

SUMMARY OF AGENCY ACCOMPLISHMENTS FOR FY 2017
APRIL 1, 2016 - MARCH 31, 2017

The performance of the Executive Director is measured against specific goals for the Agency. The Board of Commissioners approved eleven Agency Goals for FY2017 (FY 17). In this report the accomplishments relating to specific Agency Goals are listed first.

Goal #1 PHAS: Maintain “High Performer” status under HUD’s Public Housing Assessment System (PHAS). Ensure that PHA properties continue to be managed to the highest possible standards, including thorough and uniform applicant eligibility determination, fair lease enforcement, regular preventative maintenance, prompt responses to maintenance work orders, full occupancy and timely turnover of vacant units, timely and accurate reporting of financial data, and all other components of quality property management and maintenance. Continue to advocate for full funding and program reform, while preparing contingency plans for possible radical cuts in federal funding. Expand the public housing inventory by completing construction of new units at Mt. Airy Homes, completing construction of new units at McDonough Homes and building elsewhere if resources can be obtained. Explore other opportunities to develop new multi-family housing for re-use of available subsidies and/or make needed capital improvements to the existing public housing stock, using possible sales proceeds from the disposition of other properties. Explore applying for Moving to Work status if the opportunity is presented.

1. PHAS: The PHA achieved High Performer status for the 27th consecutive year in FY2017 on the 4,274 units of public housing we own and manage. No PHAS-MASS certification was required for FY2017, under the interim PHAS rule published February 23, 2011. Staff presented an informational report on July 26, 2017, showing the Agency’s performance on the indicators previously included in the PHAS certification.

PHAS Physical Inspections:

For FY2017 four of the PHA’s Asset Management Projects (AMPs) were due to be inspected for the PHAS physical inspection component. In fact, all of the inspections (AMPs 3, 6, 7, and 9) were conducted after the FY ended on March 31, but the scores will still apply to FY2017. The scores for the other AMPs were carried forward from their inspections in previous years. Scores, by AMP, are listed below. The frequency of inspections is based on the score that is attained. The higher the score, the more time HUD schedules between inspections.

AMP	PROPERTIES	# OF UNITS	INSPECTIONS		SCORE
			LAST	NEXT	
1	McDonough Homes	592	2016	2019	91
2	Hamline-Seal-	481	2016	2019	91

AMP	PROPERTIES	# OF UNITS	INSPECTIONS		SCORE
			LAST	NEXT	
	Front Hi-Rises				
3	Edgerton-Iowa-Wilson Hi-Rises	226	2017	2019*	86
4	Roosevelt Homes	320	2016	2018	85
5	Mt. Airy Homes & Hi-rise, Valley Hi-Rise	610	2016	2018	82
6	Exchange-Wabasha Hi-Rises**	265	2017	_____**	____**
7	Ravoux, Central & Neill Hi-Rises & Central Duplexes*	210	2017	2019*	90*
8	Dunedin-Cleveland-Montreal-W. Side Duplexes	567	2016	2019	92
9	Scattered Sites (without duplexes)***	360	[2017]***	_____***	____***

* The PHA appealed the initial scores for AMPs 3 and 7. The appeals were drafted by Housing Policy Director Al Hester with assistance from Maintenance and Resident Services staff. REAC approved part of the AMP 7 appeal, raising the score from 88 to 90. Staff obtained support letters from the SPPD ACOP supervisor (for “graffiti”) and a hardware supplier (for deadbolt holes cut in door frames). REAC rejected the appeal for AMP 3.

** Exchange & Wabasha Hi-Rises were inspected on May 24, 2017 but HUD withheld the score and will schedule a Quality Assurance Inspection on July 18, 2017.

*** The Scattered Sites inspection has not been scheduled yet.

During this reporting period there were no PHAS inspections performed. Staff, while completing scheduled inspections, continue to look for any deficiencies that could lead to a PHAS finding.

Maintenance staff update the PHAS materials and handouts annually to align with REAC’s revision to inspection protocols, ensuring everyone who completes inspections understands each deficiency cited. Trainings sessions are held with all staff involved in the pre-PHAS inspection process. This practice has been beneficial for the Agency to maintain its High Performer status.

While completing scheduled pre-PHAS inspections at the end of FY2017 a total of 471 Priority 21 pre-PHAS inspection work orders were generated and completed prior to the scheduled start of PHAS inspections in May 2017.

The Management Operations score under the Interim PHAS Rule is based on three indicators:

- Occupancy: 16 points maximum for 98% occupancy or higher
- Tenant Accounts Receivable (TARs): 5 points maximum for TARs < 1.5 %
- Accounts Payable (AP): 4 points maximum for AP < 0.75 %.

Staff estimates that the Agency's will receive the maximum score of 25 points on the Management indicator, up one from last year.

The PHA completed FY2017 with an overall occupancy rate of 99.4%. This represents the 22nd consecutive year the PHA has achieved an overall occupancy rate of 99%. Each of the twelve months had overall occupancy levels of 99.2% or greater. The average occupancy rate for the family units was 99.8%, an increase from the previous year (99.4%). The average hi-rise occupancy rate was 99.2%, a slight decrease from the previous year (99.7% - due to the Ravoux Plumbing Renovation Project).

Under the previous PHAS rule the Management Operations Indicator covered the following areas of PHA operations. Staff has continued to track and calculate the Agency's performance on the same system as another way to ensure continued high performance.

- **Vacant Unit Turnaround Time (“Key to Key”).** The adjusted vacant unit turnaround time, which accounts for the subtraction of vacant units due to modernization, for FY2017 was 15.4 days, a very slight decrease from 15.6 days and well below PHAS' old “A” standard of 20 days. Turnaround time remains a focus of staff as we continue to review and adjust procedures to obtain the best possible results. The non-adjusted numbers show a combined, overall decrease from the previous year. The turnaround time decreased from 22.3 to 15.4 days. Turnaround time for the family developments in FY2017 was 15 days, a vast decrease from 22.3 days the previous year. The hi-rise turnaround time increased from 17 days in FY2016, to 29 days in FY2017 due to the Ravoux Plumbing Renovation Project.
- **Capital Fund Program (CFP-Modernization).** This is a separate PHAS indicator. The PHA scored “A”s on all components, for timely obligation and expenditure of all open CFP grants.
- During FY2017 the Maintenance Department completed all priority 1 and 2 work orders within the PHAS high performer standards. A total of 6,466 emergency work orders were completed within twenty-four hours. In addition, 22,573 non-emergency work orders were completed within an average of 5.26 days. The total amount of priority 1 and 2 work orders for the reporting period was 29,039. In addition to regular work orders initiated during FY2017, there were a total of 471 work orders initiated in preparation for the PHAS inspections completed in May 2017.
- **Annual inspection of units and major systems.** The PHA inspected all units and major systems during the year (“A” rating).

- **Security.** The PHA scored “A”s on all components.
- **Economic Self-Sufficiency.** The PHA scored “A”s on all components.

Quality Assurance: The High Performer designation for the public housing program should provide assurance to the Board and the public that the PHA is well run and staff remain committed to the mission of helping families and individuals with low incomes achieve greater stability and self reliance by providing safe, affordable, quality housing and links to community services. Staff at all levels of the PHA deserves credit for this remarkable record of sustained performance! We are proud of this accomplishment.

1A. Details on Selected PHAS indicators:

Vacant Unit Turnaround Time:

- Under the leadership of Director BettyLou Authier, the Maintenance Department turned over 664 (family and hi-rise) units for re-rental in an average of 8.08 days. Average preparation hours per unit were 27.06. In addition, the Maintenance Department (including Maintenance Contracts) renovated and prepared for re-rental of 48 scattered site homes in an average of 35.96 days.
- Family area Maintenance staff exceeded its requirement of painting one vacant unit per area, per week, in an effort to maintain a high acceptance rate for the units. In addition, hi-rise Maintenance staff painted a total of 423 hi-rise units during the fiscal year.
- Under the leadership of Director Mike Winston, staff from all work units within the Resident Services Department contributed to the effort to improve turnaround time. Staff continued to refine existing procedures and implement new processes such as:
 - Resident Services Management and Rental Office, along with the Maintenance Department, continued to recognize the importance of ongoing communication among the groups to enhance our effectiveness.
 - The practice of Hi-Rise Management staff conducting all unit showings continues to be an effective way to reduce the time between unit offers and lease signings, and enhance our overall unit-turn-around time.
 - Rental Office and special program staff, including CHSP, ASI, and ALP continued to utilize tracking tools to monitor the status of special program applicant files.
 - The Rental Office’s practice of utilizing a centralized rent calculation process for all new applicants has proven to be both accurate and efficient.
 - Family Management staff worked to reduce time between actual vacate date and vacate inspection date, improving scheduling and completing contractor painting.
 - Rental Office and Management staff communicated on a daily basis regarding the status of showings and the need for new applicant files following unit turndowns.

Public housing admissions and occupancy: The goals included: Maintain a public housing occupancy level of 99%, maintaining the highest PHAS “A” rating while continuing to perform thorough and uniform screening of all public housing applicants; review and adapt procedures to ensure ongoing efficient, consistent and fair screening practices; continue

to incorporate enhancements to screening processes as identified through staff input.

- **A total of 686 leases were signed in FY2017**, up one lease from 685 in FY16. 510 of those leases (74%) were with new applicants from the waiting list. The remaining 26% (176) were with families and individuals who transferred within public housing properties.
- On average, 24 units were vacant at the end of each month during the year. This compares to an average of 17 during the previous year. In FY2017, 58 leases were signed each month on average, 1 more per month than in FY2016 (57).
- A total of 175 families signed leases in the family developments and attended the mandatory Admission Orientation Program, which is a three-hour session conducted by Family Management staff. In this program staff reviews the lease and other PHA requirements as well as introduces the families to an array of available services.
- A total of 335 new admissions to the hi-rise buildings were invited to attend a New Resident Orientation session (non-mandatory); 233 attended. These sessions serve a purpose similar to the Admission Orientation Program at the family developments. New tenants are encouraged to meet with a designated resident at their building who serves as a Resident Orientor.
- A total of 1,298 files were processed for a final housing eligibility determination. 39% (510) of the public housing applications that were processed were approved. 61% (788) were processed for denial. This is a change from the prior year, where the approval/denial ratio was 36/64 percentages.
- The total number of units offered in FY2017 was 1,052. Of this number, 33% of the units offered were turned down. This is a slight decrease with the percentage of units turned down in the previous year (39%). Of the total number of hi-rise turndowns (256), Neill, Iowa, Front, Hamline, Seal and Montreal had the lowest number of turndowns at ten or less per building for the entire year. Edgerton, Mt. Airy and Dunedin ranked the highest in unit turndowns at 25 or more per building. For the non-scattered site family developments, Dunedin Terrace remained the site with the lowest number of units turned down at five, while McDonough Homes had the highest number of turndowns at 35. There were a total of 42 turndowns in the scattered sites resulting in a 43% turndown rate. The most common reason for turning down a unit continued to be dissatisfaction with the unit floor plan and/or building location.
- The Rental Office scheduled a total of 136 denial hearings in FY2017. This is an informal hearing process which allows applicants who are denied admission the opportunity to request a review before the PHA Resident Hearing Committee. Of the 136 denial hearings scheduled, 116 hearings were held. The PHA's denial of the application was upheld in 35 (30%) of those hearings, 17 (15%) were overturned outright and 55 (47%) were overturned with stipulations.

Public housing lease enforcement: The goals included: Work with residents and others to achieve compliance with all provisions of the lease. Work with staff to assure consistent, effective and well-documented follow-up on all lease compliance issues. Consistently

implement lease termination actions if lease compliance cannot be achieved by the resident. Maintain lease terminations database. Track and interpret data related to lease terminations.

- Working with residents to obtain lease compliance continued to be a major focus for housing management teams. All applicants moving into public housing met with the Manager to review lease requirements prior to signing the lease.
- All new family residents and residents transferring into a new area attended a mandatory admission orientation program to assure that lease requirements and consequences for noncompliance were clearly understood.
- During FY2017, 52 resident households (individuals or families) moved out of public housing because the PHA terminated their leases “for cause” (not including 22 lease terminations for non-payment of rent). The total number increased from 39 terminations in FY2016. Family lease terminations increased from 17 to 23 while Hi-Rise increased from 22 in 2016 to 29 lease terminations “for cause”. The 52 lease terminations for cause represent less than 2% of all households living in public housing during the year.
- During FY2017, Legal reviewed and responded to a total of 205 standalone requests for reasonable accommodation from public housing tenants. This number primarily includes requests for transfers and service animals, but does not include reasonable accommodation requests raised as a defense to an alleged lease violation. The total number increased from 196 requests in FY2016 (4.5% increase). Of these requests, 137 were approved (67%) and 68 were denied (33%).
- Executive Assistant/Communications Manager Mai Moua continues to oversee the Fraud Reduction Initiative that allows the public to report possible fraud in housing. This initiative includes a method to track and follow up on fraud complaints. Staff report to the Board annually on the number and disposition of fraud cases.

Public housing rent collections: The goals included: Continue proper collection procedures for both current and vacated residents, coordinating efforts with the Finance Department to ensure that collection loss write-offs meet the PHAS “A” rating. (Tenant Account Receivables less than 1.9 percent of total dwelling unit rental income, to support the PHAS “A” rating for the Financial Assessment component.) Maintain emphasis on timely rent payment through enforcement of chronic late rent policy.

- The total amount of uncollected rent averaged 0.55% for FY2017, monitored and reported in the Monthly Management Report. The PHAS standard is 2.00% or less. Uncollected rent totaled \$86,825 of more than \$15,824,214 in rent charged.
- In FY2017, 15 residents were required to vacate due to non-payment of rent terminations (down seven from 22 in FY2016.)
- During the fiscal year staff initiated 1,833 lease terminations for non-payment of rent. In each case management and human services staff contacted the residents, connected them with services and resources and worked with them to resolve the issues underlying their failure to pay rent. As a result of those efforts most of the lease terminations were resolved without the PHA filing an eviction action in court. 65 eviction actions for non-payment were filed in court (up from 59 in FY2016). 50 were resolved without eviction; and 15 households were evicted by court order for non-payment of rent.

- Management Staff initiated 61 terminations for chronic late rent payment (four times late in a 12 month period), resulting in 4 vacates and 47 stipulation agreements. 6 chronic late rent terminations were pending at the end of FY2017, with an additional 4 vacates that originated in FY2016. Residents who are chronically late paying their rent receive a series of notices and offers of help before their lease is terminated.
- In FY2016, the PHA initiated Web Online payments for current tenants. Currently, about 30% of the public housing residents are paying rent online. (Thanks to former Commissioner Georgie Kabeto for the idea of online rent payment.)

Marketing: The goals included: Maintain marketing initiatives to increase public awareness, ensure an adequate waiting list of qualified applicants for all bedroom sizes and increase unit acceptance. Utilize the waiting list as well as other available data and resources to identify potential under representation of specific applicant groups.

- Marketing efforts for FY2017 continued to be targeted toward potential hi-rise applicants; more specifically, the elderly and those who may qualify for the Congregate Housing Services Program (CHSP). CHSP and Rental Office staff collaborated by placing advertisements in the major senior publications. Advertisements were placed in the Twin Cities Senior Housing Guide and Care Options Senior-Care Guidebook. Staff maintained their informal exchange of information between the PHA and Ramsey County social service providers as well as staff from such organizations as Mental Health Resources, Safe Alternatives, South Metro Human Services, Guild Inc., Catholic Charities, the Wilder Foundation, the Union Gospel Mission and Accessible Space, Inc.
- The Public Housing waiting list was closed for all bedroom sizes on August 1, 2015. There were 6,924 families on the list at the time it closed. The waiting list was re-opened for efficiency and one-bedroom hi-rise units on March 3, 2016, and for three and four-bedroom family units on January 17, 2017, with both openings using an online format. The fiscal year ended with a public housing waiting list of 8,148 applicants.

Preventive maintenance and housekeeping inspections:

- In FY2017, over 4,274 annual inspections were completed for all PHA occupied units with appropriate follow up for households that failed to meet the PHA's housekeeping standards. In family housing, two leases were terminated for poor housekeeping and property damage, the same as in FY2016. This was after significant efforts on the part of Housing Managers, Human Services Coordinators, housekeeping trainers and outside resources were unable to resolve the tenant-caused issues. Hi-Rises had three lease terminations for poor housekeeping and property damage, an increase of two from FY2016, when there was one. These low numbers are a reflection of the continuing efforts of staff to prioritize issues related to health and safety.
- In FY2017, Management continued to use an annual inspection form that includes a checklist of safety items and identified city certificate of occupancy and HUD inspection deficiencies.

- In FY2014, the PHA implemented new protocols and procedures for addressing non-lease compliant behavior and/or substandard property conditions. This practice has increased and we continued to see great results throughout FY2017. The Management Control Module (MCM) was created to provide an opportunity for the PHA to review tenant information at one central location. The MCM enables staff to upload housekeeping inspection and pictures, review tenant information on current occupancy, police calls, resident issues (P-50), and exterior inspection photos. This module has allowed Resident Services and Maintenance to tighten up procedures and protocols while adding more accountability and transparency around PHA property inspections (annual housekeeping, drive-bys, quality control, preventive maintenance & routine maintenance). This tool assists in immediately identifying potential problem units, follow up in a timely manner and correct the deficiency to avoid health and safety conditions in and around our properties. The new module is an enhancement of the computerized work order system, where everything is entered, tracked, and reviewable by supervisors, senior managers, department directors, and the Executive Director. The MCM continues to be an effective tool for senior staff and upper management in general, as it allows supervisors to conduct more quality control reviews and ensure more accountability by staff. All PHA properties are listed in the MCM.
- Resident Services staff continued to provide mold prevention and bed bug training to new residents at Admission Orientation Programs and the Scattered Site Training Program. Staff also provided reminders and handouts in the management offices.
- Maintenance Contracts staff continued to maintain processes and open lines of communication that provide for successful outcomes related to pest control issues. A Maintenance Contracts staff member attended Resident Services Hi-Rise and Family staff meetings. At these meetings, pest control information and updates were discussed to ensure all parties were fully aware of any and all ongoing pest control issues. Where bed bug infestations were noted, a Maintenance Contracts staff member worked with the pest control contractor and the Resident Services manager to determine the extent of infestation and possible remove of furnishings from the dwelling unit. At one hi-rise where there had been an issue with bed bugs, meetings were held between pest control contractors, Maintenance Contracts and Resident Services staff to improve our existing inspection/treatment process. When put into action, this new process eliminated the bed bug problem. Agency-wide the PHA maintained an infestation rate of 2% for bed bugs and less than 6% for roaches and other insects.

PHAS (and SEMAP) Activity Monitoring and Reporting: Under the leadership of Director Ron Moen, Finance/IT staff worked with other departments to develop and maintain accounting systems and documentation to support PHAS and SEMAP certifications in the area of modernization (timely obligation of funds), rent collections, tenant accounts receivable, Section 8 utilization, as well as other areas defined by HUD.

In an ongoing effort to assist other departments, IT staff spent a significant amount of IT time on creating, modifying and running reports for PHA staff. IT supported over 22 special purpose databases including those related to: Appliances, Board Meeting Minutes, Collections/Losses, Complaints, Contacts, External Contacts, Equipment Check-out, HR Mailing Labels, IT Inventory, IT phones, Move-in/Move-outs, Pension Meeting Minutes, Police Calls, Problem

Units, Procurement, Public Housing Waiting List, Applications, Section 8 Waiting List, Rent Reasonableness, Tenant Vacates, Terminations, and Trespass List.

Two reports that are central to monitoring the production activity are the Public Housing monthly occupancy summary (“the Control Book”) and the Monthly Management Report. The Board receives copies of the Monthly Management Report on a quarterly basis.

Expand the public housing inventory by completing construction of new units at Roosevelt Townhomes and Mt. Airy Homes, and building elsewhere if sufficient resources can be obtained: Minnesota Housing awarded \$1,080,000 to the PHA for the construction of a new twelve-plex at McDonough twelve-plex from the 2014 Consolidated Multifamily RFP, through the State’s Economically Disadvantaged Housing Challenge (EDHC) program. Subsequent applications to Minnesota Housing have not been funded as detailed elsewhere in this report.

Goal #2 SEMAP: Section 8 Housing Choice Vouchers: Maintain “High Performer” status under HUD’s Section 8 Management Assessment Program (SEMAP). Maintain high utilization of vouchers and budget without exceeding authorized limits. Successfully implement and administer current agreements for Project-Based Vouchers (PBV), including Project-Based Vouchers (PBV) in supportive housing projects that support Minnesota’s Business Plan to End long-Term Homelessness. Renew expiring PBV contracts at successful projects. Continue to advocate for full voucher funding and program reform, while preparing contingency plans for possible radical cuts in federal funding. Continue the HUD-Veterans Affairs Supportive Housing Program (VASH) and the Family Unification Program (FUP) with approved special vouchers, working with partner agencies to receive required referrals. Apply for more special purpose vouchers, incremental vouchers or preservation vouchers if offered by HUD. Explore possible opportunities to develop new multi-family housing for PBV use. Utilize the internet to increase customer service to participating property owners by implementing a “Partner Portal” and Direct Deposit, and continue to explore other technology solutions for both owners and Section 8 applicants and participants.

2. SEMAP High Performer status: The PHA achieved High Performer status for FY2017 (16th consecutive year) on the 4,664 Section 8 Housing Choice Vouchers (HCV) and related subsidies we administered during the year, as reported to the Board on May 24, 2017. The Agency’s SEMAP score for FY2016 was 97%, the same as last year. Staff accomplished this goal under the leadership of Housing Policy Director Al Hester and Section 8 Programs Manager Dominic Mitchell.

- FY2017 Housing Assistance Payment (HAP) Utilization was 102.65%; Unit Utilization was 99.95% (53,462 unit-months authorized for rental in our regular HCV program; 53,434 unit months under lease). This is an astonishing accomplishment of all HCV program staff!

2A. Details on selected Section 8 HCV program achievements:

Administrative Achievements:

- Fiscal Year 2017 saw another year of mostly stable funding for Housing Assistance Payments (HAP), after previous restrictions due to Congressional Continuing Resolutions (CRs) and delayed appropriations, federal budget caps and “sequestration”.
- We started the fiscal year at 100.07% leasing, with only 3 units over-leased out of 4,441, as we continued our precise leasing rates. For the fiscal year we hovered right around 100%, dipping only as low as 99.51% for one month. (For two months, we were only 1 unit off our target of 4441; for two other months we were only 2 units off of our target.)
- We worked to trim expenses, as the HCV program continues to be funded at approximately 75% of the Administrative Fee to pay for necessary program activity.
- We provided information in response to a “SEMAP Confirmatory Review” by HUD, where they reviewed our self-certified documents from FY 2015 for accuracy and completeness. HUD confirmed our SEMAP score for FY 2015, with no findings or concerns.
- In an effort to inspire and remind each other of our mission, we continued sharing a couple individual positive success/mission stories at each monthly staff meeting, in addition to a successful team-building activity.
- We contracted with a videographer to record three “success stories” from current/past Section 8 participants, which we posted on the web-site.

Growth: New Allocation Received

The Section 8 HCV program continued to grow, increasing our ability to serve individuals in St. Paul who are in need of affordable housing.

- Received 17 additional VASH Vouchers from HUD in June of 2016 to serve homeless veterans in need of assistance, bringing the total of authorized VASH vouchers to 176.

Project-Based Voucher Accomplishments:

The Section 8 Program continues to grow in size and complexity, as we are able to serve more niche populations in an effort to help them achieve greater stability and self reliance.

- On July 14, 2015, HUD approved the PHA’s request to award 32 Project-Based Voucher (PBV) units to Beacon Interfaith Housing Collaborative for Prior Crossing. The Board had approved Beacon’s application (submitted through Minnesota Housing’s Consolidated Request for Proposals) on November 26, 2014. This action completed the Board’s November 23, 2011 commitment of up to 50 vouchers for project-basing over 5 years. Prior Crossing’s 44 units of new construction came on board with a HAP contract on September 15, 2016, serving youth who are homeless or at risk of homelessness.
- Renewed PBV HAP Contracts at University-Dale, Sibley Park, and Crestview projects, totaling a renewed commitment of assistance for 88 PBV units.

- Throughout the fiscal year, offered Housing Choice Vouchers (HCVs) to 271 participants who requested a voucher after residing in a PBV unit for 12 months or more. 30% accepted the tenant-based HCV and vacated the PBV unit, allowing another family to move into the PBV unit.
- Applied for additional VASH-PBV assistance dedicated to the Dorothy Day Residence. Though our application wasn't selected, it remains in the pipeline and we are hopeful it will be selected if additional funding becomes available.
- Led a couple of Listening Sessions with our PBV Partners and Stakeholders over the winter, in an effort to discern how we can most effectively use this limited resource. Staff will report and recommend a course of action to the Board in FY 2018.

Production Accomplishments:

The Section 8 Team continues to show growth while the program grows in complexity.

Intake

- 511 New Admissions in FY 2017 (including PBV, new Portability participants, and other FUP, VASH, and SRO new admissions) (up from 392 in FY 16)
- 259 Portability Move-Ins (up from 242 in FY 16) (See Portability Move-Outs below)
- 450 names drawn from the waitlist (down from 770 drawn in FY 16)

Occupancy

- 3,579 Annual Reexaminations (down from 3,613 in FY 16)
- 3,850 Interim Reexaminations (down from 3,887 in FY 16)
- 336 Portability Move-Outs (up from 291 in FY 16) (See Portability Move-In above)
- 450 Current Participant Moves (down from 473 in FY 16)
- 482 End of Participations (down from 516 in FY 16)

Inspections

- 7,365 Physical Inspections. This total is lower than the 8,644 inspections completed in FY 16, primarily for the reasons listed below.
 - 3,505 Passes (down from 3,754 in FY 16)
 - 3,860 Fails, including: (down from 4,890 in FY 16)
 - 298 Fails for units with 15+ deficiencies (down from 450 in FY 16)
 - 326 visits where inspector could not gain access (down from 488 in FY 16)

Including

- 2,915 Annual Initial Inspections (down from 3,153 in FY 16, primarily due to units qualifying for biennial inspections, below)
 - 962 Passes (33%)
 - 1953 Fails (67%)

- 1,207 New/Mover Initial Inspections (up from 1,054 in FY 16)
 - 630 Passes (52%)
 - 577 Fails (48%)
- **Biennial inspections:** 1,043 units in FY2017 did not require inspections as they qualified for biennial inspections (up from 688 in FY 16). Biennial inspections started reducing inspection volume in May of 2015. It is an important outcome of our process improvements efforts.
- **439 units** in FY2017 did not require re-inspections, as they qualified for and submitted self-certifications to pass their unit (up from 394 in FY 16).

Fraud Enforcement

- Reviewed 107 Reports of Tenant Fraud (steady from 108 in FY 16).
 - 37 required no additional investigation and were discharged. (up from 31 in FY 16).
 - 70 investigated further by contacting property owners and/or the tenants (down from 77 in FY 16).
 - 12 resulted in Notice of Program Termination (up from 8 in FY 16).
- Terminated HAP Contracts for 6 Section 8 Owners.
 - 2 owner contracts terminated for renting to a relative (up from 1 in FY 16).
 - 4 owner contracts terminated for over-charging the tenant (up from 1 in FY 16).

Legal

- Processed 131 Reasonable Accommodation Requests (up from 124 in FY 16).
 - 112 Granted (85%)
 - 19 Denied (15%)
- Scheduled 12 Informal Reviews, determining applicant eligibility for a voucher.
 - 4 applicants did not appear for their review (PHA decision to deny upheld).
 - 5 applicants were denied.
 - 3 applicant decisions were overturned.
- 352 Terminations of Voucher assistance (up from 327 in FY 16)

Program Violations:

- 34 for Criminal Activity
- 1 Termination for Utility Shut-Off
- 48 for Failure to provide true & complete information
- 36 for Defaulting on Payment Agreement
- 33 for Defaulting on a balance owed (having never made a payment agreement)
- 69 for Missed appointments
- 11 for Missed inspections
- 43 for Failures to provide required documentation

Lease Violations:

- 17 for Eviction actions
- 1 for Damage to the unit
- 6 for Other lease violations (not rising to an eviction)

Other Terminations:

- 53 for combinations of the above, or for other reasons
- 270 Hearing Requests Received in FY 17 (up from 251 in FY 16)
 - 220 cases resolved without a hearing.
- 60 Hearings Scheduled (down from 84 in FY 16)
 - 18 Terminations upheld
 - 9 Terminations upheld by default
 - 10 Settlements reached
 - 1 Termination overturned
 - 21 Hearings rescheduled
 - 1 Hearing canceled by PHA
 - 11 Hearings (out of 29 held) participants represented by counsel.

Family Self Sufficiency (FSS)

- 25 Active Participants
- 17 New Enrollees
- 8 Graduates
- 6 Terminations
- 393 available slots remain
- \$43,910 paid to FSS graduates from their Escrow accounts.
- No FSS participants became homebuyers during this year

Legal Improvements

Staff strives for maximum legal compliance and due process for our clients, while ensuring administrative efficiency and consistent voucher and HAP contract enforcement.

- Interviewed, screened, and selected five new hearing officers, to expand the panel to nine attorneys who conduct Section 8 hearings (and public housing grievance hearings). Staff and the Legal team trained them on hearing policies, procedures, and current case law.

- Continued to clarify for staff the rules and procedures for waiving or modifying HCV rules and procedures when necessary as a “reasonable accommodation for a person with a disability”. This includes allowing oral requests for reasonable accommodations.
- Continued to consistently enforce and defend 30-day extensions of voucher shopping time, to a maximum of 120 days, for applicants and participants (“movers”) who are looking for a unit to lease with the voucher.
- Gathered numerous court documents that assist the Programs Manager in making decisions on whether to terminate or deny assistance.
- Maintained use of Police Officers as witnesses in Section 8 hearings, to prove PHA terminations for criminal activity and failing to provide true and complete information.

Inspection Improvements

The Inspections Team continued to develop new methods and innovations in their confirmation of safe and sanitary housing for our clients, while responding to increased program complexity.

- After substantial researching, testing, and procedure creation, we implemented a handheld inspection tool to make inspection processes more efficient for the inspectors, while allowing owners to see the deficiencies that were cited within two days through our online portal. This was another important product of our process improvements.
- We continued the implementation of biennial inspections in this fiscal year (began in May of 2015). This has reduced overall inspection volume by approximately 12%. Units qualify for biennial inspections if they that pass the annual inspection without requiring an inspector to make a second visit to verify that deficiencies have been fixed.
- As a product of the landlord advisory group, we created a tenant inspection checklist to help our tenants better prepare for inspections. This list is a condensed version of our “Most Common Deficiency” list (intended primarily for owners), and provides tenants a short list of things to do to ensure they are ready for the inspection.
- Continued seasonal inspector assistance during the busy months to ensure we were keeping inspection wait times to a minimum, this time with a contracted inspector rather than a long-term temporary employee. Staff from other departments also continued to volunteer to work overtime to conduct inspections.
- Continued allowing owners to certify that all deficiencies cited by the inspector have been fixed, eliminating the need for a physical re-inspection. (Applies only to non-life-threatening deficiencies; the PHA may also require tenant certification, photographs or other documentation.)

Occupancy & Intake Improvements

The Occupancy and Intake Teams continued to refine and improve on already solid procedures for ongoing Section 8 applicants and participants, while efficiently processing more participants.

- Strengthened communications and process for current tenants who are moving from their current units, to ensure they have the maximum shopping time to both augment their housing choice and reduce any periods of homelessness in between assisted units, while also having all the information and resources they need to maximize their choice based on their income.
- Requested and received a higher rating for the newly formed “Housing Choice Voucher Specialist” position, which combined the former “Rental Technician” and “Occupancy Technician” class specifications into one group of employees. This allows supervisors greater flexibility in assigning staff according to program needs and individual employees’ strengths.
- Implemented monthly HCV Specialist meetings with Assistant Section 8 Programs Managers to review processes and procedures to ensure consistency among all staff. These meetings also offer staff an opportunity to bring up relevant items for discussion among their peers.
- Implemented an additional level of Quality Control review of files to be pulled at random to assist with annual performance reviews. These reviews also allow the Assistant Section 8 Programs Managers to address minor staff performance/training issues before they become larger issues.
- Continued other Section 8 process improvement items, including the implementation of new “mail-out” recertification packet for all elderly or disabled families on a fixed income. That eliminated many annual recertification appointments, benefiting both our clients and staff.
- Updated policy on removing clients from the waiting list if we are unable to reach them, in an effort to more efficiently manage the limited number of slots on our waiting list.
- Created a questionnaire for households with full-time students, to promote greater consistency and accuracy in determining household income and size, which affect voucher size and calculation of the tenant’s share of the rent.
- Codified process on our continuous collections of balances owed due to delayed reports of income changes.
- Continued revisions of rent reasonableness module to allow for better access and understanding by specialists.
- Increased use of Language Line to more effectively reach clients who have Limited English Proficiency (LEP).

- Continued fine tuning PowerPoint briefings for all applicants, as well as the written materials included in the briefing, to ensure consistent message delivery and understanding by clients.

Landlord/Owner Recruitment and Retention

The Section 8 Program continues to respond to inquiries to ensure maximum landlord compliance, participation, and satisfaction.

- Scheduled 6 bi-monthly workshops and some individual meetings to orient owners (landlords) to the Section 8/Housing Choice Voucher Program.
- Published Owner Newsletter in January of 2017, marketing and educating on program changes and improvements.
- Held Owner Workshop in October of 2016, where we invited all currently participating property owners to the Wellstone Center for a 2-3 hour program designed to give them valuable information on how to successfully manage a rental property where one or more tenants are subsidized by a Housing Choice Voucher.
- Started Landlord and Owner Advisory Group to investigate program improvements and solutions that are desired by landlords, in an effort to augment tenant choice.
- Continued to market online portal to existing owners/landlords, where they would have online access to their payment history and prompt and detailed inspection results.
- Responded to individual owner inquiries as they arose, holding program to highest standard of accountability to both tenants and owners to ensure consistent administration and maximum owner participation.

Partnerships with other Entities

Staff continued to seek out new partnerships to increase efficiency and breadth while working toward the common goals of safe, affordable, quality housing for St. Paul residents who have very low incomes and/or are experiencing homelessness.

- Staff attended two Section 8 metro-wide meetings with the nine other agencies in the Metro area that administer Section 8 programs, to collaborate and learn more efficient ways of administering the program.
- Maintained positive, responsive, and productive relationship with HUD field office staff, while undergoing individual client inquiries, program utilization updates, and a SEMAP Confirmatory Review.
- Programs Manager Dominic Mitchell continued to serve on MN NAHRO Board of Directors and the National NAHRO Professional Development committee.

- Assistant Programs Manager Cynthia Yuen serves on MN NAHRO Professional Development Committee, and aids in planning conferences and in developing session tracks on Section 8 and Emerging Leaders.
- Programs Manager advocated for state bonding money through his role on the MN NAHRO Board and served as liaison between MN NAHRO and the PHA's legislative educational and advocacy efforts.
- Programs Manager and Assistant Programs Manager participated in Regional Housing Initiative, designed to review Affirmatively Furthering Fair Housing opportunities and options in the Metro area.
- Programs Manager continued attendance at Fair Housing Implementation Council (FHIC) meetings, where he would inform and educate on how the program works, both generally and in our community.
- Staff attended the "Homeless Day on the Hill" sponsored by the Minnesota Coalition for the Homeless.
- Programs Manager met with staff at Safe Alternatives for the first time, to collaborate and educate on housing search assistance opportunities for disabled families.
- Maintained and developed relationships with both the St. Paul Police Department & St. Paul Department of Safety & Inspections, and sought additional ways to collaborate.
- Continued to work with VA on both referrals and on general problem-solving with mutual clients on the Veterans Affairs Supportive Housing (VASH) program.
- Continued to collaborate with Ramsey County Community Human Services Department on referrals for participants in the Family Unification program (FUP).
- Participated in meetings of the Ramsey County Safety Net Committee meetings, where staff from several service providers advise County staff on policies for disbursing emergency funds, as well as networking about changes and issues in individual programs.
- Participated in the Ramsey County Continuum of Care, which plans and coordinates HUD-funded housing and services for family.
- Worked generally with the Coordinated Access to Housing and Shelter (CAHS) and Coordinated Entry for Youth and Singles (CEYS) initiatives for homeless families, which allows one-stop referral sources for homeless families in need of shelter or housing.
- Programs Manager or Housing Policy Director participated in monthly meetings of the Ramsey County Family Homelessness Prevention and Assistance Program (FHPAP) Advisory Committee, which also functions as the project advisory committee for the Family Unification Program (FUP).

- Maintained relationship with Housing Link, which provides the PHA with rent reasonable comparables and de-concentration data for SEMAP in addition to some limited landlord recruitment.
- Continued to collaborate with WAND (Woman Achieving New Directions), Goodwill/Easter Seals, Workforce Solutions, Community Action Partnership, RS Eden, Ramsey County, and the Wilder Foundation in the administration of the FSS program.

Agency Goal #3: Capital Improvements: Continue renovating public housing properties and making capital improvements which promote fire safety and life safety as well as preserve the asset. Maintain high quality and timely design, bidding and construction, utilizing “green and sustainable” principles to conserve energy and water and protect the environment to the greatest extent feasible. Continue to actively involve residents, staff and the community in planning capital improvements. Apply for additional grants that may become available and actively seek out new funding sources to supplement federal and State funding including but not limited to Minnesota Housing funds and Federal Home Loan Bank of Des Moines.

3A. Program Administration, Fund Obligation and Expenditure: Under the leadership of Director BettyLou Authier and Construction Manager Dave Lang, the PHA met or exceeded all program administration goals.

- Maintenance Contracts staff worked with other Maintenance staff and representatives of other PHA departments to identify, fund and accomplish needed property maintenance and improvements with Capital Fund Program funds, Operating budget funds, and Non-routine Operating budget funds.
- Staff met and cooperatively developed the PHA’s FFY2017 Capital Fund Program (CFP) application and revised CFP 5-Year Action Plan. Draft copies of each were discussed with residents at Resident Council meetings and at a public hearing in November of 2016. HUD announced our final FFY2017 CFP funding amount as of \$7.160 million on June 30, 2017. Staff met to revise the FFY2017 CFP budget after HUD announced the final FFY2017 funding amount.

3B. Capital fund program coordination goals in more detail: Coordinate the efficient, high quality and timely design, bidding and construction of modernization projects. The following contract work represents some of the work that was awarded and/or completed during the reporting period.

- Maintenance Contracts staff worked with other staff to identify, fund and accomplish needed property maintenance and improvements with Capital Fund Program funds, Operating budget funds, and Non-routine Operating budget funds.
- Retained Stanley Consultants to survey the plumbing systems at fifteen of the PHA’s sixteen hi-rises after the extent and severity of the plumbing problems at Ravoux Hi-Rise was discovered. The results of the plumbing evaluation were received and added to the

PHA Physical Needs Assessment and the PHA's CFP Five Year Action Plan.

Minnesota Housing Finance Agency (MHFA):

- PHA staff submitted a MHFA funding request under their 2014 Consolidated Multifamily RFP for the construction of a new 12-plex at McDonough Homes. MHFA awarded \$1,080,000 of Economically Disadvantaged Housing Challenge (EDHC) program funding for the McDonough 12-plex. The construction work was completed and the PHA closed on the \$1,080,000 MHFA EDHC loan on May 16, 2017.
- PHA staff submitted proposals requesting MHFA funding under their 2016 Consolidated Multifamily RFP for the conversion of the Valley Hi-Rise Maintenance Contracts Office to four dwelling units and the conversion of the Seal Hi-Rise breezeway to six dwelling units. Neither application was funded.
- PHA staff submitted a proposal requesting MHFA funding under their 2017 Consolidated Multifamily RFP for the Valley hi-rise plumbing replacement. Selection notification is expected in late 2017.
- Maintenance Contracts staff worked with MHFA throughout the process of applying for, obtaining commitments and moving towards closings for the above POHP (Publicly Owned Housing Program) and EDHC loans.

Federal Home Loan Bank of Des Moines:

- Pre-applications were submitted to the Federal Home Loan Bank of Des Moines for their Competitive Affordable Housing Program in March of 2016 for; 1) Plumbing Replacement at the Ravoux hi-rise, 2) Mt. Airy Family Exterior Modernization, 3) Completion of the Dunedin Family Modernization, and 4) Plumbing Replacement at the Valley hi-rise. Final applications for: 1) Valley Hi-Rise plumbing replacement, 2) Mt. Airy Family Exterior Modernization, and 3) Dunedin family modernization were submitted on June 30, 2016. The Federal Home Loan Bank of Des Moines awarded a \$500,000 grant for the Valley Hi-Rise plumbing replacement but did not fund the other applications. Work is expected to start on the Valley Hi-Rise plumbing replacement project November of 2017.
- Pre-applications were submitted to the Federal Home Loan Bank of Des Moines for their Competitive Affordable Housing Program in March of 2017 for; 1) Mt. Airy Family Exterior Modernization Phase IV, 2) Dunedin Family Modernization – final phase, 3) Montreal Hi-Rise plumbing replacement, and 4) Central Hi-Rise plumbing replacement. Final applications for: 1) Mt. Airy Family Modernization – Phase IV, 2) Dunedin Terrace Modernization – final phase, and 3) Montreal Hi-Rise plumbing replacement were submitted on June 21, 2017. Selection results are expected in late 2017.
- Maintenance Contracts staff also administered PHA Contract 15-106 for the construction of the McDonough twelve-plex that was awarded to Weber Construction on April 22, 2015 in the amount of \$2,839,000 using MHFA funds. The work constructed two six-plex buildings. One of the buildings has three single-level, two bedroom, handicapped

units and three two-story, two bedroom units. The other building has two single-level, two bedroom, handicapped units and four two-story, two bedroom units. The work utilized \$1,080,000 of MHFA EDHC loans. The remaining costs were covered by the Capital Fund Program. Work was completed in December of 2016 and the MHFA loan closing occurred on May 16, 2017.

Maintenance Contracts staff accomplished the following asset preservation tasks that are typical of the ongoing inspection, planning, and accomplishment of work needed to preserve PHA physical assets:

Roofs

Worked to fund and accomplish hi-rise roof repairs and replacements recommended by a roofing consultant that was hired in previous years to survey and evaluate all PHA hi-rise roofs. Design work was completed for the replacement of the Central Hi-Rise roof but the work has been deferred due to budget constraints.

Exterior Building Surfaces

Worked to fund and accomplish hi-rise exterior wall repairs recommended by a consultant that was hired in previous years to survey all hi-rise building exterior wall surfaces. Staff added prioritized work to the CFP Five Year Action Plan and Physical Needs Assessment.

Completed Phase II of the Mt. Airy Family Exterior Modernization at 40 dwelling units in 12 buildings in March of 2016. Developed bid documents and awarded Phase III of the Mt. Airy Family Exterior Modernization at 34 units in 12 buildings in March of 2017.

Building HVAC Systems

Worked closely with the PHA Chief Operating Engineer to fund and provide contracting for needed hi-rise heating, cooling and ventilation improvements. Stanley Engineering prepared bid documents for the replacement of the Front Hi-Rise corridor air supply and community room HVAC system. Contract 17-126 was awarded to Corval Construction June 14, 2017 for the Front Hi-Rise corridor supply system and community room HVAC system replacement.

Life Safety Systems

Staff continued the administration of contractor work to test and correct deficiencies in PHA fire alarm, sprinkler and emergency generator systems on a regular basis.

Hi-Rise Plumbing System Replacement (More details)

Staff hired Martin Pevzner Consulting and Stanley Consultants to evaluate and recommend repairs to the Ravoux Hi-Rise plumbing system after there were extensive leaks. Both Martin Pevzner and Stanley Consultants recommended the complete replacement of the Ravoux Hi-Rise plumbing system as soon as possible. A contract in the amount of \$3,583,998 was awarded to Frerichs Construction in March of 2016 for the replacement of the Ravoux Hi-Rise plumbing systems. All work for the replacement of the plumbing systems at the Ravoux Hi-Rise was

completed by early 2017. As mentioned, the Stanley Consultants evaluation were received in early April of 2016 and added to the PHA CFP Five Year Action Plan and Physical Needs Assessment. Staff hired Steen Engineering to prepare construction documents for Valley Hi-Rise and Montreal Hi-Rise plumbing system replacements. Staff submitted MHFA and Federal Home Loan Bank of Des Moines funding applications for Ravoux, Valley and Montreal Hi-Rise plumbing system replacements.

Elevators

Staff continued the administration of contractor work to perform preventive maintenance and necessary repairs on PHA elevators. In addition, staff hired a consultant to complete the inspection and evaluation of the PHA's other elevators. Staff hired a consultant that prepared elevator modernization documents for Front Hi-Rise. Contract 17-085 for the Front Hi-Rise elevator modernization was awarded to All City Elevator on April 6, 2017.

Hi-Rise and Scattered Site Family Lead Based Paint

Professional Services Inc. completed risk assessments for lead based paint within the PHA's scattered site homes. Staff completed the identified lead based paint control and abatement work.

3C. Interdepartmental and Resident Communications: In conjunction with other departments identify facility, procurement, modernization, design, and other Agency and property needs, as well as develop and implement solutions. Continue use of resident newsletters and direct communication on large modernization projects to promote better communications between staff and residents. Attend Hi-Rise Presidents Council meetings and participate in other Resident Council meetings as needed.

Maintenance staff met and worked with representatives of all departments to identify and develop solutions for facility, procurement, modernization, design, and other Agency and property needs. Staff created multi-departmental design and implementation teams that included Resident Council officers and other tenant liaisons to coordinate and communicate larger modernization efforts at hi-rises and family sites including; the Ravoux Hi-Rise plumbing modernization, exterior modernization at Mt Airy Homes, and the many other CFP funded modernization projects noted earlier in this document.

Procurement: The Contracting Officer is responsible for monitoring the Agency's adherence to its established purchasing policies.

The Contracting Officer reviewed all formal contract documents issued by the Agency during FY2017. All purchase orders and contracts that ranged in price from \$3,000 to \$100,000 were checked for compliance approval by either the Contracting Officer (for Operating Budget expenditures) or the Capital Fund Manager (for CFP expenditures). Staff ensured that all formal contracts for construction and material procurement were sent to the PHA's legal counsel for review prior to issuing Notices to Proceed.

Changes were made to the Purchasing Manual primarily due to the PHA being exempt from State sales tax starting January 1, 2017. All references to sales tax were modified accordingly in

the Purchasing Manual. The draft purchase order and draft work authorization were also updated on the PHA intranet.

Another change made to the Purchasing Manual was the addition of contract digital signatures. All contracts (not requiring bonds), notice to proceeds, change orders and amendments can now be signed by each party with digital signatures. This has saved staff, especially Maintenance Contracts, a lot of time and postage to process the majority of contract documents.

In FY2017, Maintenance Contracts issued the majority of the formal contracts by e-procurement. Advertisement remained the same, but all bid documents, plans and addenda were downloaded from a site managed by Northstar Imaging saving the PHA printing costs and staff time.

Purchasing training was administered to all staff with purchasing authority. Groups trained were Maintenance Contracts, Maintenance, Hi-Rise Resident Service, Family Resident Service, Human Resources/Resident Initiatives, Finance, MIS, and Housing Policy/Section 8. During the annual Purchasing Training, a test was administered to all attendees.

Files for all formal and informal contracts were maintained at the Maintenance Contracts Office at Mt. Airy Hi-Rise for a period of not less than three years. Contracts from 2008, drawings in flat files and drawings on hanging racks were moved to Valley Hi-Rise Annex office.

All FY2017 contracts were audited by staff and any missing documents were accounted for. There were no audit findings in the Maintenance Contracts documents that were selected by Baker Tilly Virchow Krause, LLP for audit review.

Staff issued and utilized service contracts for plumbing, landscape, painting, carpentry, concrete, furnace replacement, entry door closer repair and electrical services. These contracts are awarded by the State after competitive bidding and they save the PHA time and money. Staff is encouraged to utilize State contracts when appropriate. The Contracting Officer monitored State Contracts and made sure staff were aware of expiration and renewal dates.

Maintenance Contracts set up 48 charge accounts with vendors in the Metro area to make it convenient for staff to make small purchases (under \$1,500).

During FY2017, participation by Women and Disabled-owned business enterprises (WDBE) in PHA purchases exceeded the Board of Commissioners' goals in both the Operating (24.3%) and the Capital (22.4%) fund budgets. The Board's goals for minority business enterprise (MBE) participation were not reached in the Operating budget (9.4%) or the Capital Fund budget (9.0%). Staff made a concerted effort to increase MWDBE participation in contracts by stressing the Board's goals at pre-bid meetings, including requirements for documentation of general contractor efforts to meet MWDBE goals in all formal contract construction documents, and encouraging general contractors to utilize the City of St. Paul CERT (or others) directory for MWDBE contractors.

Energy conservation: Staff worked with Xcel Energy representatives to secure energy rebates. Staff worked with representatives of the Center for Energy and Environment to secure significant Xcel energy rebates on lighting improvements.

Staff worked with a variety of groups, vendors and HUD to secure subscriptions to Community Solar gardens. Staff secured HUD approval to retain some of the savings for PHA use.

Agency Goal #4 - Equal Opportunity and Diversity: Promote and enforce equal employment opportunity and affirmative action. Attract and retain a diverse and qualified work force. Manage workplace diversity by fostering respect for and valuing of diversity.

4A. Equal Employment Opportunity (EEO) Compliance. Under the leadership of Human Resources Director Mike McMurray and Human Resources Manager Alicia Huckleby staff achieved the following:

- Sent external job postings to approximately 110 local community agencies and organizations, community colleges, universities, trade schools and MinnesotaWorks.net (Minnesota Job Bank), many of which service specific communities of color. Posted open positions on Craigslist, LinkedIn, Star Tribune, and industry specific websites. Sent notice of job openings to an expanded number of community and/or minority organizations to attract a large and diversified pool of job applicants. Worked with hiring supervisors to review job applicants and encourage hiring and promoting people of color when qualifications are equal or close.
- Reviewed job requirements and testing process to ensure that all job applicants have fair and equal opportunity to be considered for positions for which they are qualified.
- Conducted two new employees' half-day orientation training sessions for a total of 30 employees. Conducted one new employee full day orientation training sessions for a total of 16 employees.
- Investigated three employee harassment complaints and two discrimination complaints.
- Worked with various departments and ACOP to address and monitor five workplace violence complaints.

4B. Affirmative Action Compliance:

- Reviewed 297 Personnel Action Forms for EEO compliance: recruitment, hiring, transfers, promotions, demotions, terminations and other employment actions.

4C. Diversity Initiatives: Provided opportunities for PHA staff to acknowledge and celebrate diversity and cultural heritage months. Maintained a monthly newsletter and calendar of diversity information and events for PHA staff and residents, including:

- April email: Financial Capability month
- May email: Asian Pacific American Heritage Month
- June email: GLBT Pride Month
- September email: Hispanic Heritage Month
- October email: Disability in Employment Awareness Month

- November email: Native American Heritage Month
- February email: Black History Month
- March email: Women's History Month
- Submitted the PHA's Annual Informational Board Report on the PHA's FY2017 Affirmative Action Accomplishments and FY2018 Employment Goals.

4D. Employee Relations and Conflict Resolution: Enhance communication and coordination efforts with other departments to effectively identify needs and implement strategies in areas related to EEO/AA, diversity, fair housing, safety and security, and conflict management.

- Conducted consultations with staff regarding issues with co-workers, supervisors, performance, discipline, conflict resolution techniques and other workplace concerns.
- Facilitated discussion with employees regarding work environment, performance and conflict resolution. Enhanced communication and coordination efforts with other departments to identify needs and implement strategies in areas related to EEO/AA, diversity, fair housing, safety and security, and conflict management.

Agency Goal #5 - Employee and Organizational Development: Promote education, growth and advancement of employees through career planning, training opportunities and other resources. Continue internal rethinking strategies to promote organizational development, continuous improvement, and appropriate responses to budget challenges and program changes.

5A. Staffing: Under the leadership of Director of Human Resources Mike McMurray and Human Resources Manager Alicia Huckleby, the PHA continued to attract and retain a qualified workforce during FY2017:

- Staffing activity was higher than last fiscal year due to increased turnover (11%, up from 9.4% last fiscal year) and resulting vacancies (27 new hires and 15 promotions, lateral transfers and voluntary demotions). Recruiting activity continued including testing, reference checks, scheduling physical examinations, criminal background checks, new employee orientation, etc. Hiring, promoting, and all other personnel transactions resulted in the processing of 297 "Notifications of Personnel Action" forms.
- **Of the 221 regular full and part-time staff members employed by the PHA at the end of FY2017, 43% were women and 38% were people of color.** Both groups work in all levels of the organization. Of the 27 staff hired for regular positions, 37% were employees of color (up from 36% last fiscal year) and 52% were women (up from 44% last fiscal year).
- Of the 12 staff members promoted, 16% were people of color (down from 56% last fiscal year) and 33% were women (down from 44% last fiscal year).

- To aid in the workload because of turnover, 22 temporary employees were hired throughout the fiscal year. This included temporary employees for the seasonal maintenance positions.
- Continued to identify and work with PHA residents whose skills match PHA temporary and on-going employment needs and assist in developing resident economic development initiatives. Continued to administer a comprehensive applicant-testing program. Approximately 122 internal and external applicants were tested for various positions during the year (on average one to one and one-half hours of HR staff time per applicant). Continued to score tests using HR and staff from the hiring department.
- Reviewed and scored 157 internal employee applications and 449 external applications.
- Conducted exit interviews with 28 staff that terminated employment with the Agency.

5B. Training and employee career development: Continued to train individual employees to improve overall employee and department performance. Ensured that staff attends all mandatory training. Continued to develop in-depth and consistent training for new staff and promoted staff.

- Conducted routine training programs such as individual new employee orientation (met with 49 new employees individually, including 27 regular staff and 22 temporary staff); new employee group orientation.
- PHA training objectives were met by employees attending Agency sponsored sessions; training presented by outside providers; and individualized, on-the-job training given by supervisors and veteran maintenance staff. In some cases attendance was voluntary. In other cases attendance was mandatory, i.e., sessions on purchasing, new employee orientation. Supervisors also assessed individual training needs as they monitored employee performance. When appropriate, it was either suggested or required the employee attend specific training to improve or enhance work performance.
- Human Resources held the following in-house training sessions:
 - Al Hester provided two training sessions on Excel Basic, and two training sessions on Excel Advanced.
 - Lisa Sorenson (Sorenson Consulting) provided training on Performance Management, Building Rapport and trust, Implementing Good to Great, Authentic Leadership, and Mindsets for Success.
 - The PHA's Legal team provided six sessions of mandatory training on Discrimination and Harassment Prevention.
 - HR conducted three S&C Roundtable sessions, two of which were done with Louise Seeba and focused on ADA and FMLA. The remaining session was on Performance Management.
 - Finance provided training on Insurance Claims and Tenant Accounts Receivable, as well as Budgeting and Expense Reports.

- HR provided two brown-bag training sessions; one on the Our Journey Home Documentary, and the second on the Food Justice Documentary.
- Conducted career development sessions with 11 employees to include application and resume review, exploring education and training opportunities, scheduling job shadowing sessions with other employees, requesting and reviewing feedback of the job shadowing experience from both parties, conducting practice interviews, and reviewing the class specifications of promotion positions.
- The Executive Director continued his longstanding practice of holding “All Employee” meetings during FY2017.

5C. Employee Performance and Productivity:

- Provided consultation and guidance to supervisors regarding individual and group employee performance and productivity issues.
- HR staff advised supervisors about how to proceed with various issues, covering topics such as organization and work design, employee coaching and counseling. In some cases it was appropriate to advise supervisors to take formal disciplinary action to help resolve and correct performance problems.
- HR staff worked with several supervisors to develop Work Improvement Plans for employees who received overall performance appraisal ratings of “Needs Improvement” or “Unsatisfactory.”
- Continued to publish monthly Employee Activity Guide providing detailed information to department directors and the Executive Director covering human resources/staffing activity indicators. Indicators include: employees hired, promoted/transferred/demoted, terminated/laid-off; recruiting activity by department; employee turnover; employee population by ethnic group; age distribution of all employees; employees on leave; health insurance cost; list of temporary employees; full-time equivalent employee count by department; and training programs attended by each employee.

Agency Goal #6: Safety and Security: Maintain safety and security at all PHA housing and work sites for residents, staff and the public. Promote non-violence in all aspects of the PHA’s work. Continue safety efforts such as the ACOP, Officer-in-Residence, Resident Door Watch, limited use of off-duty police, and Workplace Violence Prevention programs, as well as making physical improvements to properties that enhance safety and security.

6A. Workplace Violence Prevention: Senior Staff, especially Human Resources, implemented workplace violence prevention initiatives. Staff continued to work together on strategies that support a safe, secure, productive and inclusive work environment.

There were five incidents of workplace violence this year. Four incidents were in Resident Services and one was in Executive/Resident Initiatives. In each situation, the proper procedures were followed, along with the necessary steps to ensure staff safety. Two of the incidents involved non-residents making verbal threats by phone to staff and one involved verbal threats

and physical contact with staff, which was followed by an arrest and eventual conviction. The last incident involved a terminated resident sending discriminatory emails to staff. A letter from our Legal department ordered the individual to cease and resist all contact with staff, or face legal action. Workplace violence is also addressed at staff meetings by the Housing Managers and supervisors to ensure all staff are aware of available resources and to assure staff that their safety and security are paramount to the Agency.

6B. Community Safety and Security: The goals included working with residents to increase safety awareness and update and enhance security equipment throughout the properties, including cameras, recorders, lighting, etc.

Staff, especially Resident Services Director Mike Winston and Principal Manager Kim Nguyen, worked with the St. Paul Police Department (SPPD), PHA residents and community partners to maintain safety and security for residents and staff.

- In FY2017, the Board approved entering Year 27 of community policing services under ACOP (A Community Outreach Program) beginning April 1, 2017 and continuing until March 31, 2018, for \$573,820.
- The ACOP Sergeant meets monthly with hi-rise and family managers to share information and plan special initiatives. ACOP officers visit management offices most days to share information, problem solve and strengthen working relationships. They also attend family Resident Council meetings when available.
- Continued receiving bi-weekly “Calls for Service” reports from the St. Paul Police Department under the ACOP contract. Receiving bi-weekly Calls for Service reports allows staff to react more quickly, often providing assistance or referring residents for outside services before the issue becomes a lease violation.
- ACOP continues to participate in the Agency’s National Night Out event, Spring Fling, and other events initiated by PHA and the Resident Councils. This helps to promote continued positive relationships with residents, particularly the youth.
- A good working relationship continued between ACOP and McDonough Management where ACOP is officed. The ACOP Sergeant attends monthly managers meeting and weekly check-in’s with the Security Programs Coordinator. In addition, ACOP continues to submit weekly crime reports to Managers.
- We continued off-duty policing and focused on the busiest hi-rise and family sites as determined by building managers. In FY2017, \$119,440 was allocated for off-duty police coverage.
- Currently, there are 16 “Officers in Residence” (OIRs) living in the hi-rises. Reports of vandalism and property damage in the buildings have decreased since the inception of this program. OIRs also attend monthly Hi-Rise Resident Council meetings, perform knock & talk requests submitted by building managers, and provide weekly office hours to meet with residents.
- On March 28, 2017, an amendment to the 2016 – 2017 contract with Capital Investigations and Security Services, which provides armed security services for Edgerton Hi-Rise was signed extending their services for one year beginning April 1,

2017 thru March 31, 2018. This was in accordance with Section 2 “Terms of Agreement” of the contract which allows additional extensions at one year increments with the execution of a written and signed agreement. This temporary service was part of a larger safety and security plan made to address building concerns (along with concerns of the community at-large), and improve the quality of life for residents. This ongoing contract for services is being coordinated by the Security Programs Coordinator and the site Manager at Edgerton High-Rise.

6C. Employee Health and Safety:

- Monitored and updated the Agency’s material safety data sheets. Continued the contract with DeMarco Solutions to maintain a database for all material safety sheet information. Issued name and picture ID badges to all new employees which lists the 1-800 phone number for 24 hour, 365-day emergency information availability regarding material safety sheet information.
- Continued to use HealthPartners Occupational Medicine Clinic for pre-employment physicals and medical care for employee on-the-job injuries. Pre-employment physicals are specialized and tailored to the physical requirements of the job. Medical examination of injured employees is coordinated with the employee’s department, the insurance carrier, and the workers’ compensation management consultant. Light or alternative work continues to be assigned to employees to allow for a quick return to work and work within physical restrictions. This approach continues to minimize employee time lost due to injuries and, consequently, reduces premium costs.
- Continued to offer ergonomic review of workstations when requested. We conducted 14 ergonomic reviews in FY2017.
- Sent health and wellness information to employees. Weekly employee wellness information from Gallagher Benefits Services is sent to all employees.
- Worked with Gallagher Benefit Services and Health Fair Committee members to organize a “Health Fair” which offered employees flu shots, bone density, blood pressure readings, cholesterol and glucose reading. Approximately 100 employees attended and participated in all aspects of the fair. The goal of the Health Fair is to promote healthy living and provide education on preventative health measures that will help keep employees healthy and, in turn, help control health care costs.
- Continued to refine the PHA’s business disaster recovery plan. Completed an initial draft of the disaster recovery plan for CAO. Conducted one Fire Drill at CAO. Front desk security buttons tested.
- Community Center emergency plans updated for McDonough, Mt. Airy and Roosevelt.
- Safety Committee inspections of buildings.
 - Edgerton
 - Front
 - Iowa
 - Neill

- Seal
- Valley
- Wilson
- McDonough

6D. Contract Settlements and Labor Relations:

- The PHA continued to maintain positive employee relations by pro-actively addressing and resolving problems at the earliest stages. Continued to work to minimize the number of formal grievances. During the fiscal year four grievances were filed by AFSCME. One grievance was settled at Step One, and the other three are still proceeding in the grievance procedure. During the fiscal year no grievances were filed by Local 363.

6E. Pension Plan:

- Human Resources Director continued to chair the pension Administrative Committee. HR continues to have primary responsibility for the administration of the pension plan.
- Offered deferred compensation and ROTH options to employees.
- Conducted one investment/pension education program for employees.
- Discussed pension benefit with all terminating employees during their exit interviews.

6F. Workers Compensation:

- HR continued efforts to control workers compensation insurance premiums. On March 22, 2017, the Board approved the current policy and an annual premium of \$286,092. This was an increase of \$46,702 (19.5 %) from last year's rate. This was the start of the tenth year of purchasing a policy with a \$10,000 deductible per occurrence, which applies only to medical costs. By having a \$10,000 deductible, the Agency saved about \$88,103 versus the cost of a no deductible policy. The experience modification factor increased to 1.16 compared to 1.05 last year.
- Continued to aggressively manage workers compensation claims, work with physicians to determine employee job restrictions and quickly return employees to work in modified or light duty status.
- During the year there were a total of 8 employee injury claims. (There were also 8 injuries on the job that required no medical attention and entailed no lost time so they were not included in the "employee injury" report.)
- Completed and posted the OSHA 300 Log which reports on-the-job injuries.
- One workers' compensation claim was denied by the insurance carrier.
- Worked with two employees on reasonable accommodations relating to a work injury.

6G. Compensation Review:

- Worked with each department to continue to update job descriptions and performance standards when job duties change.

6H. Benefits:

- Continued to work with Gallagher Benefit Services as the benefits consultant. Continued to review the internal and external factors that influence the costs of medical insurance.
- Worked with Gallagher Benefits consultants and a Health Plan Task Force made up of PHA staff to go out for bids through an RFP process to solicit three-year rate caps for both health and dental insurance.
- In conjunction with Cigna Life Insurance Co, offered long-term disability to employees and life insurance benefit coverage to employees and their spouses and children. These benefits are 100% paid by the employee.
- Continued to implement new human resource information and payroll system.
- Conducted health and dental insurance open enrollment period.
- In conjunction with Housing Authority Insurance Inc. (HAI), offered and enrolled employees and Commissioners for a free \$5,000 life insurance policy.
- Notified, recorded and tracked 44 staff and their use of leave time under the Family Medical Leave Act during Calendar Year 2016. (FMLA is tracked by calendar year.)
- Notified staff and their dependents of their right to continue medical insurance coverage under federal law (COBRA).
- Compiled and sent annual seniority lists for AFSCME and Local 363.
- Compensated 16 employees proficient in a second language \$1,000 per year and contracted with vendor to test language proficiency to determine who meets the qualification.

Agency Goal #7: PHA Administrative Office: Continue to fully lease and manage the commercial space in the W. Andrew Boss Office Building according to sound business practices to generate reliable non-HUD revenue.

The W. Andrew Boss Building/Central Administrative Office at 555 North Wabasha is 100% occupied. The building continues to produce needed non-federal net income the PHA can use to offset limited federal resources. The building fund is in sound financial condition. A new tenant, Minnesota Coalition for the Homeless, began leasing January 1, 2017, occupying the space vacated by the Minnesota Credit Union Network when they reduced their office size during lease negotiations in FY2016.

Agency Goal #8 Fair Housing: Work cooperatively with community representatives and other units of government to ensure non-discrimination in PHA programs and to affirmatively further fair housing objectives. Promote the value of diversity and respect for differences.

8A. Fair Housing and Non-discrimination: The Public Housing waiting list is representative of the overall population of the metropolitan area, reflecting the area's changing demographics in the applicant pool. Through interactions with the applicant population Rental Office staff continued to demonstrate their respect for cultural differences and make accommodations as needed.

For FY2017, across both Public Housing and Section 8, there was one formal discrimination complaint filed against the PHA. The Legal department filed the PHA's timely response with the Minnesota Department of Human Rights. As of the date when this report was drafted, there has not been any other information requested from the PHA, and there has been no finding issued yet.

8B. Section 8 HCV owner recruitment and retention. Staff continued to respond to inquiries to ensure maximum landlord compliance, participation, and satisfaction as detailed above.

8C. HousingLink: Continued to work with HousingLink to better serve PHA voucher holders in locating eligible units and willing owners, recruiting new owners, and enhancing other programs and services provided by HousingLink. This organization is an effective outreach tool to get information to service providers who assist clients in finding affordable housing.

8D. Reasonable accommodation: Staff continued to respond to requests for reasonable accommodations from residents and staff who have disabilities. Staff continued to work with Legal when dealing with residents' requests for reasonable accommodation. The PHA's Rental Administrator, Lisa Fiedler, is also our 504 Coordinator for resident requests for reasonable accommodation. To ensure consistency and compliance with Reasonable Accommodation (RA) laws, our legal staff provided guidance in all RA/504 resident related requests and issues. The Human Services Coordinators worked with residents in response to all requests for reasonable accommodations assistance for persons with disabilities.

Agency Goal #9: Linking Residents to Community Services: Promote links to community services through PHA Community Centers and at other sites to meet the changing needs of PHA residents, focusing on programs and services that enrich residents' lives, promote independence, increase community involvement and support successful tenancies in public housing. Continue and promote CHSP and other assisted living programs.

9A. Services to Residents at Community Centers: Staff, especially Resident Services Director Mike Winston, Assistant Director Kim Nguyen, site Housing Managers and Human Service Coordinators worked hard to successfully manage four Community Centers in a manner that meets the needs of changing populations, maximizes the number of services that can be offered to family residents and prioritizes space for programs that work with residents.

- Staff successfully managed four community centers, which includes managing the facilities, dealing with security and upkeep issues, working with current service providers and actively seeking future service providers. The PHA provides space, utilities, receptionist services, and maintenance and repair to non-profit agencies serving public housing residents
- Resident Services staff continued to work with the Resident Initiatives department regarding community center space usage and monitoring current Service Providers under contract with the PHA, as well as being vigilant in securing future partners.
- In the past few years many non- profit organization have experienced varying levels of transition (downsizing etc.) and have decreased their services to families. Following a Board-staff mini-retreat on October 2, 2015, staff proposed relocating Resident Services staff to the Mt. Airy Community Center from Mt. Airy Hi-Rise. As discussed at the mini-retreat, doing so would make better use of underutilized space at the community center, reduce operating costs and potentially allow creating more dwelling units. The Board gave concept approval to the plan on January 27, 2016. This was completed on August 17, 2016.
- Also as a result of the mini-retreat, staff began reviewing contracts with existing community center service providers to determine if opportunities exist for cost savings/revenue generation. At the end of FY2017 staff were involved in negotiations with our two largest space users Headstart and Westside Clinic. Signed contracts are anticipated by September of FY2017. (Effective August 1, 2017 the PHA and Headstart entered into one-year leases for dedicated space at McDonough, Roosevelt and Mt. Airy community centers. Staff expects the lease for the Westside Health Clinic to be signed within the next month or so.)
- For the 14th year, free tax assistance was offered at Mt. Airy and McDonough Community Centers; once weekly for 2 ½ months. This effort involved partnerships with the MN State Department of Revenue's Community Outreach and Hiway Federal Credit Union, the Resident Council and Management staff. Staff volunteered many hours to coordinate and assist with the process and as a result of their collaborative effort, for FY2017, 487 Federal, and 842 Minnesota State returns were filed with families receiving \$1,408,723 in refunds.

9B. Congregate Housing Services Program (CHSP): Goals included: Attain full census in all CHSP sites as supported by the grant budget. Maintain improved communication, procedures, and computer reports to link CHSP with the Hi-Rise Management work unit.

- During the last four months of this fiscal year, CHSP averaged the goal of 117 clients out of a possible 125. The lower number was due to funding concerns.
- CHSP's financial performance was closely monitored to ensure maximum client capacity. CHSP Program Manager and the Assistant Resident Services Manager continued to work with the Finance Budget and Reporting Manager to maintain good interdepartmental coordination of billing and budgets.
- CHSP and Rental Office staff continued to assess the skills and needs of CHSP applicants on the waiting list with a spreadsheet that is updated monthly. There are also regular

meetings between the Program Manager and the Rental Office, which has decreased the processing time on CHSP applications, increasing client satisfaction and reducing the number of clients who cancel their application.

- CHSP Coordinators continued to attend all kitchen inspections performed with the site Maintenance Manager and building Manager.
- The CHSP Coordinators and Program Services Assistants completed training on food safety, working with seniors, and the Minnesota Department of Health Home Health Care Bill of Rights.
- The program provided marketing presentations with external agencies to increase opportunities and encourage more referrals for the CHSP program. Agencies that have had CHSP marketing presentations include the Metro Area Agency on Aging and Ramsey County Human Services.
- The partnership with Presbyterian Homes, Optage Senior Dining Choices, is entering its sixth year with the PHA. This partnership, along with the Wilder Foundation, continued to be very successful and valuable to residents.
- As FY 2017 was ending staff was finalizing arrangements with Accessible Space, Inc. to phase out ASI's services at Montreal Hi-Rise (18 month phase-out) and Neill Hi-Rise (24 month phase-out). ASI formally requested the phase-out in a letter dated April 14, 2016 and the Board approved the tentative agreement on April 27, 2016. ASI will continue to provide services to residents at Valley Hi-Rise. The phase out of the ASI program at Montreal and Neil Hi-Rises is on schedule. ASI has informed the PHA that they intend to completely withdraw all services at Montreal, effective August 30, 2017.

9C. Resident Initiatives. The Executive Director approved new goals for the Resident Initiatives (RI) Department. RI Director, Alicia Huckleby, and her staff accomplished the following:

Linking Resident to Community Services; Sustaining Existing Partnerships: Along with the Resident Services, Legal, Finance and Maintenance departments, the Resident Initiatives department helped sustain 96 current partnerships over the fiscal year.

- **Metro State Nursing Program:** Continued to oversee the PHA's partnership with Metro State University's School of Nursing to provide foot care clinics and blood pressure clinics, as well as general health and wellness services in accordance with the contract, at all public housing sites and community centers.
- **Statewide Health Improvement Program (SHIP):** Continued to oversee the PHA's partnership with the St. Paul-Ramsey County Department of Public Health through SHIP to provide healthy eating, active lifestyle and tobacco reduction services at all public housing sites.
 - **Nice Ride Minnesota:**
 - Worked with "Nice Ride Minnesota" to host the third year of the Nice Ride Neighborhood adult bicycle program at 7 PHA locations – Mt Airy Homes, Roosevelt Homes, Wilson Hi Rise, Edgerton Hi Rise, Front Hi Rise, Central

Hi Rise, and Ravoux Hi Rise with a total of 45 adult residents. By joining group rides and community events, participants could earn a \$200 voucher to be used towards their own bicycle at Cycles for Change. Five participants earned a voucher.

- Worked with Nice Ride Minnesota Community Partner's Program for a fifth year to offer 14 Nice Ride Bicycle Tours and free one year Nice Ride membership to a total of 47 residents.
- **St. Paul Women on Bikes:** Worked with "St. Paul Women on Bikes" to host Adult Learn to Bike Ride Skills Building Classes – 5 adults participated.
- **Free Bikes 4 Kidz:** Worked with "Free Bikes 4 Kidz" to host bike giveaway events at all 4 family sites- Dunedin, McDonough, Mt Airy, Roosevelt – and match 225 youth with a bicycle and helmet. Youth ages 14 years and older received a bike lock. "Two Men and a Truck" provided moving services and 35 volunteers helped out at the events, including YouthCARE Teen Leadership groups at Mt Airy and McDonough. In the last 5 years, 1200 bicycles and helmets have been given to PHA youth.
- **RSVP/Volunteers of America:** Worked with RSVP/Volunteers of America to host "Bone Builders" exercise program at two hi rises – Hamline and Ravoux. Classes are led by RSVP/Volunteers of America volunteers and offered two times per week. PHA residents co-lead the classes at both locations.
- **Allina Health:** Worked with Allina Health to bring national "Walk with a Doc" program to PHA and host 6 community walking events. Neill Hi Rise, Mt Airy Hi Rise/Family and Hamline Hi Rise hosted 2 walks. 103 residents participated and 10 participants attended at least 4 events, earning \$10 Twin Cities Mobile Market gift card.
- **Stratis Health:** Worked with Stratis Health to offer diabetes self management programs, "Everyone with Diabetes Counts" and "Diabetes Self Management Series", at 7 PHA locations – Ravoux, Montreal, Hamline, Iowa, Valley, Seal and Edgerton. Overall, 75 residents completed the class series.
- **Quarterly Partners Meetings:** Hosted quarterly meetings with PHA partner organizations focused on promoting diabetes prevention and control with residents. The goal for these meetings was to strengthen and expand linkages between PHA partner organizations, and create policy, systems, and environmental changes to prevent diabetes and improve control. Examples of partner organizations in attendance included Allina Health, Stratis Health, Twin Cities Mobile Market, The Food Group, Metro State Nursing, University of Minnesota School of Nursing, University of Minnesota Extension, and Walgreens.
- Worked with University of Minnesota Extension to provide nutrition education and cooking demonstrations at Seal Hi Rise, with 15 resident participants.

- **Dunedin SNAP-Ed Pilot Project:**
 - Worked with University of Minnesota Extension SNAP Ed Pilot Project at Dunedin Hi Rise and Family to develop programming that simultaneously targets individual, setting-specific environmental changes and community connections around resources and policies. As a result of this project, a resident health action team was formed, the health action team surveyed 90 residents on health and wellness priorities, resident-led walking group launched, and Dunedin Hi Rise was added to the Twin Cities Mobile Market bus route.
 - **University of Minnesota Department of Family Medicine and Community Health Center:** Selected as one of two grant recipients from the University of Minnesota Department of Family Medicine and Community Health Center for Healthy Eating and Activity across the Lifespan Phase 1 grant totaled \$3,900. This project titled “Promoting Community Health Where People Live through a Community-Based Participatory Research Project” is a new collaboration with University of Minnesota School of Nursing, University of Minnesota Extension, Dunedin Hi Rise and Dunedin Terrace to address health inequalities in healthy eating and physical activity.
- **Hi-Rise Healthier Vending Options:**
 - Formed a new partnership with the Public Health Law Center and Presidents Council to incorporate healthy beverage guidelines with a goal of 50% healthier beverages availability in vending machines into Hi Rise Vending contracts.
 - Hosted a Vendor Fair focused on healthier foods and beverages available from vendors. Representatives from 9 PHA Hi Rises and 6 Vendor Companies attended.
- Presented “Rethink Your Drink” demonstrations at McDonough Homes and Mt. Airy Homes to highlight amount of unnecessary sugar added to various drinks and promote healthier alternative beverages.
- **HUD’s Smoke Free Final Rule:**
 - **National Alliance on Mental Illness:** Worked with NAMI Minnesota to host workshops on mental wellness and smoking cessation at all PHA sites. 107 residents attended the workshops.
 - **American Lung Association:** Worked with American Lung Association to identify opportunities for resident communication and preparation for HUD’s Smoke Free Housing Policy that is scheduled to go into effect July 30, 2018.
 - **Tobacco Partners Meetings:** Hosted two PHA Tobacco Partners meetings to discuss tobacco cessation resources available for PHA residents. PHA staff, Walgreens, American Lung Association, Public

Health Law Center, NAMI Minnesota, and Resource Inc. participated in the discussion.

- **Concordia University:** Formed a new partnership with Concordia University Physical Therapy Doctoral students to offer balance screenings and follow up screenings at 2 PHA hi rises – Hamline and Cleveland.
- **Saint Paul Natural Resources:** Formed new partnership with St. Paul Natural Resources Park Ambassadors program to offer park experiences and nature programs to PHA residents of all ages.
- **University of Minnesota Extension: Ramsey County Master Gardener Program:** Partnered with University of Minnesota Extension: Ramsey County Master Gardener Program and St. Paul-Ramsey County SHIP Program to recruit resident garden mentors and provide support to residents at 12 hi-rises and three family sites.
 - A total of three Master Gardeners and one volunteer met with garden committees twice a month from April – September.
 - Hosted a Harvest Celebration in September to recognize the season’s achievements.
 - With UMN Extension, created and piloted a five session Garden Mentor Training mini certification program for three residents to become equipped to lead and support gardening initiatives in their residential community.
- **Allina Health Neighborhood Health Connections Grant:** The Presidents Council received two Allina Grants, totaling \$9,970, to encourage resident involvement in promoting and maintaining healthy lifestyles. Residents of all ages and ethnicities have had more involvement in exercise classes, biking activities, and health education.
- **Twin Cities Mobile Market (TCMM):** Continued to work with Amherst H. Wilder Foundation to participate in the TCMM, a mobile grocery store bus. The PHA worked with Wilder staff to add two additional PHA sites, Front and Seal Hi-Rises, to TCMM’s route. This brings the total number of PHA sites participating in the TCMM to seven (7).

Linking Resident to Community Services; Creating New Partnerships:

- **The PHA added seven new partners during the fiscal year:**
 - American Lung Association
 - St. Paul Urban Tennis Program
 - Public Health Law Center
 - Concordia University
 - Saint Paul Natural Resources
 - El Rio Vista Recreation Center
 - University of Minnesota: School of Nursing
- **Walgreens of St. Paul Stores:** Continued to oversee the PHA’s partnership with all Walgreens of Saint Paul stores to provide health fairs, immunization clinics, prescription

services and reviews, as well as tobacco reduction education at all public housing sites and community centers.

- **Cub Foods:** Continued to partner with Cub Foods Store #1694 to provide flu shot clinics at the hi-rises and family sites when needed.
- **Metro State University's School of Nursing:** Continued to oversee the PHA's partnership with Metro State University's School of Nursing to provide foot care clinics and blood pressure clinics, as well as general health and wellness services in accordance with the contract, at all public housing sites and community centers.
- Worked with PHA's Legal team (Louise Seeba, Sean Whatley, and John Stechmann), the Finance Director and Contracting Officer to review all contracts for services.

Funding Opportunities for Supportive Service Implementation:

- Applied for grants to enhance services for Section 3 and Youth Connections programs: Wells Fargo: \$5,000; Bush Foundation: \$200,000; MN DEED: \$40,000; and the Otto Bremer Foundation: \$40,000.
- Applied for and received the following grants to support SHIP work and overall resident health and wellness activities: Statewide Health Improvement Partnership Grant: \$70,000; Allina Health Neighborhood Health Connections Grant: \$4,970; Allina Health Charitable Contributions Grant: \$5,000; University of Minnesota Extension: SNAP-Ed Grant: NTE \$24,136; University of Minnesota's Department of Family Medicine and Community Health (Phase I): NTE \$2,700; and a Saint Paul-Ramsey County Public Entity Innovation Grant: \$96,530, for a total of \$203,336 in grant funds received.

City Wide Resident Councils:

- **City Wide Elections:** Observed council elections for City Wide Resident Council and worked through budgeting process by setting priorities.
- **City Wide Bookkeeping:** Assisted City Wide Resident Council in working with accountant to complete required tax forms; led City Wide in developing a contract with a new accountant and prepared books for audit.
- **City Wide Officers Training:** Worked with City Wide officers on an individual basis to increase their knowledge of tasks related to Chair, Treasurer and Secretary roles.
- In FY2017, McDonough Homes was the official site for PHA's National Night Out (NNO) event. Over 500 residents and participants attended the event. The event was very well planned and attended with lots of food and fun for the whole family. The event was a huge success thanks to the McDonough Resident Council, St. Paul Park and Recreation Center, Keystone, YouthCare, PHA staff volunteers, ACOP, St. Paul Police Department, McDonough Community Center service providers, and volunteers.
- During FY2017, the family site Resident Councils partnered with the Youth Connections Programs and helped by providing funding and staffing for program activities, field trips, transportation, youth dance, and snacks for the after school and summer programs at all four sites. Some Resident Councils also provided resident chaperones for special events.

Family Councils at most sites offered some sort of Back to School event for families, and provided attendees with backpacks and school supplies.

- The community gardens at Dunedin and McDonough continued to be a success and source of pride for residents. The Dunedin, Mt. Airy, McDonough, and Roosevelt family Resident Council's yard care tool lending programs are still operational and have proved to be a great resource for many families. In addition, all family sites and hi-rises participated in the raised garden beds program which allows all residents with or without disabilities to participate in gardening activities.

Presidents Council:

- Staff attended nine Presidents Council meetings, nine Presidents Council Executive Board meetings, seven Community Building meetings, four *Community Insider* meetings, four Resident-Participation budget-planning meetings.
- Staff attended twenty Hi-Rise Resident Council Executive Board meetings to consult with council officers as they planned their council meeting.
- Staff held additional meetings with councils and executive boards at seven hi-rises regarding resident issues such as food donations and stipend protocol.
- **Hi-Rise Council Leadership Training:** Staff conducted three training sessions for all Hi-Rise Resident Council officers as they began their elected term. A fourth "refresher" session was held mid-term for all officers. In addition, staff held three separate trainings for council officers who requested additional training.
- **QuickBooks/Audit Training:** Arranged two trainings for the QuickBooks Peers to clarify protocol and consistency in the Peers conducting "mini-audits" of the hi-rise councils finances.
- **Hi-Rise Election Judges:** Coached resident volunteers on being Election Judges to conduct the annual elections at the Hi-Rise Councils. Monitored the annual council elections for the sixteen Hi-Rise councils
- **MOU Renewals:** Monitored the signing of the *Memorandum of Understanding* for all sixteen Hi-Rise Councils. This memorandum clarifies the responsibilities of the PHA and the responsibilities of the Hi-Rise Council as residents participate in improving the quality of life in their community.

Agency Goal #10: Economic Opportunities for Section 3 Residents and Businesses: To achieve Section 3 goals, the PHA will, to the greatest extent feasible: Hire qualified residents and participants in PHA housing programs and other low income residents of the metropolitan area and promote training opportunities. Contract with Section 3 businesses and require other businesses seeking PHA contracts to comply with Section 3 requirements.

Maintenance Contracts:

- **During CY 16 (HUD requires a calendar year versus Fiscal Year report for this indicator) staff awarded \$1,937,135 to Section 3 businesses.**
- During FY2017, Maintenance staff issued 184 separate purchase orders and contracts to Section 3 businesses, helping the Agency to meet the HUD standard for Section 3 “safe harbor”. Section 3 contract provisions were included in all applicable formal and informal bid documents, Maintenance staff, emphasized the HUD requirements for Section 3 participation at all pre-bid meetings for applicable contracts.
- Where bidders on applicable contracts and purchase orders could not meet the PHA’s requirement for Section 3 participation, the contractors agreed to contribute 2.5% of the contract amount to the Section 3 Training Fund.
- During FY2017, Section 3 data relating to each contract and purchase order was logged into a database and subsequently used to provide and quantify the information needed for HUD Section 3 reports. Maintenance Contracts filed the Section 3 report (HUD FY October 1, 2015 to September 30, 2016) on HUD’s online Section 3 reporting system.
- Staff met with and formed a collaborative group with Ramsey County, City of St. Paul, Washington County, Anoka County, Hennepin County, City of Minneapolis and Dakota County. The purpose of the group was to create a Twin City area-wide Section 3 database. This database would contain self-certified Section 3 residents that would list their area of work interest. In turn, contractors can access the site to look at the list of Section 3 residents for job interviews.

Resident Opportunities for Self-Sufficiency Grant (ROSS): ROSS Grant funding, Digital Literacy Coordinators and the AmeriCorps “Community Technology Empowerment Project” (CTEP) member helped to keep the family sites’ computer labs active and meeting the grant objectives of linking residents to employment and training resources, including the following activities:

- Planned and facilitated 10 ROSS Grant Implementation Team meetings.
- Provided supervision for all ROSS Grant Coordinator activities: Including job fairs, resident mentoring, and computer education classes.
- Oversaw the ROSS Grant budget, draw-downs, and funding distribution processes.

Section 3 Computer Labs and Youth Literacy Training:

- Continued supporting digital literacy in the computer labs, youth education and training, and youth literacy in the family site community centers.
- Worked collaboratively with the City Wide Resident Council and other community partners to link youth and their parents to services and/or trainings that positively impact student academic success, promote the joy of learning, provide youth leadership opportunities and expose them to employment and educational opportunities that lend themselves to future self-sufficiency.

- **Neighborhood House:** Initiated partnership with Neighborhood House to provide Core 3 IT curriculum for youth living at Dunedin, to teach and enhance information technology skills to promote careers in the IT field. Co-planned curriculum and set goals for the implementation of program; wrote and finalized contract to provide services at Neighborhood House.
- Contracted with a Resident Education and Training Coordinator to spend half of their time (10 hours/week) focused on Youth Connections programs.
- **Art ASAP, Inc.:** Continued the partnership with Art ASAP, Inc. to bring Art Bus to Mt. Airy Community Center, for three hours every Saturday from October 19 through November 19, 2016. Twelve (12) children between the ages of nine and fourteen consistently boarded the mobile art studio and were introduced to Art History and collaboration while learning how to draw self-portraits, landscapes, and still life's; create a collage, and paint. They each compiled a large portfolio of work which they were able to take with them.
- **Kidcreate, Inc.:** Offered 1 hour summer art classes to residents ages 5-12 twice during the month of July at each of the family sites through Kidcreate, Inc. Thirty-four young residents participated and learned how to work together and share supplies while creating clay sculptures and painting.
- **Summer Reading:** Organized and coordinated summer reading programs at all four family sites. Coached 11 youth on reading and analyzing books for improved comprehension.
- **St. Paul Urban Tennis Program:** Initiated contact with St. Paul Urban Tennis to set-up programming at Roosevelt Family site for youth ages 5-9, including popup tennis courts and reading.

Section 3 Resident Education and Training: Identify resources and services to provide Section 3 related education and training to public housing residents in the following five areas:

- Hired a contracted Resident Education and Training Coordinator to spend half of their time (10 hours/week) focused on Section 3 programs.
- **Resource, Inc.:**
 - Continued the partnership with Resource Inc. (Minnesota Resource Center) to provide a six-week Workplace Essentials training series in the Mt. Airy computer lab. Successful graduates were eligible to receive a scholarship for additional course work and placement assistance from Resource, Inc. Additional courses included Business and Computer Specialist Training, and Accounting Support Training.
 - A total of 5 residents graduated from the Workplace Essentials foundation courses. Two then enrolled in and graduated from the subsequent Business and Computer Specialist Training. Both continued on to Accounting Support Training, and are certified and currently receiving job placement assistance from Resource, Inc.
 - **Dress for Success:** Formed a partnership with Dress for Success to assist Resource, Inc. graduates who needed support for workplace-ready clothing. Three (3) students received workplace-ready clothing from Ready for Success.

- **African Economic Development Solutions:** Continued the partnership with African Economic Development Solutions to provide Small Business Workshops at Dunedin, Roosevelt, Mt. Airy and McDonough Community Centers in January 2017. Marketed directly to high school and college students. Eleven residents from across the system took part in these workshops and five continued on and completed an intensive twelve week course on “How to Start a Small Business” held at Mt. Airy Homes Community Center. One (1) of the students to complete this 12-week course was a senior in high school. All have followed-up with AEDS for individual counseling.
- **Youth Job Skills Building:**
 - Mentored 4 individual youth on availability of jobs, and offered them connections to Gordon Parks Men’s Program, Twin Cities Mobile Jazz Project, and Minneapolis College of Art and Design.
 - Attended family site job and education fairs to conduct teen-interest surveys to gather information regarding higher education and job training. Two young males went on to participate in the Gordon Parks Men’s Program and in that program were flown to Gordon Parks Museum in Missouri as a representatives of the Minnesota program, giving them travel experience as well as presentation skills before a group.
- **Minnesota Office of Higher Education:** Partnered with the Minnesota Office of Higher Education to present four workshops, one at each of the family site computer labs, on “How to Choose a College” and scheduled three more sessions on “How to Pay for College” during FY2018. One resident attended the workshop at Mt. Airy.
- **Resident Business /License/Certificate/Exam Scholarships:** Offered scholarship funds of up to \$200 per resident for new business licenses, business license renewals, certificate and/or exam fees that allowed them to move forward with employment or higher education: 5 scholarships were awarded to applicants in the following areas: Cosmetology, Pharmacy, Phlebotomy, Property Casualty Insurance, and Nursing.
- **Resident Education/Employment Scholarships:** Provided scholarships to two resident council leaders to attend the 2016/2017 Wilder Leadership Training Program. Both residents successfully completed the training program.
- **Step-UP Apprenticeship Program:** Successfully placed a public housing resident with Minnesota Construction for the Mt. Airy siding project. Once that phase was completed, the same resident was hired by Frerich’s Construction for the Ravoux plumbing project. The resident was hired by Frerich’s and placed in the Carpenters Union.
- **ISS Janitorial Services:** Worked with Maintenance to identify employment opportunities for PHA residents in the Janitorial field. Two residents applied for the position. One PHA hi-rise resident, a graduate of the employment readiness partnership between the PHA and Resource, Inc., was hired to work with ISS Facility Services.
- **Ramsey County Section 3 Hiring Connections:** Enrolled in the Ramsey County Section 3 Hiring Connections Subscription work group.

Green Initiatives: Continued to work with PHA staff, partners, and resident leadership groups to identify “green” improvements:

- **Ramsey County Public Entity Innovation Grant (Waste-reduction):** Worked with the Maintenance and Resident Services departments, Eureka Recycling Services, the City of St. Paul and Ramsey County to reinvigorate the recycling program at the 16 hi-rises and pilot an organics collection program at Dunedin Terrace using a \$96,000 two-year grant provided by Saint Paul-Ramsey County Public Health. Provided 64 recycling stations, paired with trash bins and improved labels to the 16 Hi-Rises. Labeled the new recycling carts with family unit addresses at all, four of the family congregates. Established a new policy to contract and train the recycling coordinators. Provided recycling coordinators the opportunity to receive an extra \$10 stipend to conduct a visual assessment of the recycling carts. Contracted for two Youth Connections Community Educator Interns to implement environmental education programming with the youth program(s) at El Rio Vista Recreation Center and Neighborhood House. Purchased compost bins and supplies for the organic collection program to service 88 family units.
- **Staff interviewed and hired two interns to administer the collection and education on recycling and organics.** Supervised interns and provided feedback and direction for work projects.
- **Neighborhood STAR Program:** With support from the Council Member Amy Brendmoen and the McDonough Resident Council, PHA departments collaborated to apply for and received a \$5,000 St. Paul Sales Tax Revitalization (STAR) grant to build a 700 foot perimeter fence around the community garden located on nearby Wheelock Parkway and L'Orient Street. On May 7, 2016 13 volunteers, 8 PHA residents, and 6 PHA staff built the fence within 6 hours.
- **Raised Bed Gardens (McDonough, Mt. Airy, Roosevelt):** Worked with site staff at three family locations to implement small (30 beds each) raised garden bed pilot programs.
- **Expanding Community Gardening:** Worked with Maintenance and Resident Services departments to determine roll-out phases and placement of 118 new raised garden beds. Provided McDonough, Mt. Airy, and Roosevelt Homes 30 beds each; Dunedin Terrace received 12 beds. Wilson and Dunedin Hi-Rises received four beds each, and 8 hi-rises received an additional bed. Purchased garden tools and three sheds for the hi-rises.
- **CAO Rooftop Beehives:** Contracted with Mademoiselle Miel to manage and process honey from three beehives on the rooftop of the W. Andrew Boss Building, Central Administrative Office. The honeybees produced five gallons of honey.
 - Designed a website layout to promote and sell the honey.
 - Sold a total of 100 jars to Wilder's Twin Cities Mobile Market
 - Sold a total of 200 jars to the Hmong American Farmers Association
- **Opening a Window to Opportunity:** The purpose of the monthly newsletter is to inform public housing residents, PHA partners, and staff about PHA-sponsored education and training programs taking place at our sites. The newsletter also provides information on upcoming job events, SHIP-sponsored activities, green initiatives, and free community activities for public housing residents. Our first publication of the newsletter was the

August 2015 edition. Since FY2016, we have had 19 issues publicized to about 275 partners and residents, with numbers still being added to the distribution list.

- **Resident Initiatives Fact Sheet:** The Department updated the Agency's Fact Sheet on Resident Initiatives-led activities.

Agency Goal #11: Housing Preservation and Development: Work with other agencies and organizations to preserve, develop, and/or manage affordable housing and other cooperative and entrepreneurial efforts. Seek out opportunities to produce affordable housing for veterans and other eligible households by leveraging existing public housing or Section 8 resources. Continue implementing strategies to utilize shelved public housing subsidies. Support efforts to create and pass another state bonding bill for public housing development and rehabilitation.

PHA Maintenance Contracts staff submitted several MHFA and Federal Home Loan Bank of Des Moines funding requests as discussed above.

11A. Homeless Advisory Board and Funders Council: The PHA, primarily Housing Policy Director Al Hester and Section 8 Programs Manager Dominic Mitchell, participated in meetings and analysis of PHA opportunities including the Ramsey County Advisory Committee on the State-funded Family Homelessness Prevention and Assistance Program (FHPAP), the "Continuum of Care" Governing Board and the Ramsey County "Safety Net Committee" that monitors emergency assistance programs.

11B. Host Committee for 2016 Dorothy Day Community Breakfast

In May 2016 the Executive Director served as a member of the Host Committee for the Dorothy Day Center Community Breakfast. This annual gathering consisted of over 250 leaders from businesses, civic, philanthropic and faith communities.

11C. Entrepreneurial: Continue to facilitate leasing of PHA rooftop space to cell phone and other communication system providers.

- Staff continued to work with cell phone and broadband providers to execute and maintain leases for use of PHA hi-rise roof top space for their equipment during this reporting period. Annual PHA income from the rooftop leases has reached nearly \$700,000/year.
- Staff executed a rooftop lease with District Energy for use of the Dunedin rooftop in exchange for PHA access to and use of District Energy fiber optic lines. The fiber optic lines provide high speed computer linkages between the PHA central computer system at the Andrew Boss Central Administrative Office Building (CAO) and PHA offices at the Exchange and Valley Hi-Rises. Installation of fiber optic lines to link the CAO, Exchange, and Valley Hi-Rises to the Mt. Airy Hi-Rise and Mt. Airy was completed.

11D. New Ventures: The PHA continued developing opportunities to put back in service some of the public housing subsidies on the shelf. As described above, the new construction projects at Mt. Airy Homes (4-plex) and McDonough Homes (12-plex) were planned and implemented to

achieve this goal. Only 10 subsidies will remain “shelved” after the McDonough 12-plex is completed (new total 4,274 units, with a “Faircloth limit” of 4,284).

Goal #12 National and State Leadership Responsibilities: Continue active leadership in national and state housing organizations especially to advocate for full funding and program reform, with special attention to HUD initiatives like the Rental Assistance Demonstration (RAD) and Moving to Work (MTW). Continue to provide assistance to other housing authorities and organizations seeking organizational development, business systems, or program support. Continue to lead by example, modeling a strong commitment to Equal Employment Opportunity, Fair Housing and Section 3 implementation, including linking residents to economic opportunities.

12A. National leadership:

- **Public Housing Authorities Director’s Association (PHADA):** The Executive Director and other staff maintained contact with PHADA staff on a variety of issues related to HUD budgets, proposed authorization legislation, HUD regulations, and responded to PHADA surveys and inquiries as requested. Since Jon Gutzmann’s two-year term as President of PHADA ended in May 2007, he has continued to be active as Past President and a member of the Board of Trustees and Legislative Committee. Jon Gutzmann and Al Hester attended PHADA’s 2016 Annual Convention & Exhibition conference in Las Vegas in May 2016. Jon Gutzmann, Al Hester and Alicia Huckleby attended PHADA’s Legislative Forum in Washington in September 2016. Jon Gutzmann, Alicia Huckleby, Mai Moua along with PHA Commissioners Reding, Chang and Verdeja attended the PHADA Commissioners' conference in Orlando in January 2017.
- The Executive Director continued to expand the number of PHA staff participating in the governance and advocacy of the national organizations. For example, Al Hester continued his service on the PHADA Housing Committee. Al Hester and Alicia Huckleby met with staff for Senators Klobuchar and Franken and Congresswoman McCollum when they participated in the PHADA legislative conference in Washington DC in September 2016.
- **CLPHA:** Executive Director Jon Gutzmann attended the CLPHA spring meeting in Washington, DC in April 2016. Housing Policy Director Al Hester attended the CLPHA summer meeting in Boston in June 2016. General Counsel Louise Seeba and Section 8 Programs Manager Dominic Mitchell attended the CLPHA fall meeting in Washington, DC in November 2016.
- **NAHRO:** Section 8 Programs Manager Mitchell is active in national NAHRO, serving on the national Professional Development committee. He also serves on the Board of MN NAHRO. Assistant Section 8 Programs Manager Cynthia Yuen serves on MN NAHRO’s Professional Development committee. Staff responded to NAHRO surveys and inquiries as requested to lend St. Paul’s name and experience to the national debate, especially regarding HCV budgeting and utilization.

Executive Director Jon Gutzmann, General Counsel Louise Seeba, Assistant Resident Services Director Kim Nguyen, and Section 8 Programs Manager Dominic Mitchell attended the NAHRO conference in Portland in July 2016. Kim Nguyen and Dominic Mitchell attended the NAHRO fall conference in New Orleans in November 2016.

- With assistance from Al Hester and Alicia Huckleby, the Executive Director led the PHA's efforts to advocate for adequate funding for the Public Housing and Section 8 Programs. We contacted staff for U.S. Senators Franken and Klobuchar and Representative Betty McCollum by telephone, letter and e-mail during the year on various housing issues.
- Resident Initiatives staff coordinated events at all four family sites for resident youth to submit drawings and letters to Representative Alice Hausman as part of our advocacy work for public housing preservation in Minnesota.
- Staff submitted comments to HUD on the following proposed rules:
 - Core Performance Reporting Requirements for Competitively-Funded Grants, May 26, 2016
 - Proposed New Administrative Fee Formula for the Housing Choice Voucher Program; October 4, 2016.
 - Proposed Affirmatively Furthering Fair Housing: Assessment Tool for Public Housing Agencies – Information Collection: Solicitation of Comment; October 20, 2016.
 - Proposed Rule and Solicitation of Comments on New Requirements for Notification, Evaluation and Reduction of Lead-Based Paint Hazards in Federally Owned Residential Property and Housing Receiving Federal Assistance; Response to Elevated Blood Lead Levels; October 31, 2016.

12B. Regional and State Leadership:

- The Executive Director, assisted by General Counsel Louise Seeba, Dominic Mitchell and Al Hester spoke with several State legislators to explain the need for funding to preserve public housing and other affordable housing in the State and to expand the supply of affordable housing. The education and advocacy campaign was a joint effort by Minnesota NAHRO, Minnesota Housing Partnership, the Minnesota Coalition for the Homeless and many other organizations from the public, private and non-profit sectors. The Minnesota Legislature adjourned at the end of the 2016 legislative session without passing bills on capital bonding and several other major issues. (The 2017 legislative session finally passed a \$77 million bonding bill, authorizing \$10 million for public housing preservation.)
- To date MN Housing has awarded five allocations of State funding (grants and loans) to the PHA and a fourth application is pending:
 - \$825,000 for the rehabilitation of Dunedin Terrace, and
 - \$540,000 for the new construction of the Roosevelt 6-plex.

- \$360,000 for the construction of a 4-plex at Mt. Airy Homes)
- \$1,080,000 for the construction of 12 additional units at McDonough Homes.
- \$1,200,000 for the rehabilitation of Dunedin Terrace
- The Executive Director continued to serve on the MN Housing Advocates Group chaired by Commissioner Mary Tingerthal. This coalition of housing advocates (including MN NAHRO representation) strategizes and coordinates efforts to strengthen State funding for affordable housing. Work included making recommendations for consideration in the Governor's budget, State bonding legislation, Homes for All. This successful State-level activity represents a positive sign for PHA funding for capital repairs.

12C. Technical assistance to other housing authorities: PHA Senior Staff responded to numerous inquiries from other housing authority staff, students, public officials and staff, and general public about public housing and Section 8 regulations and policies:

- The PHA increasingly provided technical assistance through its Internet website, which includes a variety of form notices, letters, manuals and other documents for use by other agencies.
- Finance Director Ron Moen works with a group of nine other Chief Financial Officers to review and advocate for changes and modifications in the Emphasys software used as the Agency's primary business application (used for Low Income Public Housing, Section 8, general ledger, bankbook, accounts payable, materials inventory, etc).
- IT and Accounting staff remains active in the Emphasys National Users Group attending its conference and networking with other member housing authorities. Holly Gray, Assistant Controller, is currently the President of the Emphasys National Users Group.
- Resident Services and Section 8 staff meet on a regular basis with their counterparts from other Metro area housing agencies to share policies and procedures and discuss emerging issues.

Other Significant FY2017 Agency Accomplishments Included:

1. FY2017 budgets: Finance Department staff worked closely with the Executive Director and the other departments to create and manage all of the required budgets to support PHA operations during the fiscal year:

- **Low Rent Public Housing.** On March 22, 2017, the PHA Board approved the FY18 public housing budget in the amount of \$34,508,805. The budget is comprised of ten Asset management projects and the Central Office Cost Center. The PHA requested CY17 subsidy from HUD in the amount of \$12,911,013, the full subsidy amount. The PHA budgeted to receive \$10,974,361 after adjustments and proration.
- **Section 8.** On March 22, 2017, the Board approved the Section 8 HCV administrative budget in the amount of \$3,732,905, projecting revenues of \$3,821,761. Housing

Assistance Payments (HAP) to property owners are projected to be \$35,900,256, to be paid from HUD HAP subsidies estimated at \$35,323,652, supplemented by approximately \$576,604 from prior years' excess HAP budget authority held by HUD on behalf of the PHA.

- **Section 8 Grant revenue budgets.** On February 22, 2017 the Board approved the Mod Rehab 6 revenue budget of \$396,923 and the Single Room Occupancy revenue budget of \$36,759.
- **W. Andrew Boss Building Fund.** On March 22, 2017, the Board approved the annual budget for the Building Fund with revenues in the amount of \$812,800 and expenditures in the amount of \$728,920.
- **Congregate Housing Services Program.** On September 28, 2016, the PHA Board approved a grant extension for the period January 1, 2017 through December 31, 2017 in the amount of \$837,000.

2. Agency Plan: Staff successfully coordinated RAB meetings, performed data analysis, and submitted the PHA FY 2018 Agency Plan (approved by HUD).

3. Accounting systems, reports, maintenance of sound fiscal operations, etc.: Finance Department staff under the leadership of Director Ron Moen accomplished much in FY2017, including the following:

- Successfully submitted the FY16 Financial Data Schedule, which was subsequently approved by HUD.
- Proper and timely reporting to HUD of Section 8 monthly financial data and unit utilization through the Voucher Management System. Continued to provide utilization trend analysis to assist management in decisions regarding unit and funding utilization.
- Proper and timely reporting to the State of Minnesota of the PHA's financial position via Special District Reporting.
- Proper and timely reporting to the U.S. Department of Commerce of the PHA's financial position via the Survey of Government Finances.
- Provided internal training to PHA staff on accounts payable processes, budget best practices, asset management, insurance reporting procedures, and tenant accounts receivable processes.
- Continued and increased the practice of direct deposit utilization for Section 8 landlords, allowing the landlords to receive their monthly rent payments quicker and reduce concern over lost checks.
- Issued 6,573 payroll direct deposits (6,558 last year) and 25 payroll manual checks (15 last year), 7,732 LIPH accounts payable checks to vendors (8,050 last year) and 13,261 checks and 2,643 direct deposits to Section 8 landlords (15,223 checks and 1,763 direct deposits last year).
- Prepared and mailed 50,335 rent statements (50,476 last year).

- Prepared and mailed 5,973 Certificates of Rent Paid (6,008 last year). These documents are sent to all adults age 18 and older who lived in PHA units at any time during the calendar year and enable them to claim a renter's tax refund from the state of Minnesota.
- Continued bank Lockbox payments and Web Online payments for current tenants. For March 2017, lockbox payments constituted 64% of rent payments while online payments accounted for 33% of rent payments.
- Created a cost verification and analysis spreadsheet for the PHA's involvement in community solar gardens. The spreadsheet was designed to verify the solar garden credits issued by Xcel Energy with the energy upload to the power grid by BHE Renewables. This spreadsheet will track this information for the next 25 years.
- Created service provider leases that will allow the PHA to increase revenues by charging service providers for space dedicated to their programs (only those providers who have in excess of 500ft² of dedicated space).
- Scanned archived purchase orders, insurance policies, LOCCS requisitions, collection loss files, archived purchase orders, FY03 – FY16 archived bank statements and reconciliation documents into Laserfiche.
- Began scanning daily, weekly, and monthly A/P batching documentation and reconciliations into Laserfiche.
- Monthly review and maintenance of audit trail information for A/P invoices, journal vouchers, and bankbook activity.
- Distributed quarterly financial statements to the Board and staff; internal cost center reports; encumbrance reports; and reports for payroll distribution, etc.
- Provided timely and accurate distribution of all required IRS and HUD financial quarterly and year-end reports.
- Managed the agency-wide investment portfolio that at March 31, 2017 was \$27,288,790.
- Recaptured \$103,282 in written off balances in FY2017 from former tenants, assisted by participating in the State of Minnesota Revenue Recapture Program. The PHA has collected \$2,313,998 since 1997. These are funds that the PHA would likely not have received without these efforts.
- Continued participation in the construction sales tax rebate program, filing for, and receiving, refunds in FY2017 totaling \$109,086.
- Participated in the State of Minnesota's Unclaimed Property program, clearing outstanding stale-dated accounts payable checks and submitting the amount to the State.
- Properly submitted 1,234 1099-MISC tax forms to the IRS for LIPH accounts payable and Section 8 landlords, and 156 1099-R tax forms for the pension fund life insurance.
- Participated in "Positive Pay" and Automated Clearinghouse (ACH) filtering capabilities with our bank, preventing fraudulent access to federal dollars.
- Maintained Section 8 Housing Choice Voucher portability accounts receivable for

incoming portability vouchers. Worked with other housing authorities to maintain proper records of porting tenants.

- Maintained Family Self Sufficiency (FSS) escrow accounts for program participants.
- Maintained a monitoring process for utility bills to ensure that the PHA isn't billed for vacated tenant utilities.
- Acquired a new folder/stuffer machine to facilitate the mailing of tenant rent statements, accounts payable checks, landlord payments, and other mass mailing as needed by the LIPH and Section 8 rental units.

4. Audits:

- **The annual agency-wide financial and compliance audit of FY16 was completed with no finding (there has been only one finding in the past 19 years).**
- Submission of the Agency's FY16 Financial Data Schedule to HUD was completed and no issues were noted by HUD.
- The audited report for FY16 was awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (12th year in a row).
- Supported the FY16 worker's compensation audit, which had no findings.
- The FY16 PILOT audit was completed with no adjustments necessary.
- Performed Resident Council internal audits for their fiscal year end.

5. Insurance: Finance Department staff properly maintained the necessary insurance to protect the Agency in matters of liability, property loss, automobile, Section 8 lead-based paint, fiduciary risk, and commercial crime and Director and Officers protection. The PHA participated in the Housing Authority Insurance's Risk Control Work Plan. This work plan relates to safety and risk management efforts throughout the PHA. The PHA received 425 out of 500 points, (the same number as last year). As a direct result of staff efforts, the PHA received a dividend of \$13,326 in FY2017 (\$189 more than last year). On a related note, the PHA received an additional \$42,007 in dividends from HAI as a result of being a capital investment participant with the insurance agency (totaling \$1,103,552 from inception through March 31, 2017).

6. Management information systems (computer and phone systems):

Computer Systems:

- Maintained real-time replication of data from primary Storage Area Network (SAN) to secondary SAN in preparation for disaster recovery efforts.
- Monitored Diskeeper disk defragmentation software which improves computer performance and data access speeds.
- Maintained 36 virtual servers on 3 physical virtual host machines, as well as 7 additional physical servers.
- Completed Mt. Airy Room 709 disaster recovery system implementation.

- Produced detailed documentation for failover of systems to the disaster recovery system.
- Managed centralized fax services that processed an average of 2,373 incoming and 3,096 outgoing faxes every month.
- Network Communications monitoring processes are in place, using 69 active monitors and monitoring 1,291 separate network interfaces.
- Manage data backup systems. Data is available for restore from effectively any time in the last year. Also, backups are replicated off-site daily in the event of a disaster at the Central Administration Office.
- Continued to review documents describing end-user and internal IT procedures, equipment and software inventories, and communications architecture diagrams to our support library.
- Coordinated security of HUD REAC/PIC/WASS/EIV systems, including support of HUD-50058 submissions. Assist with maintenance of HUD's PIC system.
- Provided technical support to assist staff who keep the Agency's housing inventory listing current in HUD's tenant data system, PIC (Resident Services for vacancies & OIR's, Maintenance Contracts for disposition, and IT for acquisitions).
- Maintained anti-virus, firewall, and other security applications. Monitored the Agency's anti-SPAM services.
- Managed Agency investment of computer equipment by purchasing 100 desktop computers. Supported 295 desktop computers, 6 laptops, 6 iPads, and 175 printers across the Agency.
- Maintained virtual backup and disaster recovery software.
- Managed 39 Ethernet switches required for PHA network communications.
- Managed training room work stations.
- Maintained AutoCAD for Maintenance Contracts division, maintaining server and desktop software and licenses.
- Maintained the PHA internet and Intranet sites.
- Maintained Elite Service Pack/Patch levels and provided high-level support to end-users.
- Opened the Public Housing 3 and 4 bedroom waiting lists online.
- Performed annual updates for budget reporting, CRP, 1099s, auditors, storeroom inventory, rent reasonableness updates, and WL purges.
- Maintained and supported the Management Control Module.
- Performed updates on SQL servers to improve efficiency and security.
- Developed additional Crystal reports for reporting against Elite and other data.
- Maintained the PHA Network Architecture diagrams to show present network configuration.

- Continued the development with Emphasys for the “Housing Services Suite” that will combine the functionality of an online waiting solution, Applicant Portal, and Streamline products.
- Completed the process to implement Section 8 inspections on handheld devices.
- Completed IT audits including Penetration Testing, Internal Vulnerability Assessment, and Controls Review.
- Completed setup of fiber to Exchange, Valley, Mt. Airy, Mt. Airy Community Center, and Dunedin
- Closed 2,473 help desk tickets
- Negotiated new printer maintenance contract
- Configured all voice communications at sites with fiber to travel over fiber
- Reconfigured all service providers to be on physically separate network
- Upgraded three virtual server hosts

Phone Systems:

- Maintained the Agency Phone, Voice Mail, and Call Accounting systems that includes 350 phones.
- Managed smart phone base of 172 devices by upgrading, as needed, to the most current model each year. Maintained analog phones to support 12 election polling sites at PHA locations.
- Managed a system of over 300 voice mail boxes. Maintained a phone extension database for all PHA phones to coordinate with 911 emergency services. Implemented updates to our voicemail, live record, PBX, and Unified Communications servers and software. Maintained database of phone information and data.
- Maintained an Integrated Voice Response system which averages 500 calls per month.
- Provided Laserfiche Training to Resident Services staff.
- Reconfigured data plans to reduce annual costs by \$10,000
- Implemented date/time stamp solution for phones

Other Technology Systems:

- Managed 7 leased Ricoh copy machines.
- Supported 42 Uninterruptable Power Supply (UPS) batteries to insure business continuity.
- Maintained and supported over 200 security cameras and 21 digital video recorders.
- Provide communications support for service providers at Community Centers and selected commercial tenants at the CAO.

7. Public Housing Admissions and Occupancy Policy revisions: Continue to monitor and revise the public housing policies based on Congressional changes and Board directives. Work closely with other departments in reviewing and evaluating proposed changes to programs. With the review of Housing Policy Director Al Hester and General Counsel Louise Seeba, the Board approved staff's recommended revisions to the Public Housing Admission and Occupancy Policies (AOP), as described above.

8. Section 8 Admissions and Occupancy Policy revisions: Continue to monitor and revise the Section 8 policies based on Congressional changes and Board directives. Work closely with other departments in reviewing and evaluating proposed changes to programs. On November 23, 2016 the Board approved staff's recommendations to revise the Payment Standards, and to continue the current utility allowances at current amounts.

9. Public housing rent certifications: Goals included: Perform resident interim rent determinations and annual re-exams with accuracy within established time frames. Continue to develop processes to increase efficiency and ensure compliance with current HUD guidelines. Fully integrate HUD's Enterprise Income Verification (EIV) application into our business systems.

- Management staff completed 5,101 interim income reviews consisting of interviews with residents, verification of all income, assets and deductions, confirmation of income information through HUD's Enterprise Income Verification (EIV) system, determination of eligibility for earned income disregard (EID) or other special programs, calculation of new rent, certification of accuracy, and notification to resident of new rent amount.
- All EIV users continued to participate in reviews of EIV security requirements as mandated by HUD. EIV data was accessed for all annual income reviews. Discrepancies between EIV income data and income information reported by residents were discussed with the residents and acted upon as necessary. Residents who reported increases in income late were charged the appropriate higher rent retroactively. Residents who failed to fully report income at an annual income review or during the interim rent-change interviews, were charged the higher rent retroactively and also received notices of termination. In FY2017, there was a slight increase in lease terminations from FY2016 for residents who failed to report their higher income. In FY2016 there were seven lease terminations for falsification of income/fraud; in FY2017, there were nine.

Re-exam staff completed 4,274 Annual Continued Occupancy (ACO) reviews. This included interviewing residents, verifying all income, assets and deductions. Staff confirmed income information through HUD's EIV system, determined eligibility for earned income or other special programs, calculated new rent amounts, certified for accuracy and notified residents of their new rent amount.

10. Heating, ventilation and air conditioning (HVAC) systems/energy consumption: Maintenance staff maintained all HVAC systems in a safe and efficient manner to ensure resident/staff comfort and safety, and assured that all HVAC systems are in compliance with City and State regulations, including:

- All State required inspections and safety checks were performed as required this fiscal year. All boilers passed these inspections; performed by the PHA's insurance company. These inspections also meet HUD requirements.
- The Energy Management System (EMS) is constantly being examined and studied to provide the maximum energy savings for the hi-rise HVAC systems.
- The Maintenance Manager/Chief Operating Engineer and Assistant Chief Operating Engineer continued to replace obsolete and inefficient HVAC equipment through the use of assigned funding sources. Capital Fund projects that were started during this period included the replacement of the Community Room and Corridor Air Handling Units at Front Hi-Rise. Future projects will include a new key/card access software system to replace the obsolete key/card system.

11. Appearance of buildings and grounds: The Maintenance Department assumes the primary role for maintaining and upgrading the appearance and condition of all PHA properties.

Maintenance supervisors, along with Property Managers performed joint monthly inspections and provided written documentation of their findings (including assignment of noted corrective actions). Maintenance staff completed corrective action on any noted Maintenance assigned deficiencies prior to the next scheduled monthly inspection.

The Assistant Resident Services Director, Assistant Principal Manger, and the Maintenance Supervisor performed random grounds and building inspections of both hi-rises and family sites. They also began systematic "Health and Safety" inspections of all scattered sites units.

The Maintenance Director and Resident Services Director performed random property inspections throughout this past fiscal year. This included hi-rises, family developments and single-family scattered sites. Noted deficiencies were assigned to staff for correction.

12. HOME (Home Ownership Made Easy):

The HOME Program began on October 25, 1989 and regretfully ended on September 30, 2014. A total of 302 homes were purchased by PHA residents (PH- 175 & S8 - 127). Over 1,700 counseling and education sessions were held with PHA residents over this period of time. The program was extremely successful. A variety of ideas are currently being explored as possible venues to advance the opportunity for tenant homeownership.

13. City of St. Paul Department of Safety and Inspections Liaison Activities: All citations/referrals from the City's Department of Safety and Inspections are sent to the Assistant Maintenance Director who assumes the primary responsibility for ensuring all corrections are completed within the required amount of time. A considerable amount of staff time is put into accompanying the inspectors on all inspections and completion of noted deficiencies. All City required testing and certifications were performed and provided to the Fire Department.

14. Special Events: Staff, especially Resident Initiatives Director Alicia Huckleby and Executive Assistant Mai Moua coordinated the following event:

- August 25, 2016 coordinated the Welcome Reception for the new St. Paul Chief of Police Todd Axtell. Speakers included Chief Axtell, PHA General Counsel Louise Seeba, Resident Services Director Mike Winston, and Executive Director Jon Gutzmann.

15. Employee and resident scholarships: Current Commissioners Pete Verdeja and Missy Thompson along with Former Commissioners Richard Willits, John Wilking and Marty Strub have donated a total of almost \$13,785 to the PHA for staff scholarships through FY2017. These scholarships can be used to supplement education related expenses not covered by the PHA's tuition reimbursement plan. The balance remaining at the end of FY2017 was zero.

The PHA awarded five public housing residents scholarships of \$1,000 each through the PHA's George and Nancy Latimer Scholarship Program to pursue post-secondary education. This program was created in 1996. The PHA has awarded 123 scholarships totaling \$101,500 to residents since the inception of the program. Executive Assistant Mai Moua administers the program.

16. Agency-wide employee recognition event: This year's keynote speaker was Minnesota Housing Commissioner Mary Tingerthal. In addition to the Employee Length of Service Awards, staff continued the Team Awards. A total of thirteen teams and individuals were recognized and received a certificate award at the breakfast banquet. The 2016 awards included: My Housing, City of St. Paul STAR Grant and the McDonough Garden Fence Build, Ramsey County Public Entity Innovation Grant, Power Rangers Community Solar Garden Team, Accurate Voucher Utilization, Mt. Airy Move Team, All Hands on Deck, The Silent Reformer, Game Changer, Ring-a-ling, Metro Transit Government Entity of the Year, ADP Workforce Now Payroll Conversion, and So You're Saying it's Going to be Ok.

17. Monthly Management Report: This report continued to be the focus of detailed, semi-monthly Senior Staff review of numerous operational indicators, such as: units owned, vacancy rate, turnover rate, families housed each month, waiting list and admissions, tenant accounts receivable, annual housekeeping inspections, annual preventive maintenance inspections, applications for continued occupancy, lease terminations for cause, maintenance work orders, resident satisfaction surveys, and Section 8 utilization.

18. Monthly Human Resources Employee Activity Guide: This monthly report provided detailed information to department directors and the Executive Director covering human resources/staffing activity indicators. Indicators include: employees hired, promoted/transferred/demoted, terminated/laid-off; recruiting activity by department; employee turnover; employee population by ethnic group; age distribution of all employees; employees on leave; health insurance cost; list of temporary employees; full-time equivalent employee count by department; and training programs attended by each employee.

19. Legal Services: As the Executive Director wrote in General Counsel Louise Seeba's annual performance appraisal to the City Attorney (copied to the Board with the 8/23/17 meeting materials), "Ms. Seeba continues 'to provide prompt, sound legal advice and practical guidance to assist the PHA staff and Board of Commissioners in making the necessary decisions to continue this Agency's successful operations.'" The rest of the PHA's legal team also provided

outstanding advice and representation to the Agency. The team reporting to Louise currently includes attorneys Sean Whatley and John Stechmann, and law clerk Frances Fink.

As described in detail in her performance appraisal, Ms. Seeba advised and represented the PHA Board and staff on a large number of diverse and complex legal issues. The types and numbers of files of the legal team are summarized as follows:

- Contracts and Memorandums of Understanding (MOUs): 73 files
- Human Resources: 17 files
- Real Estate: 8 files
- Presentations: American's with Disabilities Act and Family Medical Leave Act, supervisor's training; Community Solar Gardens , HUD conference presentation, all employee Harassment and Discrimination prevention training; HDLI General Counsel's forum Presentation, law office reporting and management; New Hearing Officer Training.
- Information Requests under State and Federal Law: 22 files
- Maintenance Contracts: 10 contracts and related documents reviewed and approved.
- Section 8 Hearings:
 - legal department prepared for hearing and/or represented the PHA at more than 60 hearings
- General Litigation: 15 files
- Fair Housing and Human Rights Cases: 3 cases
- General Legal Advices: 68 Files

20. Other reports, letters, communications, etc: Some that were previously copied to the Board of Commissioners over the course of FY2017 are attached here as well as part of our effort to create a public record of PHA operations. The full set is permanently on file electronically and in paper in the Executive office as part of the Board Report files.

21. Agency Goals for FY2016-2017: On January 27, 2016 the Board adopted 12 Agency Goals, continuing the cycle of performance expectations, performance monitoring and evaluation. These Agency Goals continue past years' emphasis on the core work of the PHA to fulfill our mission. They are also the "drivers" behind the approximate 325 more detailed departmental goals as well as the performance standards for every position in the PHA.

22. Annual meeting, election of Officers, filling Board vacancies:

- On June 8, 2016 Executive Director wrote to Mayor Coleman seeking two reappointments (Tom Reding and Georgie Kabeto) to the PHA Board. Mr. Reding was reappointed to a new five year term. Mr. Kabeto was reappointed to a new three year term but he resigned from the Board on September 21, 2016. On September 8, 2016 Board Chair Tom Reding and Executive Director wrote to the Mayor seeking one new appointment (Pete Verdeja) to the PHA Board. Mr.

Verdeja was appointed to fill the seat vacated by Marty Strub as of August 25, 2016. On October 26, 2016 Board Chair Reding and Executive Director wrote another letter to Mayor Coleman seeking another new appointment (Irina Rutz) to the PHA Board. Ms. Rutz was appointed to the seat vacated by Georgie Kabeto.

- On September 28, 2016 the Board conducted its annual meeting and elected the following officers: Chair, Tom Reding; Vice Chair, Kevin Lindsey; Treasurer, Missy Thompson; Secretary, Yer Chang; and Assistant Secretary, Mary Puente. Board members completed their annual conflict of interest reports in October.

Special thanks as always to Mai Moua for her excellent performance as the Board's Recording Secretary, and Executive Assistant. Special thanks to Mai Moua and Al Hester for their assistance in assembling and editing this document, as well as all the Senior Staff for contributing to it by completing their summary of departmental accomplishments reports.

Many thanks to the PHA Board, and PHA General Legal Counsel for continued support and guidance. The Board meetings are effective and informative. A detailed record of accomplishments in FY2017 is provided for the public record in the minutes and the various Reports to the Commissioners and this document. The public interest is being served by the Board's governance work and policy-making oversight of the PHA.

Thanks to the PHA staff for their continued outstanding performance and dedication. I am especially proud of the depth of talent and the diverse individuals we continue to attract and retain at the PHA. Our mission is clear, our organizational climate is healthy and our ability to serve our clients intact. I am humbled and appreciative for the continued opportunity to be a part of this magnificent team. Thank you.

Jon Gutzmann