



# H. A. W. C.

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**Richard S. Keesecker**  
Board Chair

## Executive Director goals for FY 2012 (July 1, 2011 to June 30, 2012)

**Tracy Salvagno**  
Board Vice Chair

**James W. Brown**  
Board Member

**Judith E. Ferro**  
Board Member

**Mark Goldsmith**  
Board Member

**Tim O'Rourke**  
Board Member

**Robert Coblentz**  
Board Member

**Richard Willson**  
Executive Director

- I. Use the Rent-to-Own loan proceeds by 6/30/2012 and begin clear the path for an RTO2 loan to continue the program with at least an additional \$2 million in funding by 6/2/2012.
  - A. 5 = Conversion in place, \$500,000 in assets used to leverage 2<sup>nd</sup> bond commitment received from local bank for the issue.
  - B. 4 = Maximum amount of the current loan expended by 6/30/2012.
  - C. 3 = Maximum amount of the current loan committed by 6/30/2012.
- II. Complete a comprehensive Executive Director Succession plan document that is completely satisfactory to the board by 6/2/2012.
  - A. 5 = As stated.
  - B. 4 = Final draft to board at June meeting pending final action.
- III. Find and implement a way for donations of land to HAWC to qualify for favorable IRS treatment for donees by 6/2/2012.
  - A. 5 = Done.
  - B. 4 = Documents approved by HAWC and submitted to IRS by 6/30/2012.
  - C. 3 = Method approved by HAWC and documents being drafted.
- IV. Insure that annual SMART goals are set by HAWC and by each HAWC employee that are evaluated in January, 2012 and measured in June, 2012.
  - A. 5 = Review of personnel files shows all mid-term and final evaluation meetings were held as scheduled. Each employee had at least 3 SMART goals spelling out the evaluation criteria to be used and notes to the file support the evaluation grades given.
  - B. 4 = Meetings held within a month of schedule targets and at least 2 SMART goals spelling out the evaluation criteria to be used and notes to the file support the evaluation grades given.
  - C. 3 = Final evaluations show development of a SMART goal approach is in process.

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