



AGENCY GOALS

Fiscal Year 2025 - 2026



Mission Statement

“The PHA helps families and individuals with low incomes achieve greater stability and self-reliance by providing safe, affordable, quality housing, and links to community services.”



1. HOUSING CHOICE VOUCHERS (HCV)

5,243 vouchers as of 12/1/2023

- Maintain High Performer status under HUD's Section 8 Management Assessment Program (SEMAP), including maintaining 98.5% SEMAP budget/unit utilization.
- Offer additional PBV opportunities through Minnesota Housing's Consolidated Request for Proposals (Super RFP) according to PHA policy; focus on increasing PBV voucher utilization.
- Successfully implement Minnesota Housing's anticipated statewide voucher program to expand housing opportunities in St. Paul.
- Continue advancing the PHA's mission through leadership positions and collaborations with Heading Home Ramsey, the City of St. Paul, and other external stakeholders.
- Maximize housing choice and housing opportunities for voucher participants by continuing to recruit and retain property owners and managers as partners, including utilizing landlord incentives, and by promoting search assistance and mobility counseling.
- Continue to advocate for program efficiencies and for increased voucher funding.
- Provide robust staff training on HOTMA and HCV regulations to advance efficiencies and opportunities.
- Work towards paperless processes; streamline billing and reporting.

2. PHA-OWNED HOUSING

3,836 Multifamily/Project-Based Rental Assistance (PBRA) units and 418 Low Income Public Housing (LIPH) units

- Promote interdepartmental efforts and stakeholder engagement to maximize unit occupancy rates and rent collection, including prompt and thorough applicant screening and the ongoing promotion of successful tenancies.
- Ensure that PHA-owned properties continue to be managed to the highest standards, including thorough and uniform applicant eligibility determinations, fair lease enforcement, regular preventative maintenance, prompt responses to maintenance work orders, timely turnover of vacant units, and timely and accurate reporting of financial data.
- Responsibly manage project reserves and cash flow to ensure sufficient funds are in place for needed capital improvements.
- Continue to actively involve residents, staff and community partners in planning capital improvements.
- Continue to advocate for program reform and for increased PBRA and LIPH funding.
- Maximize the use of PBRA special claims processes to recoup funding lost due to vacancies and unpaid rent/damages at move-out.
- Utilize PBRA program flexibility to deregulate funds to support capital improvements in PBRA properties, explore leasing incentives and more; the "RAD dividend".
- Support a robust Congregate Housing Services Program (CHSP) to benefit residents in need of support services. Utilize maximum CHSP grant awarded.
- Ensure that all PBRA daily operations comply with HUD regulations; maintain a "Superior" rating on HUD's Management and Occupancy Review (MOR).
- Continue timely and accurate PBRA certifications and voucher submissions to maximize HUD subsidy payments.
- Maintain high scores under HUD's Public Housing Assessment System (PHAS) in the Scattered Site/LIPH properties.
- Continue operating the 418 Scattered Site units as LIPH, given their healthy financial position.

3. FINANCE

Provide the Board maximum opportunities for governance of PHA finances and assets. Responsibly invest PHA funds. Continue fiscally conservative budgeting, planning and evaluation of all programs and services. Find opportunities for flexibility in budgeting for capital improvements. Strive for zero audit findings. Maintain fiscal discipline and meet fiduciary obligations in regular operations (i.e., managing cash flow, making prudent capital expenditures, realizing full PBRA contract rental income by making prompt and accurate voucher submissions, etc.). Develop long term strategic sustainable financial planning to maximize the RAD dividend. Manage financial challenges including delinquent rent, the special funding challenges facing CHSP, and others. Leverage technology to streamline accounting and budgeting processes.

4. LEGAL

Provide timely legal advice and support to all PHA Departments in matters that have legal implications. Continue to advise the Executive Director and all Department Directors regarding any issue, including but not limited to; contracts, human resources, employment law, real estate, litigation, data requests, fair housing and human rights, and PHA specific programs (RAD, LIPH, HCV). Represent the PHA in informal conferences, hearings, housing court, all state and federal courts. Advise the Board of Commissioners as requested to support the PHA mission.

5. PRESERVATION AND DEVELOPMENT

- Seek federal (HUD), state (Minnesota Housing), local (City of St. Paul and Ramsey County) and other entity (Federal Home Loan Bank of Des Moines; FHLBDM) funding to preserve the PHA's \$908 million capital asset comprised of 3,836 PBRA units, 418 LIPH units, 19 special purpose units, four community centers, and the W.A. Boss Central Administrative Office.
- Develop 11 Faircloth family dwelling units on PHA-owned land with special funding received from Ramsey County. Utilize the appropriate HUD regulatory framework to own and manage these units once produced (e.g., "Faircloth to RAD" or "LIPH", depending on what is most advantageous to the Agency).
- Explore cost-effective, green, and modern materials in all development and modernization, referring to HUD's Climate Action Plan when feasible.
- Pursue additional opportunities to lease unused PHA community center and office space.



6. "ONE PHA" ORGANIZATIONAL DEVELOPMENT

- Promote and enforce Equal Employment Opportunity and Affirmative action. Continue and enhance the PHA's strong commitment to diversity, equity, inclusion, and justice (DEIJ). Amplify diverse voices in the organization, including tenants, participants, employees and partners.
- Continue meeting the employment challenges of the times, including but not limited to recruiting, retaining, rewarding, and investing in qualified staff.
- Promote education, growth, and advancement of staff through on-boarding, training, career advancement opportunities, and career development resources.
- Focus on improving applicant, resident, and participant experiences by offering visit-less appointments when suitable and beneficial to the program; HCV, PBRA or LIPH.
- Continue advocating for software improvements that increase access, efficiency and customer service for applicants, residents, participants and staff, especially those that deliver on paperless operational objectives. Continue seeking other ways to utilize the Agency's computer business systems to maximize efficiency, compliance, and customer service/resident-participant satisfaction.
- Plan and prepare for conversion to anticipated new and improved software platforms as they become available.



7. FAIR HOUSING

Ensure Fair Housing and Equal Opportunity in program admissions and administration that follows all applicable laws and regulations. Work cooperatively with other units of government, community representatives, and HUD to ensure non-discrimination in PHA programs.

8. LINKS TO COMMUNITY SERVICES

Primarily through the work of staff in the Resident Services and Resident Initiatives Departments, solidify community-based partnerships and resources that provide an array of support services to residents of PHA-owned properties. Work closely with Presidents Council and Residents Councils and community agencies to maintain and develop programs that help residents set goals to enrich their lives, promote wellness, and increase economic self-sufficiency and community involvement. Stabilize and promote the Congregate Housing and Services Program (CHSP). Maximize the use of the CHSP grant by achieving and maintaining the highest possible CHSP program census. Seek opportunities for increased CHSP program efficiency and complete timely reporting to HUD. Pursue partnerships and resources to assist HCV applicants in finding quality housing and placing vouchers.

9. SAFETY AND SECURITY

Work with staff and external partners to maintain and promote safety and security at all PHA-owned housing. Provide a healthy and safe work environment for staff. Continue safety efforts such as ACOP, Officer-in-Residence (OIR) and use of contracted security guard services. Promote non-discrimination, non-violence and respect in all aspects of the PHA's work. Improve and maintain consistent communication between the PHA and residents so that residents receive timely information about anything that may affect their living environment such as emergencies, upgrades and maintenance. Identify and implement technology-based solutions for communications between the PHA and residents.

10. LOCAL, STATE AND NATIONAL LEADERSHIP RESPONSIBILITIES

Continue active participation and leadership in national and state affordable housing organizations advocating for program reform and increased funding. Continue to lead by example with mission-focused, results-driven performance. Tell the PHA's story and engage stakeholders and partners by continuing to create and distribute e-blasts, issue briefs and fact sheets. Research the potential benefits and costs of establishing and maintaining an official PHA presence on social media platforms such as LinkedIn, to spread awareness of Agency's work.



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