

**Memorandum of Agreement (MOA)**  
**Part B**  
**Performance Targets and Strategies**

**US Department of Housing and Urban Development**

Office of Public and Indian Housing

Office of Troubled Agency Recovery

**PHA Name: Richmond Housing Authority, CA**

**PHA FYE: 6/30**

**Plan Term: 1 Year**

**Operational Area: 1. GOVERNANCE**

Targets and Strategies	Baseline as of: 9/30/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD
<b>1.1 Establish appropriate oversight and monitoring by the Board of Commissioners. [Reference: 24 CFR 811.105; State Law, 1937 Act as amended]</b>	<b>Inadequate oversight of operations</b>	<b>New Board of Commissioners providing adequate oversight and monitoring.</b>	1/30/06	City Council/Board of Commissioners
<b>A. Create a separate body politic apart from the City of Richmond City Council</b>	City Council involvement inadequate to attend to needs of the authority	Separate Board with greater autonomy and time to serve needs to recover agency.	1/30/06	City Council/Board of Commissioners
<b>B. Empower a separate Board of Commissioners to provide more direct policy compliance, guidance and attention to attainment of goals and objectives.</b>	City Council decisions not related to RHA encumber RHA's staffing and budget performance	Board of Commissioners empowered to provide policy and goal oversight for needs of RHA	1/30/06	City Council/Board of Commissioners
<b>C. Establish a mentoring relationship with high performing authorities.</b>	<b>None</b>	Two core relationships established with sharing of policies, procedures for sound operations.	1/30/06	Board/Executive Director

<b>1.5 Monitor implementation of the MOA. [Reference 24 CFR 902.75a]</b>	<b>MOA Not Executed</b>	<b>Submit Monthly Reports to HUD and Board</b>	<b>1/30/06</b>	<b>Board / Executive Director</b>
A. Develop a process for reviewing MOA progress.	MOA Not Executed	Complete by 11/05	1/30/06	Board / Executive Director
B. Review monthly report to HUD.	MOA Not executed	Review starting 11/05	1/30/06	Board / Executive Director
<b>1.7 Establish short and long-term goals and objectives for the PHA. [[Reference: 24 CFR 903.1, Public Housing Reform Act of 1998, PIH Notices 99-51 &amp; 99-33]</b>	<b>No long term strategic planning</b>	<b>Finalize goal in strategic plan to improve and maintain operations in compliance with HUD regulations</b>	<b>1/30/06</b>	<b>Board / Executive Director</b>
A. Develop a 5 Year Agency/Annual Plan that states PHAS views and objectives in compliance with HUD Public Housing Reform Act of 1998. Review, revise and adopt as necessary.	Agency Plan and Five Year Plan not accurate,	Correct Agency Plan and include revised policies and procedures	1/30/06	Board / Executive Director
B. Create a Strategic Plan for the Board and Executive Director that includes monthly and bi-weekly performance targets in all key PHAS indicators	No strategic plan in place	Finalize strategic plan and monitor and implement tasks to improve and maintain operations	1/30/06	Board / Executive Director
<b>1.9 Ensure permanent records of PHA compliance with applicable laws &amp; regulations. [Reference: 24 CFR 990.201, 990.315, HA By-laws]</b>	<b>Inadequate maintenance of records and documents</b>	<b>Accurate and complete records maintained</b>	<b>1/30/06</b>	<b>Board / Executive Director</b>
A. Document and maintain accurate supporting documentation for PHAS and all HUD reports	Inadequate supporting documentation	Supporting documentation compiled and maintained	1/30/06	Board / Executive Director

**Operational Area: 2. ORGANIZATION AND STAFFING**

<b>Targets and Strategies</b>	<b>Baseline as of: 9/30/05</b>	<b>Final Performance Target</b>	<b>Estimated Completion Date</b>	<b>Lead staff for PHA and HUD</b>
<b>2.1 Develop Operational Policies and Procedure Manual for all agency departments. [Reference: HUD Guidebooks 7401.1 &amp; 7401.7; Public Reform Act of 1998]</b>	Outdated policies and procedures	Revised policies and procedures and ensure staff knows and follows them	5/30/06	Executive Director and Board of Commissioners
A. Revise/ develop operational policies and procedures for each department that tie to PHAS performance targets. Include procedures to review performance and report status to Board each Month.	Policies and Procedures not tied to agency performance	Targets set, policies and procedures for performances complete	3/30/06	Executive Director and Department heads
B. Adopt new policies as part of revised Agency Plan process with 45 day comment period.	Policies not adopted by Board	Adopted policies by Board with Resolution	5/30/06	
<b>2.3 Develop/amend staffing and organizational chart. [Reference: HUD Guidebooks 7401.1 &amp; 7401.7]</b>	Current chart inaccurate and incomplete	Organizational chart accurately reflects agency status	4/30/06	Executive Director and Board of Commissioners
A. Evaluate the organizational changes necessary to implement site-based management to improve operations.	Management ineffective in meeting MASS performance	New or reorganized management in place and performing to standards	2/30/06	Executive Director and Board of Commissioners
B. Evaluate the feasibility of private site –based management for all or part of the RHA LIPH.	Management ineffective in meeting MASS performance	Obtain cost estimate to outsource site-based management	3/30/06	Executive Director and Board of Commissioners

C. Develop new organizational chart and strategic plan to achieve site based management improvement and meet PHAS Objectives.	Management ineffective in meeting MASS performance	MASS Performance standards met by Management	5/30/06	Executive Director and Board of Commissioners
1)Restructure organization to empower Executive Director and department heads and provide accountability, improve communication/cooperation; reassess upper management positions	Management ineffective in meeting MASS performance	MASS Performance standards met by Management	5/30/06	Executive Director and Board of Commissioners
<b>2.4 Develop a training plan for staff on general program administration.[Reference: HUD Guidebook 7401.7]</b>	<b>Staff performance not meeting expectations</b>	<b>Staff trained and administrating the program to HUD satisfaction</b>	<b>3/30/06</b>	<b>ED/Human Resources/Department Heads</b>
New employee orientation.	New Employees not adequately oriented to MASS and performance requirements	Staff trained and administrating the program to HUD satisfaction	2/28/06	ED/Human Resources/Department Heads
Formal and on the job program training.	Staff not competent in program administration	Staff trained and administrating the program to HUD satisfaction	2/28/06	ED/Human Resources/Department Heads
PHAS Training.	Staff understanding of PHAS is limited	Staff PHAS and MASS training to understand inter-department relationships of performance indicators	3/30/06	ED/Human Resources/Department Heads
Procurement and Inventory training to accomplish accountability for items purchased and stocked.	Staff are not accountable for items ordered	All items are accounted for and tracked to destination	2/28/06	ED/Finance Manager/Inventory Manager
Cross training on program requirements among employees.	Staff performance	Managers needs training in	2/28/06	ED/Human Resources

	not meeting expectations	overall program operation		
<b>2.5 Review, Develop and Implement Clear Staff Performance Standards. [Reference: HUD Guidebooks 701.1 &amp; 7401.7]</b>	Performance standards are unclear and not enforced	Staff performance standards are clearly outlined and enforced by management	2/28/06	ED/Human Resources
A. Develop position descriptions and performance standards;	Position descriptions and performance standards are inadequate	Position descriptions and standards are clear and understandable to staff	2/28/06	ED/Human Resources
B. Implement position performance standards.	Position descriptions and performance standards are inadequate	Position descriptions and standards are implemented	2/28/06	ED/Human Resources
C. Obtain employee signature and place a copy in their personnel file.	Personnel files don't contain new standards	New standards signed and personnel files completed	2/28/06	ED/Human Resources
D. Conduct evaluation of staff performance and document in accordance with Personnel Policy.	Evaluations not updated	New standards are applied to evaluations and completed for all staff	2/28/06	ED/Human Resources
E. Evaluate existing staff performance standards and revise as necessary to achieve acceptable performance.	Performance standards are unclear and not enforced	Staff performance standards are clearly outlined and enforced by management	2/28/06	ED/Human Resources
F. Initiate appropriate union negotiations to adopt revised position descriptions and performance standards in compliance with union contract and applicable state law.	Position descriptions and performance standards are	Position descriptions and standards are adopted by the union	5/30/06	ED/Human Resources

	inadequate			
G. All levels of disciplinary action documented and carried out promptly	Discipline not carried out in harmony with position standards	All disciplinary actions are enforced according to performance standards and descriptions	5/30/06	ED/Human Resources/Department Managers/Front Line Managers
<b>2.7 Recruit and hire a qualified Executive Director. [Reference: HUD Guidebooks 701.1 &amp; 7401.7, HA Personnel Policy, State Law]</b>				
	ED position lacks skills and abilities to lead RHA to standard performance levels	New ED with the qualifications to implement changes necessary to bring HA to standard performance levels hired and operating effectively	1/30/06	Board of Directors
A. Review the position description.	Position description inadequate	Revised position description adopted	1/30/06	Board of Directors
B. Develop a solicitation package.	Solicitation package incomplete	Solicitation package complete and fully descriptive of needed skill set	1/30/06	Board of Directors
C. Advertise locally, nationally, and in industry publications.	Advertising not begun	Advertising completed	1/30/06	Board of Directors
D. Review applications received; verify references; rank applicants.	Application review not begun	Application review completed	1/30/06	Board of Directors
E. Interview top ranking applicants.	Interviews not completed	Interviews completed	1/30/06	Board of Directors
F. Select best qualified and negotiate terms of offer.	Applicant not selected	Best applicant selected and offer negotiated	1/30/06	Board of Directors

G. Obtain Board approval.	Board approval not obtained	Board approves selected applicant	1/30/06	Board of Directors
H. Announce selection.	No selection announced	Selection announced	1/30/06	Board of Directors
I. Executive Director level performance and leadership reviewed annually	ED performance not reviewed annually	ED performance reviewed annually by the Board	1/30/06	Board of Directors
<b>2.8 Hire a Facility Manager to ensure HUD requirements met fully</b>	<b>No Facility Manager in place</b>	<b>Facility Manager is hired and operating within HUD standards</b>	<b>2/28/06</b>	<b>ED/Board of Directors</b>
Consolidate property management under one Asset Manager to better coordinate property management	Property Management is disorganized and not coordinated with maintenance & CFP	New Asset Manager coordinates property management with maintenance and CFP activities	2/28/06	ED/Board of Directors
Hire additional MIS staff to support agency needs and provide consistent IT support	Current single staff member inadequate for size of agency	MIS staff provides consistent and adequate support	2/28/06	ED/Board of Directors

Operational Area: **3. FINANCE AND PROCUREMENT**

PHAS Performance Targets		Baseline as of: 9/30/05	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target
<b>Indicator #:</b>	<b>Name:</b>					
2-1	Current ratio	NA	NA	NA	NA	NA
2-2	Expendable Fund Balance	NA	NA	NA	NA	NA
2-3	Tenant Receivable/Outstanding	NA	NA	NA	NA	NA
2-5	Expense Management/Utilities	NA	NA	NA	NA	NA
2-6	Net Income/Loss Divided by the Expendable Fund Balance	NA	NA	NA	NA	NA
<b>Targets and Strategies</b>						
		Baseline as of: 9/30/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
					ED/Finance Director	
<b>3.3 Reduce Tenant Receivables Outstanding (Average number of days tenant receivable are outstanding. The gross tenant accounts receivable at year end, divided by the total tenant revenue/ 365). [Reference: 24 CFR 902, Subpart C]</b>				2/28/06	ED/Finance Director	
A. Assure the rent collection policies include the following and are uniformly applied: (See also Performance Target 4.1)		Policies not updated or enforced consistently	Policies revised and enforced timely and consistently	2/28/06	ED/Finance Director	
1. Effective write-off policies		Policies not updated or enforced consistently	Policies revised and enforced timely and consistently	2/28/06	ED/Finance Director	
2. Use of collection agency		Policies not updated or enforced consistently	Policies revised and enforced timely and consistently	2/28/06	ED/Finance Director	
3. Home visits		Policies not updated or	Policies revised and enforced	2/28/06	ED/Finance Director	

	enforced consistently	timely and consistently		
4. Repayment Agreements	Policies not updated or enforced consistently	Policies revised and enforced timely and consistently	2/28/06	<b>ED/Finance Director</b>
				<b>ED/Finance Director</b>
<b>3.14 Allocate costs accurately among programs.</b> <b>[Reference: OMB Circular A-87]</b>	Cost allocation difficult to ascertain with current reporting practices	Redesign cost allocation process to accurately reflect program spending	2/28/06	<b>ED/Finance Director</b>
A. Develop/update the allocation plan.	Current plan out dated and incomplete	Allocation plan revised and completed	2/28/06	<b>ED/Finance Director</b>
B. Evaluate the impact and accuracy of the allocation plan.	Plan not properly evaluated	Allocation Plan evaluated as to whether it meets RHA needs	8.30/06	<b>ED/Finance Director</b>
D. Improve information provided to CFP, HOPE VI, and Department Heads	Department Heads not given allocation information needed for budgetary decisions	Managers have information needed to properly make decisions affecting their departments	2/28/06	<b>ED/Finance Director</b>
<b>3.15 Improve financial management of the PHA.</b> <b>[Reference: HUD Guidebooks 7510.1 &amp; 7475.1]</b>	Financial management inadequate for meeting FASS standards of operation	Finance department meeting all FASS operating standards	8/28/06	<b>ED/Finance Director</b>
A. Develop, adopt, and implement Financial Management Policies.	Financial Management policies incomplete and	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>

	ineffective			
1) Disposition policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
2) Capitalization policy	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
3) Collection Losses/Charge-off policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
1) Check Writing Authorization policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
2) Cash Overages/Shortages policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
3) Investments policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
4) Cash Management/Internal Procedures policy.	Financial Management policies incomplete and ineffective	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>
5) Petty Cash policy.	Financial Management policies incomplete and	New policies reflect all HUD standards of operation	2/28/06	<b>ED/Finance Director</b>

	ineffective			
B. Provide Accounting access to information needed to monitor and report financial data, including the insurance register	Accounting receives limited data from ED and other departments	Accounting receives data necessary to monitor and operate financial department	2/28/06	<b>ED/Finance Director</b>
C. Simplify accounting process and reporting to allow for better understanding of the information presented	Accounting processes are outdated and complex	Accounting processes are simple and easy to understand	2/28/06	<b>ED/Finance Director</b>
D. Provide tracking reports and controls to ensure funds are only spent in compliance with funding source requirements	Funds are commingled and insufficiently reported	Funds are tracked and controls ensure funding sources are properly expended	2/28/06	<b>ED/Finance Director</b>
<b>3.16 Improve timely submission of reports to HUD. [Reference: HUD Guidebook 7510.1]</b>	HUD reporting not completed in timely manner	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>
A. Budgets.	HUD reporting not completed in timely manner	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>
B. Statement of Operating Receipts and Expenditures Statement (SORES).	HUD reporting not completed in timely manner	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>
C. Financial Data Schedule (FDS).	HUD reporting not completed in timely manner	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>
D. Tenant Accounts Receivable (TAR)/Occupancy.	HUD reporting not completed in timely manner	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>
E. Performance Funding System (PFS) Adjustments.	HUD reporting not completed in timely	HUD reporting complete and on time	2/28/06	<b>ED/Finance Director</b>

	manner			
F. Obtain outside assistance with HUD report submission	Current staff skill set not able to complete HUD reporting in timely manner	Outside assistance would assist in HUD reporting and instruct staff in future reporting requirements	2/28/06	<b>ED/Finance Director</b>
<b>3.17 Provide PHA Technical Assistance and/or Training in Financial Planning. [Reference: OIG Issues]</b>	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	<b>ED/Finance Director</b>
A. Budgeting (PHA-wide, program specific and departmental).	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	<b>ED/Finance Director</b>
B. Financial Management:	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	<b>ED/Finance Director</b>
1) Include bookkeeping (formal) and cash management/internal controls for Finance Staff.	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	<b>ED/Finance Director</b>
2) Basic financial training for non-financial staff and Board.	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	<b>ED/Finance Director</b>
C. Performance Funding System (PFS).	Staff inadequately	Staff fully trained in HUD	8/30/06	<b>ED/Finance Director</b>

	trained in HUD and general accounting	and general accounting		
D. Financial Management Policies (Refer to Performance Target 3.15.)	Staff inadequately trained in HUD and general accounting	Staff fully trained in HUD and general accounting	8/30/06	ED/Finance Director
<b>Improve communication between departments to promote ownership of data</b>	<b>Poor communication between departments hampers financial data flow</b>	<b>Better lines of communication between departments promotes financial data flow and better planning for the RHA</b>	<b>2/28/06</b>	<b>ED/Finance Director</b>
<b>Improve interface between accounting and information systems, scheduled for implementation by the HA</b>	<b>Accounting and information systems do not interface adequately</b>	<b>Accounting and information systems fully integrated</b>	<b>5/30/06</b>	<b>ED/RHA Staff</b>

Operational Area:

**4. HOUSING MANAGEMENT**

PHAS Performance Targets		Baseline as of: 9/30/05	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target
Indicator #:	Name:					
3-1	Vacant Unit Turnaround Time	126	100	70	40	30
2-4	Occupancy Loss	10%	8%	7%	6%	5%
Targets and Strategies		Baseline as of: 9/30/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
4.1 Comply with current requirements regarding admission and occupancy of Public Housing. [Reference: 24 CFR 960.205; Public Housing Reform Act of 1998, Section 578; HUD Guidebook 7465.1, Chapter 5]		Current admissions and occupancy policies allow too many offers to tenants resulting in low occupancy	Effective and updated Admissions and occupancy policies eliminating three offer opportunity, with better screening.	2/28/06	ED/Admissions and Occupancy Staff – May require outside technical assistance.	
A. Review, and revise as necessary, the PHA’s Public Housing Management and Admissions and Occupancy policies to comply with current requirements of the Public Housing Reform Act of 1998. Include as a minimum:		Current admissions and occupancy policies inadequate	Admissions and occupancy policies updated and HA in full compliance	2/28/06	ED/RHA Staff	
1) Resident Charges List updated annually		Charges list out of date	Resident charges list updated and implemented	2/28/06	ED/RHA Staff	
2) Utility Allowances updated annually		Utility Allowance out of date	Utility allowance updated, documented, and implemented	2/28/06	ED/RHA Staff	
3) Rent Collection Policy updated and properly		Rent	Rent Collection	2/28/06	ED/RHA Staff	

enforced	Collection Policy outdated and not consistently enforced	Policy updated and consistently enforced		
4) Evaluate the feasibility of site-based waiting lists.	Waiting list is inaccurate, out-of-date, and inadequately implemented	Waiting list is updated, effective, and used effectively	2/28/06	ED/RHA Staff
5) Transfer Policy revised and handled by leasing staff instead of the ED	Transfers managed by the ED; policy inadequate	Policy updated and applied consistently by leasing staff	2/28/06	ED/RHA Staff
B. Post revised policies for 30-day comment period.	Policies not available to residents	Residents are apprised of changes to policies	2/28/06	ED/RHA Staff
C. Adopt and implement revised policies.	Policies inadequate	Policies updated and adopted	2/28/06	ED/RHA Staff
D. Provide training on revised policies to staff. Take the transfers responsibility from the ED and give to leasing staff.	Staff are inadequately trained in policies	Staff are trained in and executing transfers correctly	2/28/06	ED/RHA Staff
E. Communicate with residents regarding the impact of revised policies. (See Performance Target 6.3)	Residents are informed of policies	Residents are informed of policies	2/28/06	ED/RHA Staff
<b>4.2 Reduce vacancy loss. [Reference: Public Housing Reform Act of 1998]</b>	10%	5%	9/30/06	ED/RHA Staff
A. Analyze vacancy trends and root causes.	Vacancy at unacceptably high levels	Vacancy loss causes identified and addressed	9/30/05	ED/RHA Staff
B. Develop and implement a plan to address problems identified	No plan in place to address problems	Plan developed and implemented	2/28/06	ED/RHA Staff

C. Establish method for routine coordination between maintenance, occupants and leasing staffs.	Poor communication creating long delays in leasing	System created that reduces vacancy loss and facilitates communication	2/28/06	ED/RHA Staff
<b>4.3 Reduce vacant unit turnaround time. [Reference: 24 CFR 901.10 &amp; 902.43(a)(1)]</b>	126 days unit turnaround	30 days unit turnaround	5/30/06	ED/RHA Staff
A. Use existing ECS Vacancy and Unit Turnaround log to coordinate between maintenance and leasing staffs:	ECS log not being used	ECS log implemented consistently to reduce turnaround time	2/28/06	ED/RHA Staff
1) Date the unit becomes vacant;	Not recorded	Recorded in ECS	2/28/06	ED/RHA Staff
2) Date the unit is assigned to maintenance or deferred to modernization;	Not recorded	Recorded in ECS	2/28/06	ED/RHA Staff
3) Date completed by maintenance and returned to occupancy;	Not recorded	Recorded in ECS	2/28/06	ED/RHA Staff
4) Date Leased;	Not recorded	Recorded in ECS	2/28/06	ED/RHA Staff
5) Total number of turnaround days;	126 days	30 days	2/28/06	ED/RHA Staff
6) Total number of maintenance days exempted for capital fund or for other reasons;	Not recorded	Recorded in ECS	2/28/06	ED/RHA Staff
7) Average number of calendar days units were in down time;	12 days	2 days	2/28/06	ED/RHA Staff
8) Average number of calendar days units were in make-ready time;	15 days	15 days	2/28/06	ED/RHA Staff
9) Average number of calendar day's units was in lease up time.	99 days	7 days	2/28/06	ED/RHA Staff
B. Develop a plan to address making viable units market ready. Include repairs and upgrades needed to meet current market standards. (See Performance Targets 4.2 and 7.1.)	Inadequate plan in place	Plan revised and implemented	2/28/06	ED/RHA Staff
C. Identify units that need to be deferred to modernization or demolished/disposed of.	No consistent plan for identifying	Modernization/demotion units identified	2/28/06	ED/RHA Staff

	units for modernization	consistently		
D. Evaluate the feasibility of contracting vs. in-house vacancy prep by maintenance.	No evaluation implemented	Evaluation completed and appropriate actions taken	2/28/06	ED/RHA Staff
E. Improve coordination between maintenance & management to:	Coordination occurs only between individual staff members	Policy of consistent coordination created and implemented	2/28/06	ED/RHA Staff
1) Provide projected availability dates;	No consistent coordination exists	Coordination created and implemented	2/28/06	ED/RHA Staff
2) Schedule move-in inspection in a timely manner;	No consistent coordination exists	Coordination created and implemented	2/28/06	ED/RHA Staff
3) Prioritize vacant unit prep to ensure waiting list needs are met;	No consistent coordination exists	Coordination created and implemented	2/28/06	ED/RHA Staff
4) Notify applicants in a timely manner to minimize lease up time; Notify multiple applicants and rent to the first to respond and qualify	Applicants are given too much time to respond to offers of housing	Multiple applicants are notified and the first to respond and qualify becomes a resident	2/28/06	ED/RHA Staff
5) Minimize downtime by notifying maintenance of vacancies promptly.	No consistent coordination exists	Coordination created and implemented	2/28/06	ED/RHA Staff
F. Submit an updated Vacant Unit Turnaround Log to Board/HUD.	No log is submitted to the Board/HUD	Vacant Unit Turnaround Log submitted monthly.	2/28/06	ED/RHA Staff
<b>4.5 Develop and maintain waiting list in accordance with Admissions and Occupancy Policy. [Reference: HUD Guidebook 7465.1; Public Housing Reform Act of</b>	Waiting list is outdated and improperly maintained	Waiting list is revised and maintained in accord with	2/28/06	ED/RHA Staff

<b>1998]</b>		HUD regulations		
Develop all application files in accordance with Admissions and Occupancy Policy.	Files are not in compliance with ACOP	Application files in full compliance with revised ACOP	2/28/06	ED/RHA Staff
Develop formal letter of eligibility/ineligibility.	Letter not in accord with ACOP	Letter in compliance with Revised ACOP	2/28/06	ED/RHA Staff
Develop formal letter of offer for vacant units- offer vacant unit to three applicants at a time, renting to the first completed	Only one applicant notified, and given too long to respond	Multiple applicants notified; first to respond becomes a resident	2/28/06	ED/RHA Staff
D. Develop transfer list in accordance to Admissions and Occupancy Policy.	Transfers not ACOP compliant, and handled by ED alone	Transfers ACOP compliant, handled by leasing staff	2/28/06	ED/RHA Staff
E. Purge waiting list every twelve months.	Waiting list not updated	Waiting list purged and updated regularly	2/28/06	ED/RHA Staff
<b>4.7 Conduct Annual Re-exams in a timely manner. [Reference: 24 CFR 960.209, 990.113]</b>	Re-exams are not completed timely	Annual re-exams are conducted timely	8/30/06	ED/RHA Staff
A. Use ECS tracking register for annual re-exams and inspections.	Tracking register not being used	Tracking register used to ensure timely re-exams	2/28/06	ED/RHA Staff
B. Coordinate and assemble application-reexamination packets.	Packets not assembled or used consistently	Packets assembled and used in re-examinations	2/28/06	ED/RHA Staff
C. Conduct interviews and review documentation submitted by residents and obtain "release of information," HUD-9886 form.	Interviews and documentation not executed consistently	Interviews and documentation consistently executed	5/30/06	ED/RHA Staff
D. Mail "release of information" HUD-9886 forms to third	3 <sup>rd</sup> party verifications	3 <sup>rd</sup> party verification	5/30/06	ED/RHA Staff

party sources.	not obtained properly	executed correctly		
E. Log receipt of income verification forms and other documentation (i.e. assets, deductions) for each resident.	Inadequately tracked resident re-exams	Resident re-examinations documented properly	2/28/06	ED/RHA Staff
F. Assess all occupancy files for accuracy and required documentation and develop SOPs for their maintenance	Files poorly maintained and organized	Files properly maintained and organized	2/28/06	ED/RHA Staff
G. Complete calculation of income, assets, and deductions; prepare lease addendum, HUD 50058s. Execute required documents, as applicable.	File maintenance renders verification difficult	Documents maintained that allow proper calculations on a consistent basis	2/28/06	ED/RHA Staff
H. Provide 30-day notice of rent change.	Rent changes are not documented in files consistently	Document notices of rent change in files consistently	2/28/06	ED/RHA Staff
<b>4.8 Submit required reports to HUD on a timely basis (e.g. HUD Form 50072 (TAR), HUD Form 51234). [Reference: HUD Guidebooks 7465.1, 7475.1]</b>	Certifications not supported by documentation	Documentation supports all scores certified to HUD	5/30/06	ED/RHA Staff
A. Develop and implement plan to improve MTCS and PIC reporting accuracy, including supporting documentation	Reporting accuracy and documentation insufficient to confirm MASS scores	A team identifies and mitigates issues negatively impacting performance; MASS scores up to Standard	5/30/06	ED/RHA Staff
<b>B. Monitor and report performance to ED monthly</b>	<b>ED completes all MASS scores personally; Department heads not involved in the process</b>	<b>Performance tracked and reported monthly to the ED</b>	<b>5/30/06</b>	<b>ED/RHA Staff</b>
<b>Assess staff training needs on proper procedures for</b>	<b>Staff requires</b>	<b>Staff fully</b>	<b>2/28/06</b>	<b>ED RHA Staff</b>

<b>accurate determination of income and rent and re-certification procedures</b>	<b>additional training in calculations and procedures</b>	<b>trained in determination of income and rent and re-certification procedures</b>		
<b>Evict tenants owing delinquent rent and old site managers accountable for reducing tenant accounts receivable at assigned developments</b>	<b>Tenants not evicted consistently and timely</b>	<b>Tenants evicted in accord with ACOP</b>	<b>2/28/06</b>	<b>ED/RHA Staff</b>
<b>Perform viability analysis to determine the best use configuration of the impacted developments with high vacancies and damage</b>	<b>No viability analysis currently performed</b>	<b>Viability analysis regularly reviewed and appropriate action taken</b>	<b>8/30/06</b>	<b>ED RHA Staff</b>

Operational Area:

**5. PROPERTY MAINTENANCE**

PHAS Performance Targets		Baseline as of 9/30/05	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target
Indicator #:	Name:					
<b>1</b>	<b>Physical Conditions</b>	NA				
<b>3-3a</b>	<b>Emergency WOs</b>	Certification not supported	100%	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>3-3b</b>	<b>Non-emergency WOs</b>	NA	NA	<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>3-4a</b>	<b>Unit inspections</b>	Inspections not compliant with UPCS	Perform comparative analysis with local building codes	<b>50%</b>	<b>75%</b>	<b>100%</b>
<b>3-4b</b>	<b>System inspections</b>	Inspections not compliant with UPCS	Perform comparative analysis with local building codes	<b>50%</b>	<b>75%</b>	<b>100%</b>
Targets and Strategies		Baseline as of: 9/30/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
<b>5.1 Enhance staff qualifications and capabilities. [Reference: 24 CFR 5.701-705]</b>		Staff inadequately trained in inspections and work order completion	Staff trained in new inspection standards and work order completion	<b>2/28/06</b>	<b>Maintenance Director</b>	
Provide training on REAC inspection procedures and standards, including a revised listing of systems to inspect		Systems are not inspected in compliance with UPCS	Complete list of systems inspected to ensure UPCS compliance	2/28/06	Maintenance Director	
<b>5.2 Improve Work Order (WO) Performance. [Reference: 24 CFR 901.25, 902.43(a)(4)]</b>		Unable to confirm	WO Performance documented correctly	1/30/06	Maintenance Director	
A. Complete all Vacancy Preparation WO's in compliance with UPCS or more stringent local		15 days	15 days	2/28/06	Maintenance Director	

standards.				
B. Identify deficiencies and revise work order form. Form should, at a minimum, be sequentially numbered and include:	Work order form does not capture enough information	Capture information	12/30/05	Maintenance Director
1) Start date/time;	Not captured	Captured	12/30/05	Maintenance Director
2) Complete date/time;	Not captured	Captured	12/30/05	Maintenance Director
3) Emergency abatement date/time;	Not captured	Captured	12/30/05	Maintenance Director
4) Tenant charges;	Not captured	Captured	12/30/05	Maintenance Director
5) Material use/cost.	Not captured	Captured	12/30/05	Maintenance Director
6) Obtain Employee signature of completion	Not captured	Captured	12/30/05	Maintenance Director
C. Submit updated Work Order Log monthly to Board/HUD.	Log not submitted	Log submitted monthly	12/30/05	Maintenance Director
<b>5.3 Improve Maintenance operations. [Reference: PIH Notice 97-36, 64 FR 33708 dated 6/23/99]</b>			12/30/05	Maintenance Director
A. Develop a Maintenance Plan to include, as a minimum, the following:	Plan inadequately developed	Revised plan created and implemented	12/30/05	Maintenance Director
1) WO Procedures.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
2) Schedule for Inspections of units, buildings, sites, and systems.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
3) Inventory Controls.	Incompletely explained in Plan	Spelled out and explained in Plan, including actual controls to prevent theft or abuse.	12/30/05	Maintenance Director
4) Work Schedules.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
5) Vacancy Preparation.	Incompletely explained in	Spelled out and explained in Plan	12/30/05	Maintenance Director

	Plan			
6) Scheduled Preventive Maintenance.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
7) Service Contracts.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
8) Purchase Order/Blanket Purchase Order.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
9) Action plan relating to contracting vs. in-house.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
10) Annual Maintenance Budget.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
11) UPCS Inspection Criteria for buildings/systems.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
12) Quality control procedures (inspections, quality of work, wrench time, etc.)	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
13) Cyclical maintenance schedule, to include curb appeal issues.	Incompletely explained in Plan	Spelled out and explained in Plan	12/30/05	Maintenance Director
B. Implement the Maintenance Plan	Plan not acted upon	Revised Plan executed	12/30/05	Maintenance Director
C. Assess the effectiveness of the Maintenance Plan and adjust as needed.	Plan not regularly assessed	Plan revised as needed	11/30/06	Maintenance Director
<b>5.4 Inspect all buildings, sites, and systems annually, in compliance with UPCS standards. [Reference: 24 CFR 901.30, 902.23, 902.43(a)(5)]</b>	Current inspections inadequate for UPCS	Inspections completed in compliance with UPCS standards	2/28/06	Maintenance Director
A. Identify all buildings, sites, and systems to be inspected according to the PHA's Maintenance plan.	Current inspections inadequate for UPCS	Inspections completed in compliance with UPCS standards	2/28/06	Maintenance Director

1) Revise current systems inspection list to include all systems.	Current inspections list not inclusive of all systems	Systems inspections list includes all systems	2/28/06	Maintenance Director
B. Develop a systems inspection schedule.	Inadequate systems inspection schedule	Schedule includes all information necessary to document completed inspection	2/28/06	Maintenance Director
C. Submit monthly report summary of progress to Board/HUD.	Reports not submitted to Board/HUD regularly	Reports submitted to Board/HUD monthly	2/28/06	Maintenance Director
<b>5.6 Ensure 100% of dwelling units are inspected annually using UPCS and/or more stringent local code.. [Reference: 24 CFR 901.30, 902.23, 902.43(a)(5)]</b>	Current inspections inadequate for UPCS	Inspections completed in compliance with UPCS standards	2/28/06	Maintenance Director
Conduct an analysis and determine the most stringent inspection code (Federal (UPCS), state or local housing or occupancy code).	No comparison exists	Comparison completed and implemented	2/28/06	Maintenance Director
Develop standardized inspection form for dwelling units using UPCS and/or more stringent local code.	Inspection form inadequate	Inspection form revised and implemented	2/28/06	Maintenance Director
Ensure that quality control inspections are completed.	Inspections undocumented	Inspections completed and recorded	2/28/06	Maintenance Director
Ensure that work identified by the inspections is entered on the WO tracking log/system.	Inadequately documented	Work entered into the system and tracked properly	2/28/06	Maintenance Director
Develop a unit inspection schedule.	Inadequate schedule in place	Schedule tracks all necessary information	2/28/06	Maintenance Director
Submit monthly report of progress to Board/HUD.	Reports not being submitted to Board/HUD regularly	Monthly reports submitted to Board/HUD.	2/28/06	Maintenance Director

<b>5.7 Develop effective Inventory Control System for Maintenance. [Reference: HUD Guidebook 7510.1]</b>	Inventory controls inadequate	Procedures for inventory control revised and implemented	5/30/06	Maintenance Director
Implement effective checks and balances, as the person who orders parts also receives and stocks and issues parts from inventory.	Lack of accountability and tracking	Accountability and tracking procedures revised and implemented	5/30/06	Maintenance Director
Establish procedures for security of supplies; install hardware as necessary.	Supplies are vulnerable and security inadequate	Hardware and procedures in place that secure supplies at all times	5/30/06	Maintenance Director
<b>5.8 Improve communications between maintenance, other PHA departments, and residents. [Reference: HA Maintenance Plan]</b>	Poor communication reduces efficiency	Interdepartmental and resident lines of communication are open and procedurally established	2/28/06	Maintenance Director
A. Conduct meetings as necessary between Maintenance Management and key maintenance staff for the purpose of discussing current maintenance issues, workload and conformance with maintenance plan, etc.	Meetings are informal and incomplete	Agendas for meetings are distributed prior to meeting; Decisions documented	2/28/06	Maintenance Director
B. Assure Maintenance Supervisor attends management staff meetings with ED and other key staff to present and discuss maintenance needs and performances.	Communication between departments is poor and lacks a spirit of cooperation	Department managers talk freely and cooperate for the good of RHA	2/28/06	Maintenance Director
C. Coordinate work identified through the inspection and WO system between the maintenance and capital fund staff.	Coordination between CF staff and Maintenance is inadequate	Create a plan that coordinates CF and Maintenance projects smoothly and efficiently	5/30/06	Maintenance Director

D. Conduct resident meetings to educate them on HA maintenance procedures, capital improvements, and life safety issues, such as maintaining smoke detectors in proper operating condition.	No resident meetings were documented	Hold meetings to educate residents on a regular basis	8/30/06	Maintenance Director
E. Report results of meetings in monthly status/ progress reports.	No resident meetings were documented	Report results of meetings to Board/HUD and ED	8/30/06	Maintenance Director

Operational Area:

**6. RESIDENT SERVICES AND INITIATIVES**

<b>PHAS Performance Targets</b>		<b>Baseline as of: 9/30/05</b>	<b>1<sup>st</sup> qtr Performance Target</b>	<b>2<sup>nd</sup> qtr Performance Target</b>	<b>3<sup>rd</sup> qtr Performance Target</b>	<b>Final Performance Target</b>
<b>Indicator #:</b>	<b>Name:</b>					
<b>4</b>	<b>Resident satisfaction</b>	9				<b>10</b>
<b>3-5</b>	<b>Economic self sufficiency</b>	NA				<b>NA</b>
<b>Targets and Strategies</b>						
<b>Targets and Strategies</b>		<b>Baseline as of: 9/30/05</b>	<b>Final Performance Target</b>	<b>Estimated Completion Date</b>	<b>Lead staff for PHA and HUD</b>	
<b>6.1 Increase customer satisfaction based on the results of the REAC Customer Satisfaction Survey. [Reference: 24 CFR Part 984; PIH Notice 93-23]</b>		Residents were dissatisfied with RHA performance	Residents reasonably satisfied with quality of life at RHA	11/30/06	<b>ED/RHA Staff</b>	
A. Implement the Follow-Up action plan.		RHA unable to document that they have acted upon the previous Corrective Action plan	Document compliance with the Follow-up Action Plan	2/28/06	ED/RHA Staff	
B. Prepare for and promote the next annual REAC Customer Satisfaction Survey.		No preparations evident	Prepare and distribute survey	2/28/06	ED/RHA Staff	
<b>6.3 Improve communication between management and residents to improve customer satisfaction. [Reference: Public Housing Reform Act of 1998]</b>		Communication inconsistent and inadequate	Open and regular communication promoted	2/28/06	<b>ED/RHA Staff</b>	
A. Promote active resident organizations and activities encouraging a self-sufficiency environment.		No resident organizations documented	Resident organizations actively promoted by RHA	5/30/06	ED/RHA Staff	
B. Distribute information on current activities to all		Information distribution	Information updated and	2/28/06	ED/RHA Staff	

residents on an on-going basis and provide a copy to HUD. Update bulletin boards on monthly basis in all developments.	inconsistent and irregularly updated	distributed to residents and posted on bulletin boards		
C. Develop a process for effectively addressing and resolving correctable resident dissatisfaction items.	Resident dissatisfaction inadequately addressed	Residents issues addressed and resolved where possible	5/30/06	ED/RHA Staff
D. Meet with resident leadership on a regular (e.g. monthly) basis.	No resident leadership meetings documented	Resident leadership included in regular meetings	5/30/06	ED/RHA Staff
E. Provide monthly progress report to Board/HUD.	No reports made	Resident services reports regularly made to Board/HUD	5/30/06	ED/RHA Staff

Operational Area: **7. CAPITAL FUNDS**

PHAS Performance Targets		Baseline as of: 9/30/05	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target
<b>Indicator #:</b>	<b>Name:</b>					
3-2a	Funds unexpended	NA	NA	NA	NA	NA
3-2b	Funds unobligated	Unable to Confirm	Fully documented	Fully documented	Fully documented	Performance Confirmed
3-2c	Quality of work	NA	NA	NA	NA	NA
3-2d	Contract administration	Unable to Confirm	Fully documented	Fully documented	Fully documented	Performance Confirmed
3-2e	Budget controls	Inadequate	Budget controls in place	Budget controls in place	Budget controls in place	Budget controls in place
<b>Targets and Strategies</b>						
		Baseline as of: 9/30/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
<b>7.7 Establish more effective budget controls, HOPE VI, and capital fund tracking procedures. [Reference: 968.320, 902.43(a)(2)]</b>		Commingling of funds makes tracking difficult and inadequate	Clear budgetary controls and documentation in place and operational	5/30/06	ED/CF Director	
A. Assure proper authorization and training of personnel accessing LOCCS.		Staff inadequately trained	Staff trained and properly authorized	5/30/06	ED/CF Director	
B. Develop an effective capital fund tracking procedure.		Current procedure does not track CF funds effectively	CF funds are tracked to ensure full accountability and fund security	5/30/06	ED/CF Director	
C. Submit P&E/semi-annual progress reports on a timely basis.		Reports not submitted timely	Reports submitted in a timely manner	5/30/06	ED/CF Director	
D. Update obligations & expenditures quarterly and call into LOCCS.		Obligations and expenditures not updated	Obligations and expenditures updated quarterly	5/30/06	ED/CF Director	

**Comment [DBS1]:** According to our report, we had no information on their LOCCS stuff so we don't know how they do there.

	consistently			
<b>7.8 Address and clear all Modernization findings and observations from previous reviews, audit findings, court orders, HUD reviews, and COE findings/deficiencies. [Reference: 24 CFR 85.40]</b>	Documentation of progress incomplete	Progress in previous reviews documented in financial records	11/30/06	ED/CF Director
A. Develop a schedule/plan for resolving findings.	Plan for resolving findings undocumented	Resolution of findings completed and documented	11/30/06	ED/CF Director
B. Report status and methods of resolution in monthly status/progress reports to HUD.	Status reports not being submitted	Monthly status reports submitted to HUD	11/30/06	ED/CF Director
<b>7.9 Comply with ADA/Section 504 requirements. [Reference: 24 CFR 968.110(a); PIH Notice 99-52]</b>	Inadequate	Completed	11/30/06	ED/CF Director
A. Develop/update Self Assessment, Needs Assessment and Transition Plan(s).	Not documented	Find or develop document.	5/30/06	ED/CF Director
B. Report progress on implementation of Transition Plan.	Status unknown	Plan Completed	11/30/06	ED/CF Director
C. Comply with existing Voluntary Compliance Agreement (VCA), where applicable.	If 504 VCA Transition needed implement VCA	Work Prioritized/ Completed by VCA deadlines	11/30/06	ED/CF Director
<b>7.12 Comply with energy audit requirements. [Reference: 24 CFR 965.302]</b>	No energy audits are being performed	Energy audits performed and performance monitored	2/28/06	ED/CF Director
A. Incorporate results of Energy Audit in five-year plan.	Energy audit results not included in 5-year plan	Energy component included in 5-year plan	2/28/06	ED/CF Director
B. Determine feasibility of Energy Performance contracting.	Energy Performance contracting	Energy performance contracting	5/30/06	ED/CF Director

	unexplored as an option	considered and implemented if viable		
<b>7.14 Reduce the findings and risk of findings in the administration of capital funds programs. [Reference: 24 CFR 85.36; HA Procurement Policy]</b>	Inadequate controls leave RHA vulnerable to risk	Adequate controls maintain a low level of risk of contract and budgetary findings	2/28/06	ED/CF Director
A. Develop effective contract administration procedures for the Architect-Engineer (A/E).	A/E contract is out-dated	Revise A/E contract or issue RFP for new A/E	2/28/06	ED/CF Director
B. Comply with Procurement Policy and CFR 85.36.	Inadequate controls in procurement and commingled inventory	Controls in procurement ensure funds are used exclusively for CF projects	2/28/06	ED/CF Director
C. Establish periodic (Weekly, monthly, etc.) progress meetings with A/E & PHA.	Ineffective communication between A/E and PHA	Frequent meetings and open communication between A/E and PHA	2/28/06	ED/CF Director
D. Establish quality control(s) during preparation and development of Construction Contract Documents.	HA has difficulty ensuring quality of contractors work	Contracts ensure contractors' accountability for work quality and include penalties for poor performance	2/28/06	ED/CF Director
E. Develop effective PHA procedures for administering the A/E contract. (See Performance Target 3.18)	HA has difficulty ensuring quality and timeliness of A/E work	Contracts ensure A/E accountability for work quality and include penalties for late submissions and	2/28/06	ED/CF Director

		poor performance		
F. Monitor compliance with A/E Contract/Agreement.	HA has difficulty enforcing compliance	Contract compliance is monitored and enforced	2/28/06	ED/CF Director

**Operational Area: 8. SECURITY**

<b>PHAS Performance Targets</b>		Baseline as of: 9/30/05	1 <sup>st</sup> qtr Performance Target	2 <sup>nd</sup> qtr Performance Target	3 <sup>rd</sup> qtr Performance Target	Final Performance Target
<b>Indicator #:</b>	<b>Name:</b>					
<b>3-6a</b>	<b>Reporting and tracking crime</b>	<b>Inadequate</b>	<b>Develop Process</b>	<b>Track Crime</b>	<b>Track Crime</b>	<b>Adequate</b>
<b>3-6b</b>	<b>Applicant screening</b>	<b>NA</b>				<b>NA</b>
<b>3-6c</b>	<b>Lease enforcement</b>	<b>Inadequate</b>	<b>Enforce Rent Collection</b>	<b>Enforce Rent Collection</b>	<b>Enforce Rent Collection</b>	<b>Adequate</b>
<b>3-6d</b>	<b>Grant management</b>	<b>NA</b>				<b>NA</b>
<b>Targets and Strategies</b>						
		Baseline as of: 9/30/05		Estimated Completion Date	Lead staff for PHA and HUD	
<b>8.1 Reduce crime and improve the quality of life in the PHA's developments. [Reference: Public Housing Reform Act of 1998; 24 CFR Part 84 &amp; 761]</b>		<b>High crime rate at many RHA developments</b>	<b>Crime rate reduced and security options in place</b>	<b>11/30/06</b>	<b>Executive Director/Designee/Housing Managers</b>	
A. Revise procedures to accurately track and report crime in each development.		Current procedures fail to track crime	Effective procedures in place that track and report crime consistently	2/28/06	Executive Director/Designee/Housing Managers	
1) Identify physical security needs (e.g. alarms, fencing, barriers, etc.)		Physical needs un-assessed	Physical security needs identified and addressed adequately	5/30/06	Executive Director/Designee/Housing Managers	
2) Identify risk for domestic violence, youth at risk, etc.		Unidentified	Risks assessed	2/28/06	Executive Director/Designee/Housing Managers	
3) Identify need for security patrols or surveillance.		No security patrols or surveillance in place	Needed patrols or surveillance implemented	2/28/06	Executive Director/Designee/Housing Managers	
B. Evaluate the effectiveness of Police Services provided by local Law Enforcement Agency.		Tracking of police services inadequate	Police Services tracked and adjustments	2/28/06	Executive Director/Designee/Housing Managers	

		made as necessary		Managers
1) Identify services provided under the Cooperation Agreement.	Cooperation Agreement not updated or enforced	Updated Agreement acted upon by law enforcement in the community	2/28/06	Executive Director/Designee/Housing Managers
C. Develop a security program for each development with input from residents and local law enforcement agencies.	No security programs in place	Security programs developed with the help of residents and law enforcement agencies	5/30/06	Executive Director/Designee/Housing Managers
D. Implement the security program.	No security programs in place	Security programs implemented by RHA, residents, and the law agencies	5/30/06	Executive Director/Designee/Housing Managers
E. Evaluate the effectiveness of the security program and modify as appropriate.	No security programs in place	Regularly evaluate the security programs with input of residents and law enforcement agencies	11/30/06	Executive Director/Designee/Housing Managers
				Executive Director/Designee/Housing Managers
<b>8.2 Establish and maintain awareness of security issues. [Reference: Public Housing Reform Act of 1998]</b>	Inadequate security awareness	Security is made a priority at RHA	2/28/06	Executive Director/Designee/Housing Managers
A. Develop a system of communication which will enable the PHA to be aware of all law enforcement services active in its communities.	No organized communication system exists	An accessible and open line of communication will exist for the reporting of	2/28/06	Executive Director/Designee/Housing Managers

		crimes and security concerns		
B. Board to adopt resolution for tracking crime and crime related problems.	Current resolution is not enforced	Resolution revised and enforced consistently	2/28/06	Executive Director/Designee/Housing Managers
Develop system for tracking and reporting crime.	No current system in place	System for tracking and reporting crime in place and functional	2/28/06	Executive Director/Designee/Housing Managers
Periodically obtain a report of crimes and incidents reported to local Law Enforcement. Report should be organized by development.	No current report received	Report of crimes and incidents received from local law enforcement	2/28/06	Executive Director/Designee/Housing Managers
Use the reports to adjust security strategies as needed.	No current report received	Report used to regularly assess security needs	5/30/06	Executive Director/Designee/Housing Managers
Submit reports monthly to Board/HUD.	No current report received	Report of crimes and incidents submitted to Board/HUD	5/30/06	Executive Director/Designee/Housing Managers
				Executive Director/Designee/Housing Managers
<b>8.5 Pursue non-HUD funded programs to foster drug prevention and crime reduction. [Reference: 24 CFR Part 84 &amp; 761]</b>	No drug prevention/ crime reduction programs in place	Programs for drug prevention/ crime reduction acquired and implemented	5/30/06	Executive Director/Designee/Housing Managers
A. Identify potential non-HUD funded programs.	No drug prevention/ crime reduction programs in place	Search grant resources and community action groups for programs for drug prevention/ crime reduction	5/30/06	Executive Director/Designee/Housing Managers

B. Apply for, or establish partnerships with, non-HUD funded programs.	No drug prevention/ crime reduction programs in place	Pursue above resources with programs for drug prevention/ crime reduction	5/30/06	Executive Director/Designee/Housing Managers
C. Develop a tracking system.	No drug prevention/ crime reduction programs in place	Track programs for drug prevention/ crime reduction that are acquired for participation and effectiveness	5/30/06	Executive Director/Designee/Housing Managers
D. Periodically evaluate the effectiveness of funded programs.	No drug prevention/ crime reduction programs in place	Programs for drug prevention/ crime reduction regularly evaluated for participation and effectiveness	11/30/06	Executive Director/Designee/Housing Managers

**Operational Area:**

**9. MANAGEMENT INFORMATION SYSTEMS**

<b>Targets and Strategies</b>	<b>Baseline as of: 9/30/05</b>	<b>Final Performance Target</b>	<b>Estimated Completion Date</b>	<b>Lead staff for PHA and HUD</b>
<b>9.1 Resolve problems with existing MIS.</b>	Inadequate staffing and support	Staffed and supported to maintain operation	3/30/06	ED/Staff
A. Obtain services of certified or properly trained MIS Manager	Not currently on staff	Services in place	3/30/06	ED/Deputy Director/Finance Manager
B. Identify party responsible for MIS planning, policies and procedures, including backup systems and security development.	Policies and procedures not in place	Policies and procedures being followed.	3/30/06	ED/Deputy Director/Finance Manager
C. Resolve existing reporting problems.	MIS Reports not accurate or being used	Reconcile reports and use systems to improve management monitoring and reporting	3/30/06	ED/Deputy Director/Finance Manager/Department Managers
D. Verify data integrity.	No Quality Control Process	Implement QA Process before submittal	3/30/06	Deputy Director/Finance Manager
E. Establish appropriate internal controls to ensure data integrity.	No internal Controls in place	Review data samples as data is prepared	3/30/06	Deputy Director/Finance Manager/Department Managers
F. Train staff on existing MIS capabilities and features.	Inadequate staff knowledge of use of system	Implement reporting features of system	3/30/06	Software vendor assistance necessary
<b>9.3 Position PHA to conduct business electronically.</b>	Inadequate	Completed	3/30/06	ED/Staff
A. Identify party responsible for MIS planning and development.	Inadequate	Completed	3/30/06	ED/Staff
B. Forecast requirements for the next three years. Include standard office software, e-mail, LAN/WAN, and Internet	No plan in place	Budget plan in place	3/30/06	ED/Staff

access in addition to need for proprietary software.				
C. Estimate resources (funds, manpower) needed to meet hardware, software, and connectivity requirements.	No plan in place	Budget plan in place	3/30/06	ED/Staff
D. Identify source of funding for each requirement.	Source and uses not identified	Insure proper allocation of costs so as not to overburden CFP	3/30/06	ED/Staff
E. Procure (in compliance with PHA procurement policy) and install the system, components or software enhancements.	If new system needed	Completed	3/30/06	ED/Staff
F. Train staff on new system.	Inadequate	Completed	3/30/06	ED/Staff
G. HUD will provide Technical Assistance as needed.	Inadequate	Completed	3/30/06	ED/Staff
			3/30/06	
<b>9.4. Resolve problems with PHA access and use of HUD systems.</b>	Staff usage limited to MIS clerk	ED approved listing of users and access rights	3/30/06	ED/Staff
A. Determine PHA access needs and status.	Access not adequate to insure accurate reporting by department for MASS, FASS, RASS	Determine responsibilities for each reporting element and document for accountability	3/30/06	ED/Staff
B. Obtain appropriate passwords, IDs, guidebooks.	Not documented who has access or determined who should have access	Train responsible staff and obtain access	3/30/06	ED/Staff
C. Provide technical assistance and training on HUD systems.	Inadequate	Completed	3/30/06	ED/Staff