

WELFARE TO WORK STRATEGIC PLAN
ANN ARBOR HOUSING COMMISSION
January 1, 2002 – December 31, 2002

GOALS & ACTIONS	KEY DATES	LEAD	STRATEGY AND SUCCESS MEASURES
Leasing			
Increase utilization rate to between 98% and 100% of allocation <ul style="list-style-type: none"> • Consider expanding jurisdiction to increase available rentals • Provide “good tenant” training and certification. • Join local apartment owners association • Continue landlord outreach and inducement measures. 	March 30, 2002 July 1, 2002 March 30, 2002 Ongoing	C. Telfer C. Telfer C. Telfer Ongoing	Strategy is to increase number of participating landlords to increase utilization of vouchers. Strategy is to improve tenant skills and use as a selling point for prospective landlords, success measures will include number of participants, decrease number of participants terminated for program violations involving lease violations, and new landlords willing to lease to Section 8 recipients. To provide an avenue through which to promote Section 8 to area landlords, thereby increasing our stock of participating landlords. Increased choice for section 8 voucher holders and increased lease up utilization rate.
Maintain Leasing rate at greater than 95% <ul style="list-style-type: none"> • Maintain ready pool of applicants • Screen/brief applicants monthly 	Ongoing January 2002	L. Clerkley L. Clerkley	Strategy: to have eligible participants ready and reduce lease up time, increasing utilization and reducing days between loss of a voucher and lease up of a new family. Measurement: Maintaining utilization and reduction of lease up time.

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Participant Success			
Obtain & Retain 85%-90% Employment rate of participating families	January 2002 and forward	L. Clerkley	Strategy: to guide participants to self-sufficiency through stable employment and increased earnings. Measurement: Length of time employed at same company, promotions of new jobs that provide money salary and/or benefits. Employment rate percentage of participants based on quarterly review of status.
Change Approach with Families to increase success of program <ul style="list-style-type: none"> • Have regular (monthly) contact to monitor status of non-working families • Require participation in empowerment, training, and career preparation workshops. • Semi-monthly newsletters to WtW clients, featuring successful participants, workshops and misc. 	January 2002 and ongoing March 2002 and ongoing February 2002	L. Clerkley L. Clerkley L. Clerkley	Provide support and encouragement as well as monitoring of employment and educational improvements. Strategy: to provide skill development through training that will improve market ability and or job retention and promotability. Measurement: Number of participants attending workshops and job stability factors. Strategy: Improve communication, applaud efforts and accomplishments of participants Measure: Newsletters actually go out every other month.

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<p>Design a banquet of personal/Career development opportunities for participants to take advantage of.</p> <ul style="list-style-type: none"> • Broaden partnership to include human service, academic and employment sectors. • Hold a job, employment, service fair • Include faith-based organizations 	<p>Ongoing</p> <p>Summer 2002</p> <p>Ongoing</p>	<p>C. Telfer</p> <p>L. Telfer</p> <p>C. Telfer</p>	<p>Overall this strategy is designed to provide more resources and opportunities for WtW participants to be successful. By bringing more partners to the table, we stretch our resources and benefits the clients as well as employers</p>
<p>Increase family participation in development opportunities by 50%</p> <ul style="list-style-type: none"> • Remand families to mandatory workshops that will help to strengthen weaker areas. • Mandate participation in minimum hours of self-improvement workshops offered by the Ann Arbor Housing Commission • Offer incentives for participating. 	<p>March 2002 – December 2002</p>	<p>Section 8 Hearing Officer</p>	<p>Strategy: Increasing participation in supportive services or workshop for career or personal development will assist the participant on the road to self-sufficiency. Current participation in supportive services is approximately 5% - 10% of those leased. Either the service available doesn't meet the greater needs or families are comfortable in the routine they've established over the years. To become more sufficient, participants have to stretch and grow beyond their comfort areas.</p> <p>Measurement: Number of participants, use of baseline skills, jobs and/or identified impediments to success against gains as gathered through monitoring program that will be developed.</p>

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<ul style="list-style-type: none"> • Advertise/promote workshops – include childcare for single parents. 			
Partnership/Administrative			
Improve tracking of the programs of WtW families.	January 2002	C. Telfer A. Osofisan	<p>Current WtW addendum to HUD-50058 does not work, so no automated tracking takes place currently. Manual efforts are laborious and time consuming and end up not getting done.</p> <p>Measurement: actual development through available resources to gather and retrieve data for analysis.</p>
Increase training of WtW staff in self-sufficiency case management.	Ongoing	C. Telfer L. Clerkley	<p>Improve skills in self-sufficiency case management designed to assist more families toward their goal.</p> <p>Improve efficiency and performance of employee</p>
Improve visibility of the Ann Arbor Housing Commission's WtW program.	Ongoing	C. Telfer E. Lindsley	Strategy is to promote the Ann Arbor Housing Commission's program to the community for buy-in and support through dollars, contributions and partnerships.
Create a WtW partnership involving business lenders human service professionals and government personnel.	Ongoing	C. Telfer	Strategy is same as above.