public housing funding format to the Rental Assistance Demonstration (RAD) Program. In 2020, HACE like everyone else had to learn to operate in a COVID-19 world. Since 2017 HACE has seen the retirement of multiple key staff including the Executive Director, our controller, two long-time managers, two maintenance supervisors, the Administrative Assistant, and the Section 8 Coordinator.

In 2020 we created a new administrative position entitled the Associate Director of Compliance to assist in the transition to RAD and along with the Deputy Director coordinate the operational systems in all HACE offices to ensure that procedures are the same throughout HACE. 2020 also saw the transition from a unique software system to Horizon which is utilized by multiple Housing Authority's throughout Pennsylvania. In early 2021 HACE replaced its website with one that is up to date and more user friendly.

2021 will see a significant staffing change with the retirement of our long-time maintenance superintendent. HACE will complete a Physical Needs Assessment of all our public housing properties as part of the RAD process, make a final decision on Phase 1 of the RAD conversion, continue the transition to Horizon in the Section 8 program, continue our improvements at Better Housing by installing new windows and applying for additional grant funding, review and revise our personnel policies, and continue the yearly process of modernizing our properties. Lastly and most importantly HACE will continue to have a goal of maintaining an occupancy rate of above 97% at our properties.

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.

Vision Statement

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

Values Statement

We place our residents at the center of all our efforts. Their safety, satisfaction and success are our priorities.

GOAL #1. CONTINUE ON-GOING HUMAN RESOURCES PROGRAM THAT MAINTAINS PROCESS FOR BOARD AND STAFF RECRUITMENT AND SUCCESSION.

Objective 1- Continue updating all HACE policies and procedures for HACE Board review and approval.

Objective 2- Continue recruitment and succession plan for upper-level administrative staff.

Objective 3- Continue training programs for administrative, clerical and maintenance departments. Coordinate trainings through Deputy Director and Associate Director of Compliance.

Objective 4- Continue HR Department review and revision of HACE personnel policies.

Objective 5 - Continue process for evaluating administrative staff.

GOAL #2. IMPROVE LIVABILITY OF PUBLIC HOUSING

Objective 1 - Continue exploration of HACE conversion from HUD Public Housing Funding Format to Rental Assistance Demonstration – HUD Multi-Family Funding Format.

Objective 2 - Complete Physical Needs Assessment of all HACE public housing properties.

Objective 3 - Reduce reported crime by 2% from 2020.

Objective 4 - Reduce fires and risks of injury and property damage.

Objective 5 - Develop preventative maintenance program.

Objective 6 - Maintain response time for tenant-generated work orders to two (2) workdays or less.

Objective 7 - Maintain "curb appeal" standards for all public housing communities including development of standards for areas outside living spaces.

Objective 8 - 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 9 - Develop annual update to Agency Plan; and maintain Capital Fund obligation rate.

Objective 10 - Maintain current high level of resident satisfaction with living conditions in public housing.

Objective 11 – Complete Lead-abatement grant work at Harbor Homes.

Objective 12- Recommend capital expenditures from reserve budget for Board approval.

GOAL #3. PROVIDE HOUSING ASSISTANCE TO MORE FAMILIES / INDIVIDUALS

Objective 1 - Achieve 98% occupancy in our housing inventory.

Objective 2 - Maintain Section 8 utilization rate at 1,000 units.

Objective 3 - Decrease vacancy turnover time.

Objective 4 - Provide supportive services to non-profits serving HACE special needs populations.

Objective 5 - Continue to improve Housing Authority Web Site interactivity.

Objective 6 - Expand HACE resident's access to affordable internet connectivity.

Objective 6 - Maintain Veteran's Affairs Supportive Housing (VASH) program utilization at 98%.

Objective 7 - Improve day to day operations in management office by insuring that all offices follow HACE established policies and procedures.

GOAL #4. OPERATE ALL PROGRAMS EFFICIENTLY WITHIN BUDGETARY LIMITS; AND IMPROVE STAFF PRODUCTIVITY AND EFFECTIVENESS

Objective 1 - Collect 99% of annual charges for the year ending December 31, 2021.

- Objective 2* - Reduce utility consumption and expense.
- Objective 3* - Continue energy conservation improvements throughout public housing.
- Objective 4* - Limit operating expenses to rental income collected and HUD subsidies.
- Objective 5* - Maintain fiscal and management operations so there are no audit findings.
- Objective 6* - Reduce employee absenteeism.
- Objective 7* - Achieve high performance status on Section 8 Housing Assessment System (SEMAP).
- Objective 8* - Improve score on Public Housing Assessment System (PHAS).
- Objective 9* - Continue quality control for all HUD programs; improve staff proficiency in use of verification tools; and continue Tenant Fraud Detection Policy in all programs.
- Objective 10* – Continue implementation of HACE Strategic Plan for 2020-2024.

GOAL #5. ENHANCE SELF-SUFFICIENCY OF PUBLIC HOUSING / SECTION 8 TENANTS AND PROMOTE GREATER SENSE OF COMMUNITY AND PRIDE AMONG RESIDENTS

- Objective 1* - 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.
- Objective 2* - Maintain the ratio of public housing/Section 8 tenants who have employment as a source of income.
- Objective 3* - Maintain HomePLUS Program at Schmid Towers and Friendship Apartments.
- Objective 4* - Continue Community Policing focus of C.O.P.P.S Program.
- Objective 5* - Work with residents to improve the image of public housing.
- Objective 6* - Maintain maximum participation in the Section 8 Self-Sufficiency and Public Housing Family Self-sufficiency Programs.
- Objective 7* - Encourage homeownership for Section 8 and Public Housing residents.
- Objective 8* - Continue flat rents that reflect market value of units based on size, condition, and location.

Objective 9 - Continue public relation focus that highlights self-sufficiency and educational achievements of HACE public housing and section 8 participants.

Objective 10 - Recruit residents to participate on Resident Advisory Board.

GOAL #6 IMPROVE NEIGHBORHOODS SURROUNDING PUBLIC HOUSING COMMUNITIES

Objective 1 - Continue to utilize HACE funds and grants to improve Better Housing properties.

Objective 2 - Identify public and private partners to participate in neighborhood community development initiatives.

Objective 2 - Continue acquisition of properties near public housing that are available and/or in distress.

Objective 3 - Develop strategy for the utilization of vacant land at Erie Heights and adjacent to Harbor Homes that would generate non-federal funds for other HACE initiatives.

Objective 4 - Develop relationships with community leaders and businesses in neighborhoods surrounding public housing that could provide employment opportunities for public housing residents.

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