

Strategic Planning Of Local Health Department Resources to Increase Healthy Housing

Oneida County Health Department
Utica, New York
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Objectives

- Define what is strategic planning and how it can be used to prioritize public health resources.
- Develop strategies and steps to take to work through a potential problem.
- Identify methods of displaying data to support educating your stakeholders on your problem.
- Develop short and long term goals to determine relative value and order of potential actions.
- Identify cost effective resources you can utilize to meet your goals.
- Identify stakeholders you will partner with to improve and 'right size' your healthy housing stock.

Why Do I Need To Do Strategic Planning?

How do you plan for a trip if you don't know where you want to go?

- What direction do I go in?
- What do I need to bring with me?
- Who's taking the trip with me and what are their needs?
- How long will it take to get there?
- How much will it cost?
- How will I pay for it?

What is Strategic Planning?

- Helps you to define your problem
- What are potential solutions to your problem?
- What resources do you have now?
- What resources do you need?
- Who has the resources you need?
- How will you get those resources?
- Who or what stands in your way?
- How much time will it take to fix the problem?
- What steps do I do first, next, later on?

Using Strategic Planning As Your GPS

Identify the problem you **think** you have and want to solve:

High Incidence of Childhood Lead Poisoning in the City of Utica

Identify the goal you want to accomplish:

Reduction or Elimination of Lead Poisoning in the City of Utica

What Do I Know About the Problem?

How serious is the problem?

Who is impacted by this problem?

What factors could be causing my problem?

What data sources are available to me now that could help further define my problem?

- ❑ Lead Poisoning incidence data
- ❑ Census (Year built, owner vs. rental, income levels)
- ❑ Asthma incidence data
- ❑ Smoking incidence data
- ❑ Planning Dept. data, GIS maps
- ❑ Crime, fire, codes incidence and statistics
- ❑ Housing data-Public housing, Section 8, Social Services

How serious is the problem?

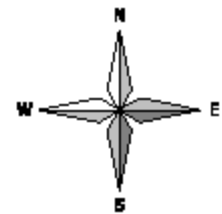
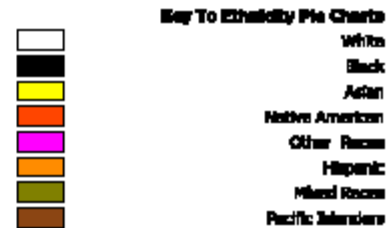
- 2nd Highest Prevalence of Lead Poisoning in NYS, outside NYC
- 7th Highest Incidence of Lead Poisoning in NYS
- Specific census tracts/block groups in zip codes 13501, 13502
- Primary impacting low income children
- Disproportionately impacting African American and newly arrived refugee children
- Every 2.2 days another child is lead poisoned

**Lead Poisoning (1984-2004), Ethnicity and Poverty
in the City of Utica**
From 2000 Census and the files of the
Onondaga County Health Department

Poverty, Ethnicity, and Lead Poisoning By 2000 Census Block



Lead Poisoning Cases 1984-2004



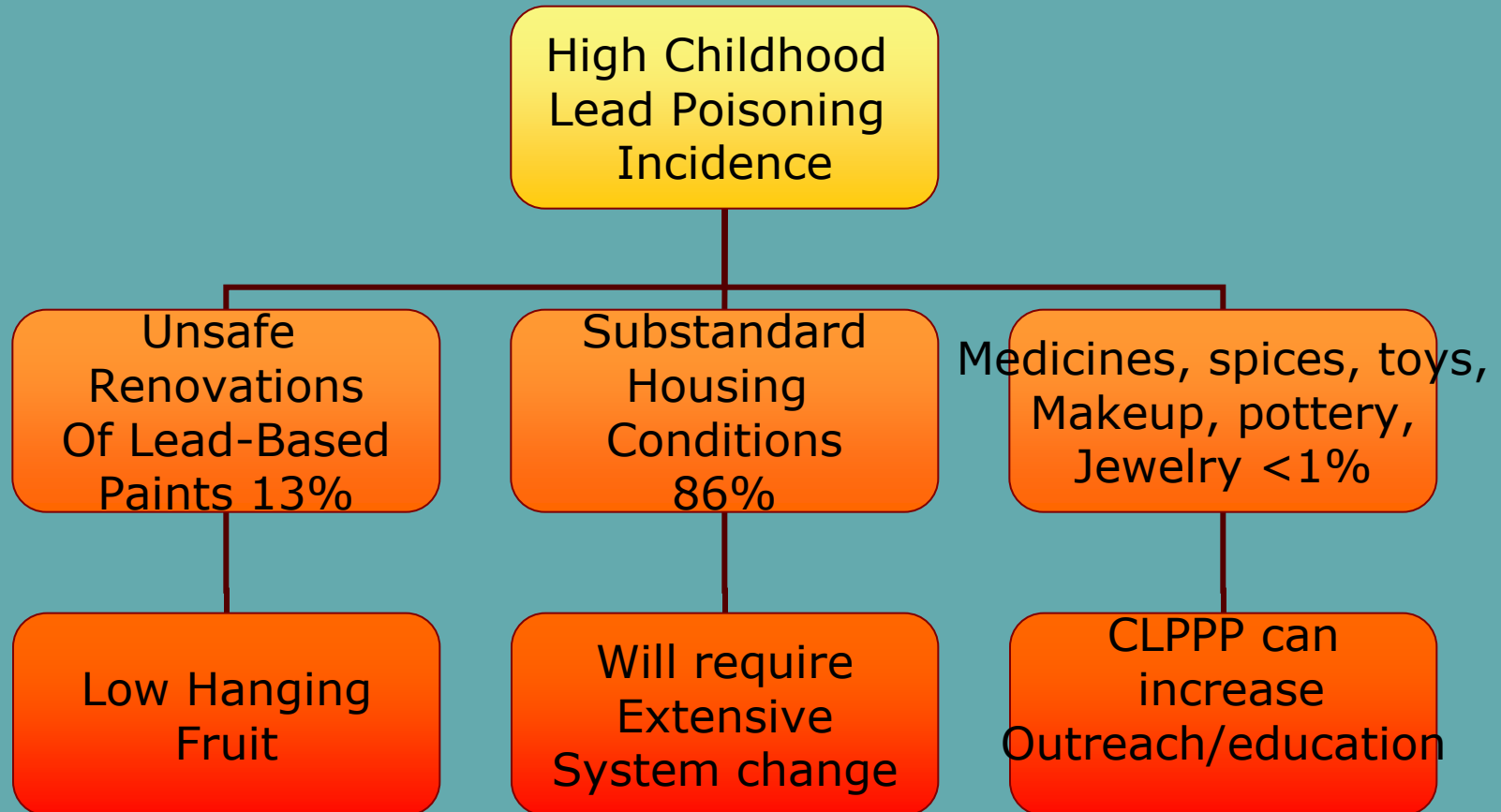
What Does Your Data Tell You Is Contributing to the Problem You Wish to Solve?

- Old pre-1950s housing with LBP -YES
- Old windows with LBP removed without use of LSWP -YES
- Old chipping Lead-based paint- YES
- Unsafe Work Practices -YES
- Herbal Remedies – rarely
- Spices, leaded pottery- rarely
- Occupational exposures –rarely
- Hobby exposure – rarely
- Toys- NO

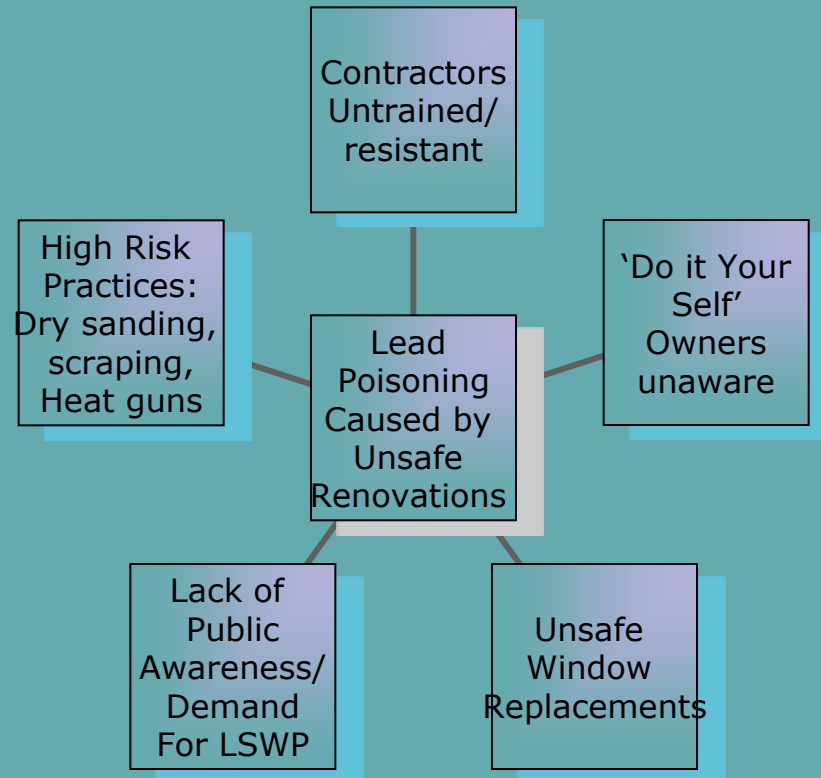
Efficiency and Effectiveness: What Efforts Will Yield the Biggest Results in Primary Prevention

- Limited Resources-don't waste time on low return areas
- Conduct Further Analysis on Problem Contributors with Highest Potential for Reducing Your Problem
- Prioritize your efforts by conducting a S.W.O.T. Analysis
- Develop short, intermediate and long term goals and action plans
- Implement action plans
- Evaluate constantly and adjust as needed.

Prioritizing Contributing Causes



Unsafe Renovations Contribution To Lead Poisoning (13% related to Unsafe Work Practices 2006)



S.W.O.T. Analysis

Strengths, Weaknesses, Opportunities, Threats

- **Problem # 1: Unsafe Work Practices**

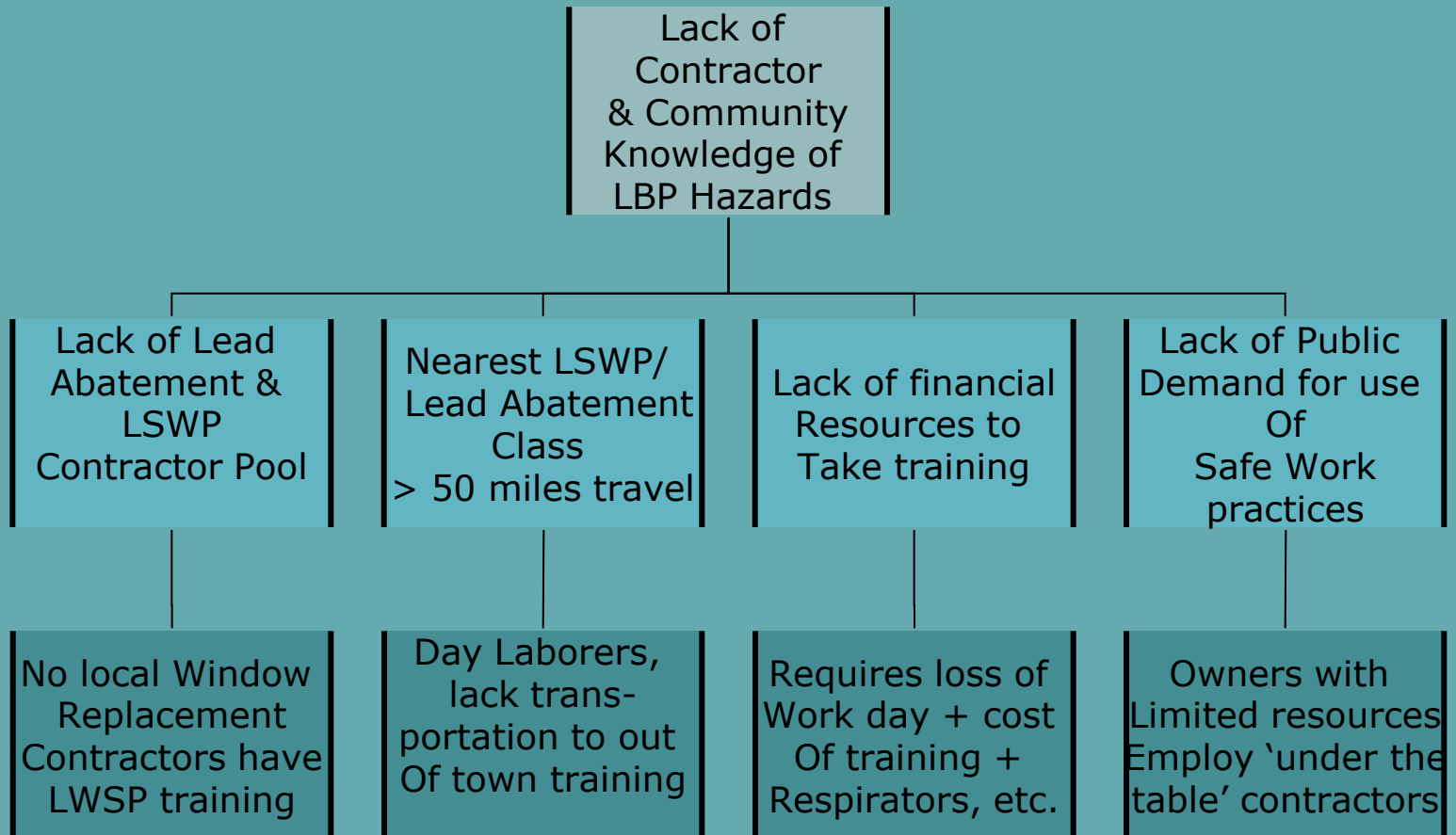
Strengths: large pool of skilled contractors

Weaknesses: very limited # with LSWP training or lead abatement skills, large # DIY, and DIY rental owners, no Local LSWP trainers, some with limited English, requires travel out of town, no money to training, no public demand for LSWP.

Opportunities: Potential to increase employment opportunities and acquire rehab grants if trained.

Threats: Contractors and landlords currently resistant to change, don't think lead is a problem.

Problem: Unsafe Work Practices



Potential Solutions for Unsafe Work Practices: Create LSWP Capacity



Educate the Public on Lead-Based Paint Hazards and High Risk Practices



Cost of Interventions \$1701.00 + In house Staff time over 3 years.

- 7 Day Media Series on Lead Poisoning Incidence and Causes-Free
- www.ocgov.net website: in house
- Targeted direct mailings: \$1000.
- Contractor mailings: \$96.00
- Job site stops: in route, staff time, free educational materials

Cost of Interventions-Continued

- Public Service Announcements: staff time to write, edit and tape, studio time and airing donated
- Radio/TV Interviews: Staff time, free (calculate to advertising rates)
- Press releases/Educational articles in community newspapers-staff time, free to publish, bonus: online

Cost of Interventions-continued

- Educate Healthcare providers
- Public Health Detailing 102 pediatric/Family Practice providers (folders, CDC Books, articles, pads, coloring books, brochures-free), staff time: \$35.00 per office= \$525.
- Direct HCP Mailings \$50.00

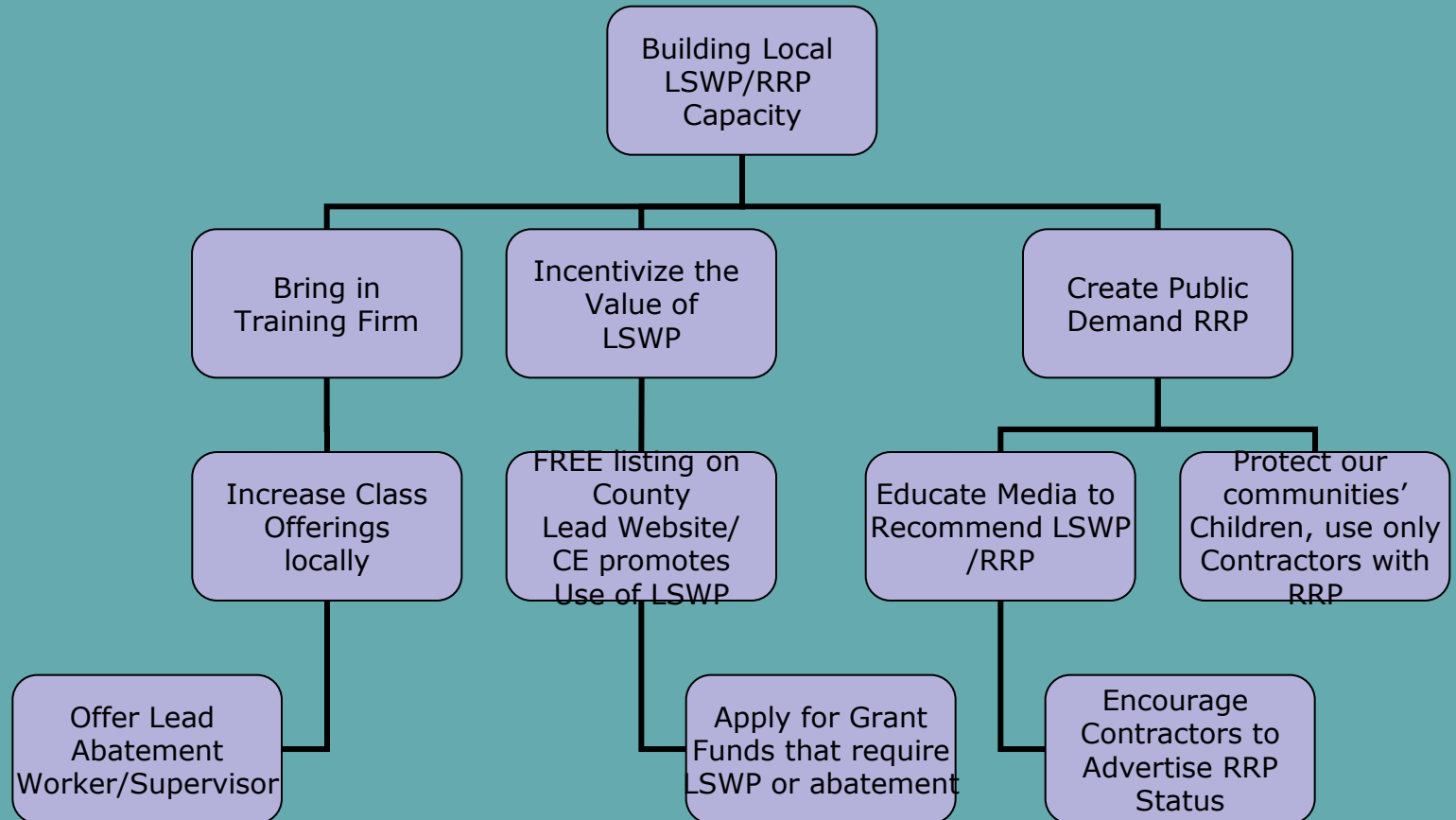
Cost of Interventions-continued

- Social Media- internal campaign,
 - Cost of reaching 200 businesses during peak times with ad .15 per business, \$30.00
- Home Improvement Stores
 - Staff time, free educational materials
 - Notice & Demand-changed language

Offer LSWP Training \$40. per student

- FREE-initially LHD staff provided LSWP
- Convenient times, locations
- ✓ Evenings, Saturdays
- ✓ Provided certificates of completion
- ✓ Provided Lead Paint Safety Guides
- ✓ Provided FREE educational materials for contractors to give to public
- ✓ Materials available on website in PDF, translated into local languages

Increasing LSWP Contractor Pool



Creating Sustainable Training Resources



Results of Lead Safe Work Practice Training Efforts 2007-2010

- Over 600 contractors trained in 8 hr. RRP
- Over 100 trained Lead Abatement Worker/Supervisor
- Every Oneida zip code has RRP contractor
- Majority of contractor firms licensed
- Classes offered weekly within 30 minutes of residents
- Window classes expanded to entire county
- Rental owners receive free RRP training if they make own repairs

Impact of Lead Safe Work Practice Intervention by Health Department

- 2006: 13% of childhood lead poisonings were caused by unsafe work practices in pre-1978 housing and unsafe window replacements.
- 2010: <5% of childhood lead poisonings were caused by unsafe work practices in pre-1978 housing and unsafe window replacements.
- **All** Window replacement firms advertising in Oneida County have attended 8 hr. RRP training, have sent their staff to RRP and have their EPA firm licenses.

Problem # 2: Substandard Housing Stock Contributes to Lead Poisoning

- Is my community's problem Childhood Lead Poisoning?
- Or is lead poisoning a symptom or the result of a more systemic substandard housing and housing demographics problem?

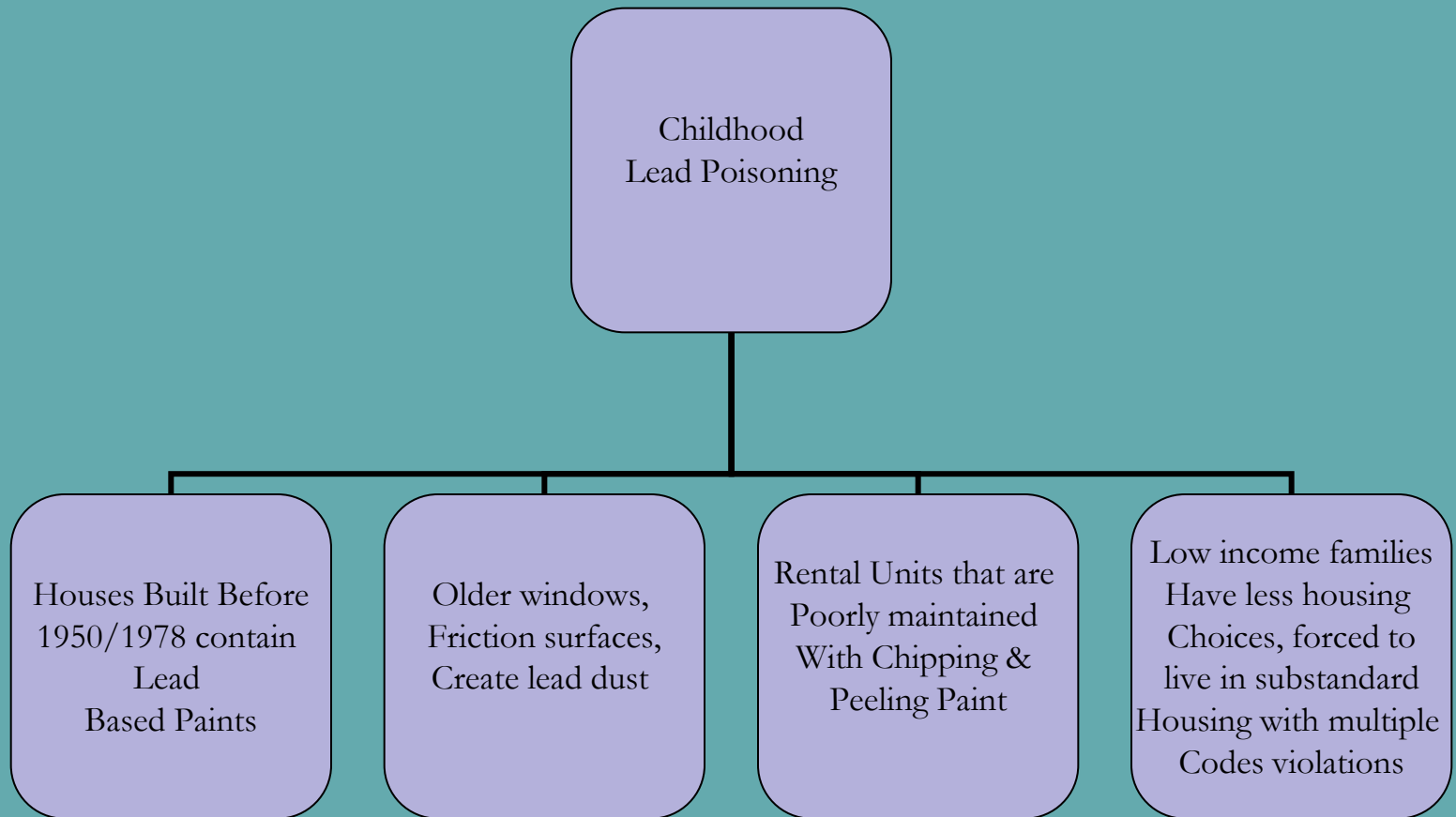
Oneida County Pop. 236,000-Oldest Housing Stock in NYS



City of Utica Population 61,000+ > 96% of housing built before 1970



Housing's Contribution to Childhood Lead Poisoning (Utica: 86%)



Multi-unit Housing



Two to Four Unit Rental Housing









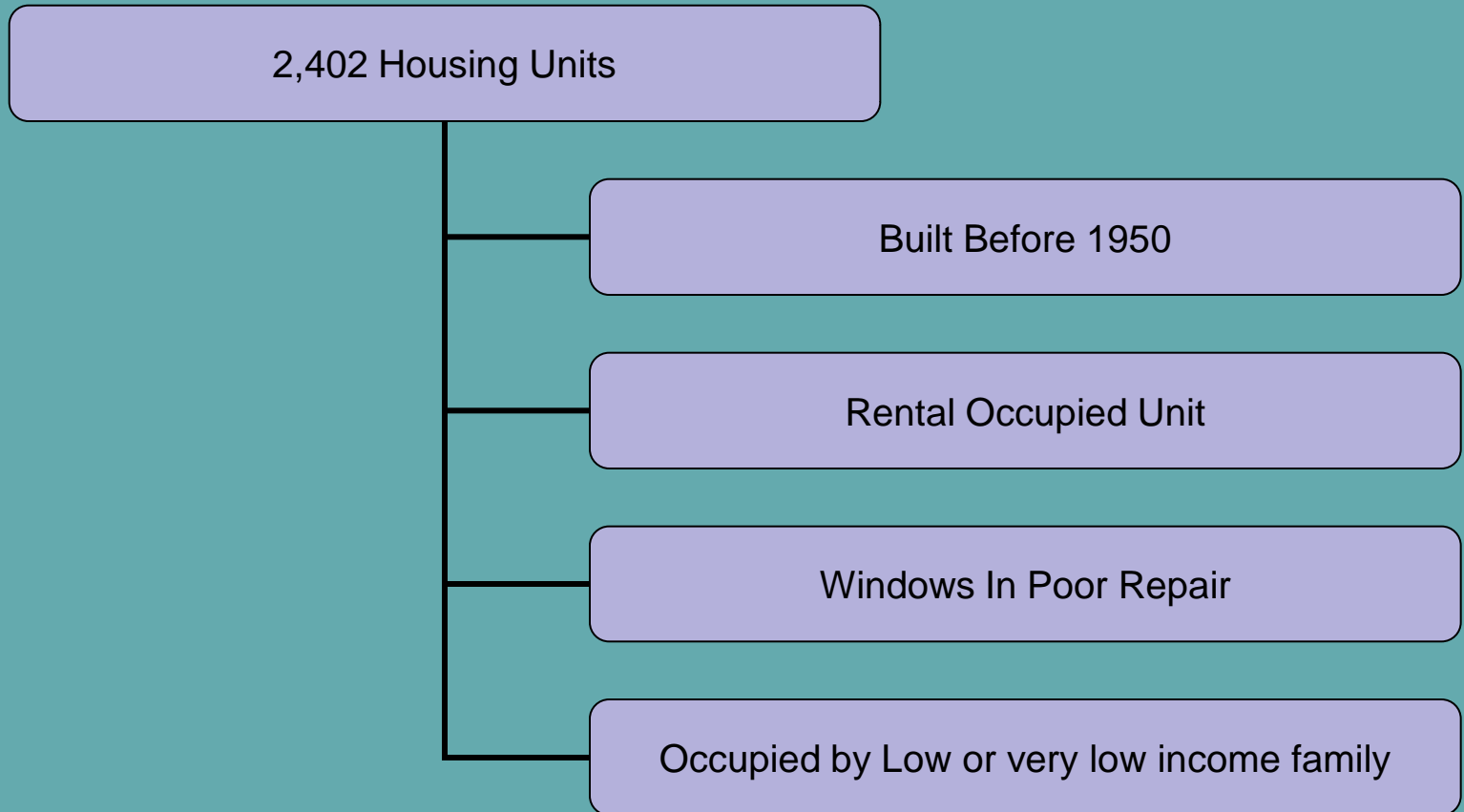






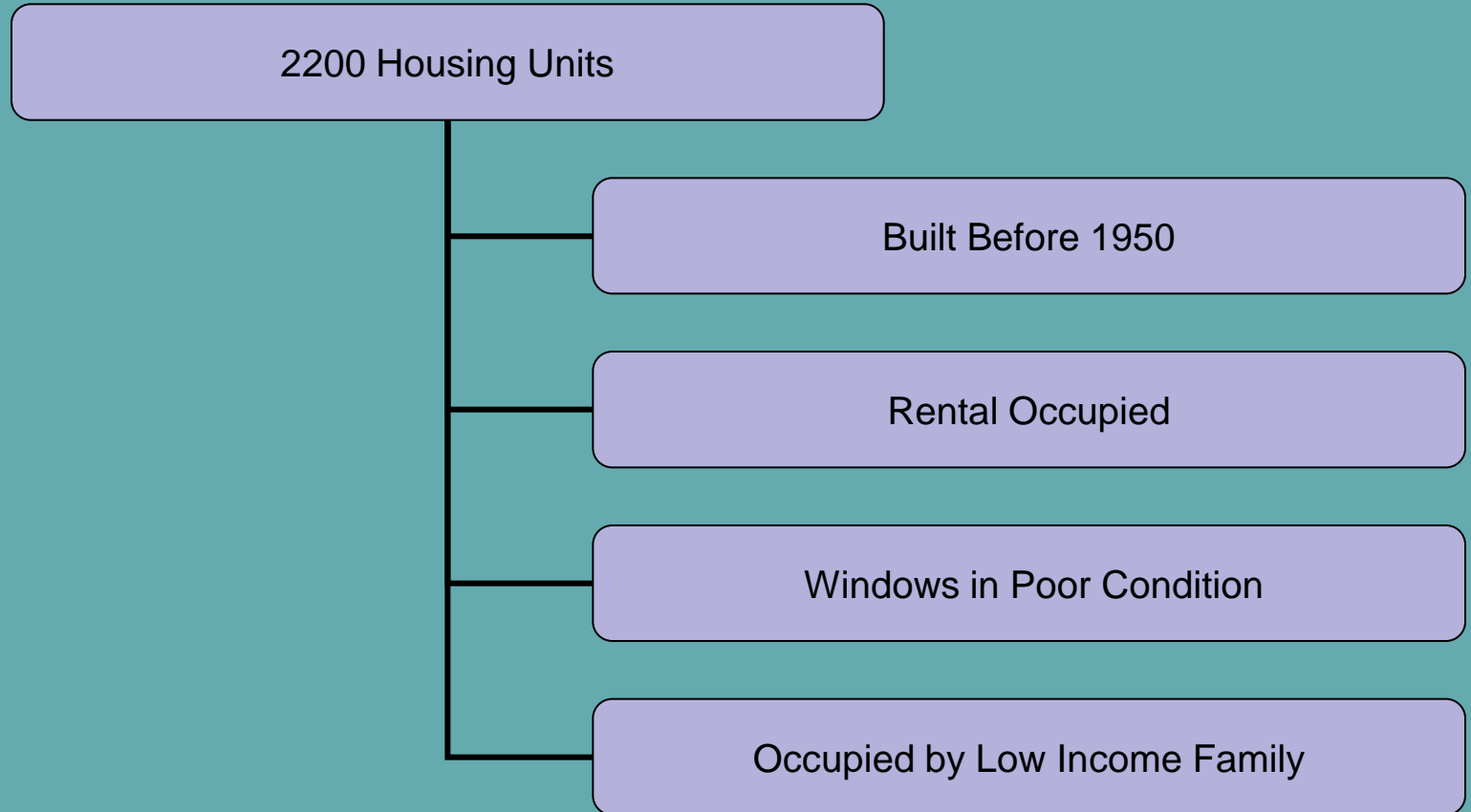


At Risk Housing Units: 13501 Cornhill Select Census Tracts/Block Groups

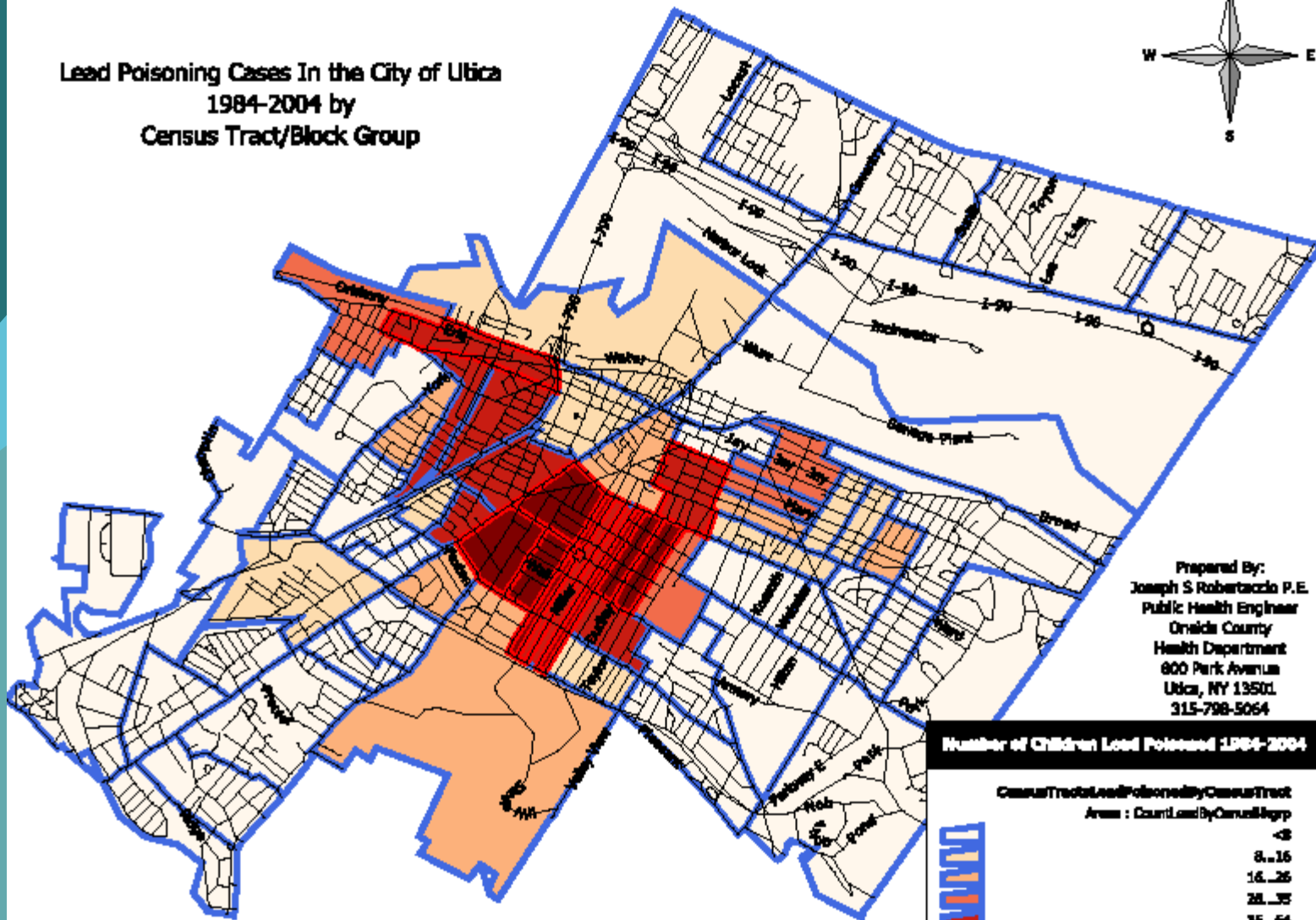
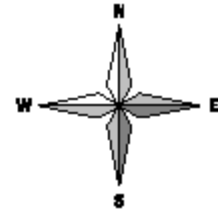


At Risk Housing Units: 13502

West Utica Select Census Tracts and Block Groups



**Lead Poisoning Cases In the City of Utica
1984-2004 by
Census Tract/Block Group**



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Number of Children Lead Poisoned 1984-2004

Census Tract/Lead Poisoned by Census Tract Area : Count Lead by Census Tract	Color
<8	White
8-16	Light Orange
16-25	Orange
25-35	Dark Orange
35-64	Red
>64	Dark Red

Housing Summary-City of Utica 2006

- >4600 units of substandard rental housing in zip codes 13501, 13502
- Represents >50% of housing in most census tracts and block groups in Cornhill and West Utica.
- Many have multiple outstanding codes violations.
- Many not registered with the Rental Registration program and not inspected.
- Waiting lists for Public Housing and Section 8 housing at 99-100% capacity
- 500-600 new refugees resettled in City each year.
- Low property values: 2 family < \$55,000.

Conduct a S.W.O.T. Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Problem: High Incidence of Lead Poisoning in City of Utica

S.W.O.T. Analysis (2006)

○ **Strengths**

- ✓ Data-incidence, costs
- ✓ GIS Mapping
- ✓ Desire to fix the problem
- ✓ Director of Health and County Executive verbally supporting primary prevention

○ **Weaknesses**

- ✓ Large stock of substandard pre-1940s housing, large amt rentals
- ✓ Low property values
- ✓ Limited home equity does not support borrowing for repairs.
- ✓ Limited tax base
- ✓ Large amt of poverty
- ✓ 800 newborns at risk every year
- ✓ No quick fixes to reduce lead dust exposure
- ✓ Absentee landlords, LLC
- ✓ Large # of new refugees with limited English proficiency at risk
- ✓ Lack of translated materials
- ✓ Lack of funds for interpreters/translation of materials
- ✓ Insufficient codes officer resources
- ✓ Lack of compliance with rental inspection laws
- ✓ Limited ability to raise taxes to increase resources
- ✓ Inadequate fine structure
- ✓ Some Judges Do Not Hold Repeat Landlord Offenders accountable for violations
- ✓ Government officials, public, media don't know we have a lead problem
- ✓ ***No money or staff allocated for LPP budget/program***

Problem # 2 S.W.O.T. Analysis (2006)

○ **Opportunities**

- ✓ New refugee families could stabilize area by purchasing properties and increase owner occupied percentages.
- ✓ Potential change in City leadership
- ✓ We have the moral high ground.
- ✓ Gain Codes support by promoting their value
- ✓ Work with media on lead poisoning series to educate public
- ✓ Revitalize sections of City
- ✓ Increase # taxable properties and improve tax base.
- ✓ Reduce energy costs, noise, pests through window replacements.
- ✓ Improve property values

○ **Threats**

- ✓ Established landlord groups resistant.
- ✓ Above could exert political pressure to derail efforts.
- ✓ Potential change in City leadership could result in less cooperation.
- ✓ Landlord retaliation against tenants.
- ✓ Landlord retaliation again new refugees.
- ✓ Dumping and foreclosures of properties
- ✓ Potential to exacerbate housing problems if addressed inadequately or in wrong sequence.
- ✓ Potential to create homelessness.

My Lead Poisoning Problem is really a Substandard Housing Problem (2006)

- **Problems:**
 - (A) Substandard housing stock with significant violations of codes and NYS Public Health Law in specific census tracts that presents a clear and present danger to children less than 6 years of age for increased rates of lead poisoning, asthma, injury from fire and other hazards.
 - (B) Inadequate capacity of affordable, quality lead safe rental housing to meet the current and future needs of the community.

Problems:

(C) Inadequate Codes Enforcement Resources

- CEOs staff too small for City problems
- Poorly designed computer system that does not meet their needs
- Lack of electronic inspection tablets
- Archived files with inadequate storage and lack ability to search for violation patterns.
- Frequent changes in leadership
- Inadequate fine structure

Problems:

(D) Rental Property owners who are:

- Not maintaining their properties
- Are often local absentee landlords
- Hide under LLC ownerships
- Owners don't recognize their liability for EBLL children in their properties.
- Lack knowledge of relationship between chipping paint, old windows and lead poisoning incidence.
- May lack resources to maintain it properly.

Problems:

- (E) **Newly arrived Refugee Children** are being lead poisoned by substandard housing conditions:
- Federal support rates too low to pay for adequate housing.
 - Inadequate supply of quality housing.
 - Limited English proficiency and lack of translated materials and interpreters to provide sufficient prevention education.
 - Poor nutrition prior to resettlement may exacerbate lead hazard absorption.

Developing Goals & Action Plans

Short Term Goals:

- Protect newborns and children up to age 3 in high risk area housing until there are sufficient lead safe housing resources available.
- Develop a HEPA vacuum loaner program to reduce lead dust hazards.
- Protect new refugees from lead hazards in housing.
- Educate media on lead.
- Educate codes officials on lead hazards.
- Educate public and government officials on lead poisoning issues.
- Educate Healthcare providers.
- Develop resources to pay for interventions.

Short Term Actions:

- Develop program: home prevention Inspections to NB-Age 3
- Develop FREE HEPA Vacuum loaner program
- Educate family on LBP/cleaning
- Educate landlords to make repairs using LSWP quickly
- Increase inspections to refugees with interpreters and translated materials.
- Assist local media to develop knowledge of lead hazards to support quality reporting to public and marketing of problem solutions.
- Provide easily understood facts on lead poisoning to local officials about the short and long term costs of lead poisoning to our community.
- Develop and conduct PH Detailing campaign on lead to HC Providers.
- Write grants to obtain funds to implement program components.

Goal: Immediate Need: Protect 800 Newborns Born Each Year & Up to Age 3 in High Risk Areas from LBP



Developing Goals-Prioritizing Actions

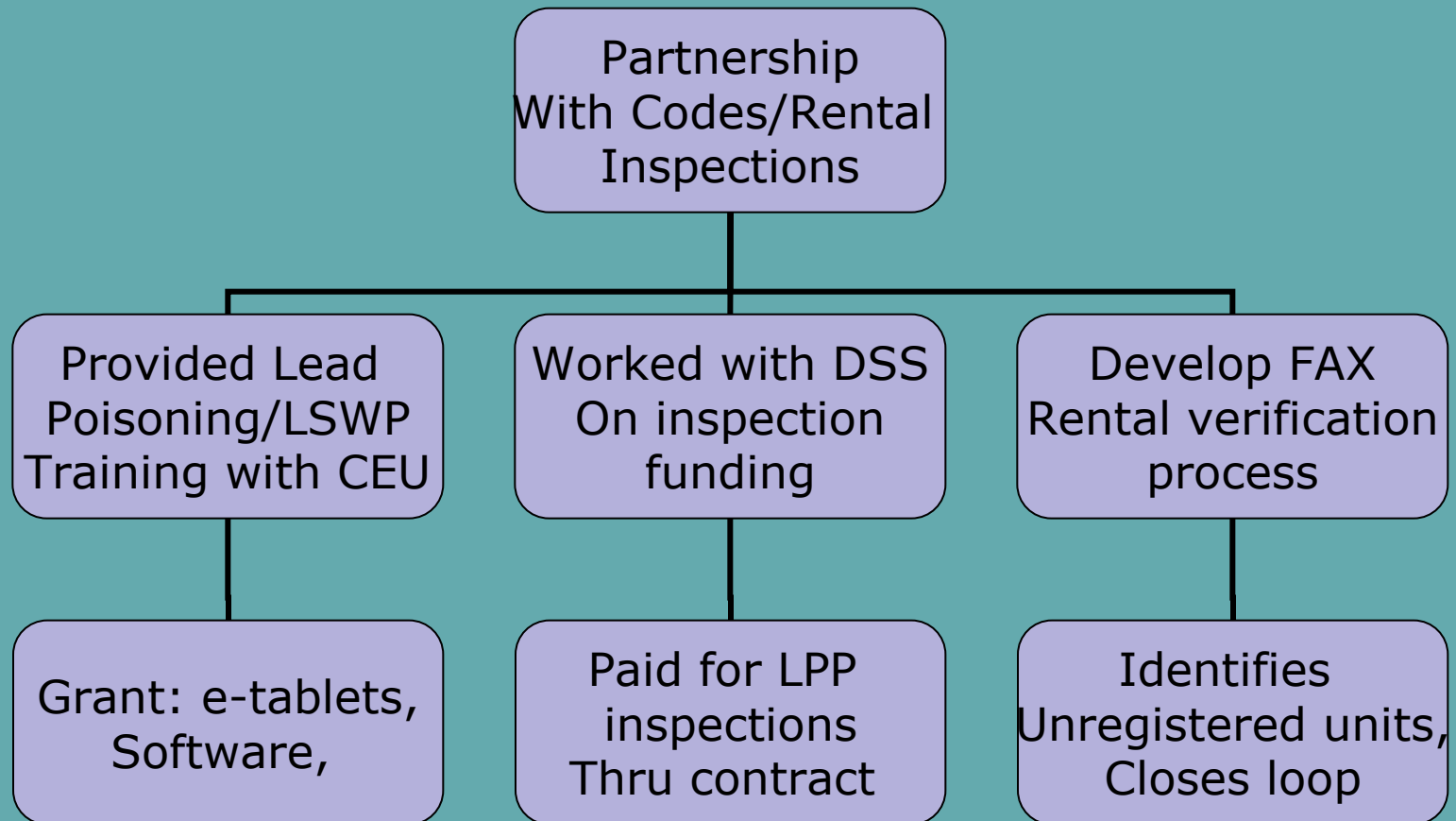
Intermediate Term: (1-3 years)

- **Increase contractor capacity in LSWP**
- **Increase capacity to replace windows safely using LSWP**
- **Increase Codes enforcement capability through use of technology**
- **Increase property owner knowledge of LBP hazards**
- **Educate legal system partners on lead hazards**
- **Increase knowledge of Refugee Center partners on lead hazards.**
- **Explore funding resources to support goal implementation.**

Intermediate Actions:

- Offer FREE LSWP/RRP training locally.
- Offer free window classes and discounts on windows if trained.
- Write grant with codes to gain e-tablets, software.
- Offer CEUs for LSWP training for Codes
- Offer 'One Stop' Property Owner Seminars-incentivize good ownership
- Host legal seminar for judges, hearing officers, law guardians, attorneys.
- Offer FREE training to Refugee Center Housing Staff and provide on site HEPA loaner vacuum to reduce lead dust in units before refugee placements.
- Develop funding partnerships to obtain grant funding to support work.

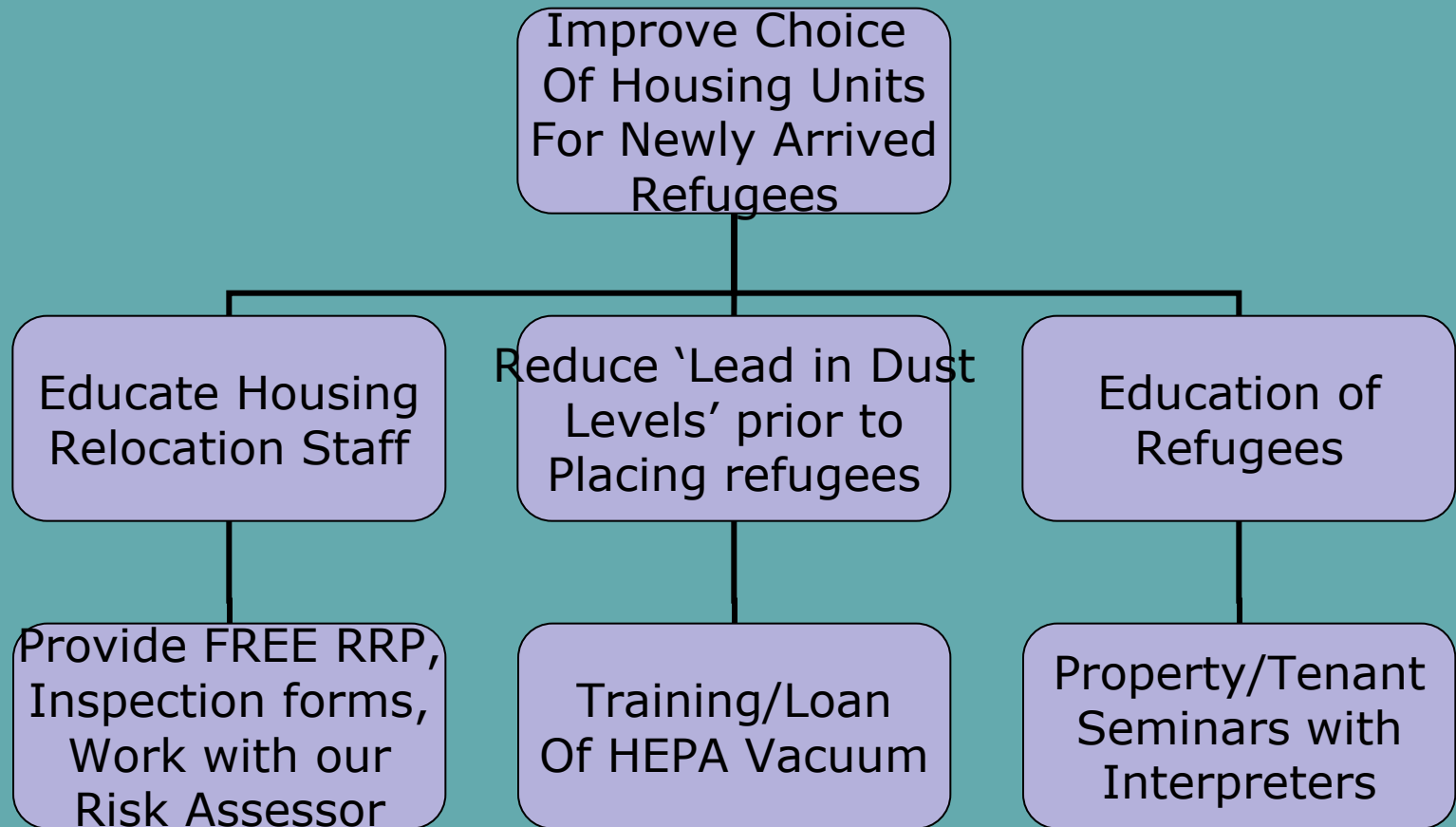
Developing Codes Enforcement Resources



Rental Owners: I have a Public Health Problem & You have a Liability Problem: Let's Work Together



Developing Partnerships-Refugee Center



Long Term Goals-4 years+

Long Term:

- Enhance Codes Enforcement to improve & maintain quality housing stock.
- Increase lead safe housing stock.
- Owners will self inspect and maintain properties.
- RRP training will regularly offered & sustainable.
- Safe Window Replacement classes will be available to all residents.
- Develop of resources to support housing rehab.
- Decrease in lead poisoning incidence.
- Increase public's knowledge of high cost of unsafe housing and value of prevention of housing hazards.
- Develop quality housing stock that meets the needs of all residents now and plans for future needs.
- Develop funding sources that support sustainability of program.

Activities:

- Develop codes/PH contract to support inspections.
- Close the loop on unregistered rental units through development of FAX confirmation of unit status.
- LPP & Codes inspections will increase the supply of lead safe rental units.
- Property owner seminars to support self inspections, repairs to reduce liability.
- Develop Paint Stabilization Pilot Project.
- Partnership with local community college to offer RRP training with tuition charge to sustain training.
- Partner with community college to expand and charge low tuition rate for window classes.
- Apply for housing rehab grants, develop capacity for local firms to subcontract on grants.
- Develop cost analysis data to support benefits of prevention.
- Continually monitor, evaluate, and revise plan as needed.
- Use 2010 Census Data to develop housing profile of current housing stock.
- Use trend analysis to predict future housing needs.
- Work with community stakeholders to develop plan for future housing needs.
- Develop partnerships to meet and enhance long term viability of program.
- Explore third party reimbursement for prevention services.
- Develop HEPA vacuum cleaning video for public education.
- Develop Short Animated LEAD RANGERS video to educate families on lead in dust hazards.

Identifying Potential Resources-Who Owns Part of the Housing Problem



Developing Housing Profile Data That Supports Housing Development Decisions

- Census 2010 Data
- ✓ Demographic data and predicted trends
- Senior population- current and to retire in 10 years
- Middle age
- Disabled population needs
- Young Families with Children, births, trends with different ethnic groups
- College students-coming or leaving permanently
- ✓ Type, age, location, condition of housing stock
- ✓ Planning Dept. County & City
- ✓ Urban & Economic Development Agencies
- ✓ State & Federal Housing Agencies

Predicting Housing Trends

- Does the housing profile you have now meet your community's current needs?
- If not, what type and quantity is needed?
- What predictions can you make about what your community will look like demographically in 5, 10, and 20 years? (Who's coming in and going out?)
- Will your current housing meet those needs?
- If not, what is needed.
- Where will you get the resources?
- Who needs to be involved to insure you meet these needs?



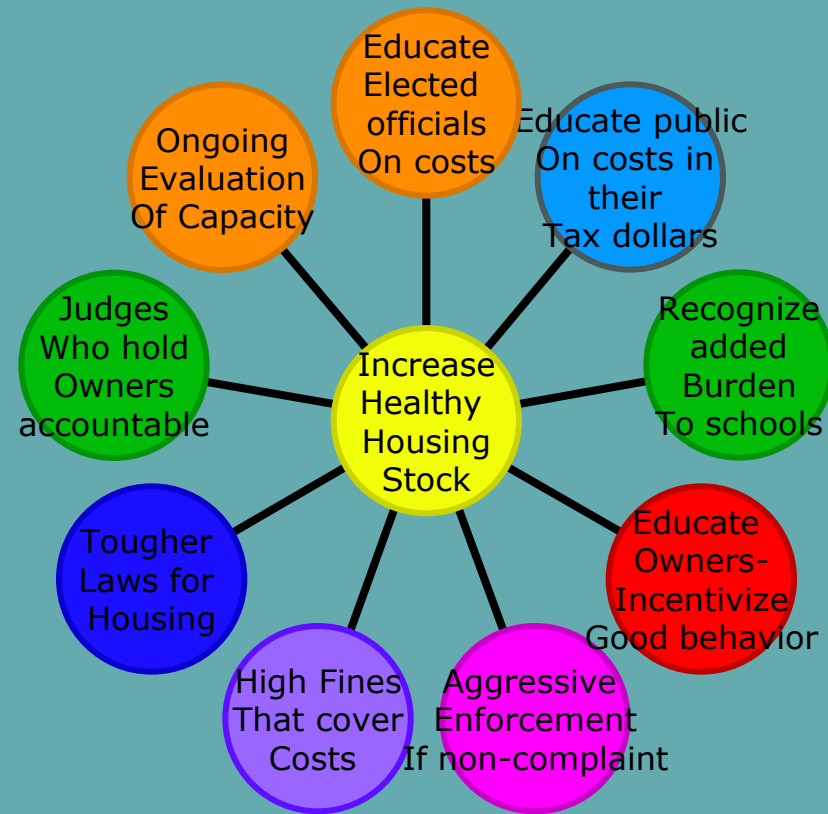
What Will It Take To Finish the Job?

Recognizing the High Costs of Substandard Housing to Our Children and Community

Not maintaining your property is not a victimless crime.

- ✓ Puts children at risk for lead poisoning with permanent brain damage and lost earning potential across their life spans and increases their risk of developing asthma or suffering permanent injuries.
- ✓ Increases the cost to municipalities for enforcement.
- ✓ Increases the cost to taxpayers for early intervention, special education, juvenile justice, prisons, social services, increased health care needs.
- ✓ Lowers the value of nearby properties.
- ✓ Reduces desirability of owning property in the neighborhood and leads to property abandonment.
- ✓ Reduces the overall tax base while raising your taxes.

It Takes An Entire Community to End Childhood Lead Poisoning and Create Sufficient Supplies of Healthy Housing



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