All St. Paul PHA (SPPHA) departments work together to achieve the Agency Goals that are recommended by staff and set by SPPHA Board of Commissioners. Below is a summary of the many achievements of SPPHA's dedicated, hardworking staff in Fiscal Year 2025. While these accomplishments are listed by department, they are the result of collaboration and teamwork from staff across departments and at all levels.

Housing Choice Voucher (HCV) Department

High Performer for 24th Consecutive Year Anticipated

- The HCV department will certify SEMAP status in mid-May 2025 for FY 2025.
- Early projections have the program ending the calendar year with 96.2% units utilized (under lease) and 106.98% of budget authority utilized, which would qualify for another High Performer rating.

Continued Owner Outreach

- The HCV Department held their annual owner workshop with an historic owner turnout. The workshop included updates and an overview of each area of the HCV Program and from SPPHA's Legal team.

Prepared for Future Regulatory Developments

- The HCV Department prepared for the multiple anticipated changes that will be implemented by HUD in the coming months. Staff attended trainings on HOTMA implementation and on NSPIRE inspection standards.

Project-Based Vouchers (PBVs)

- **Current Recommendation, Awarding Over 100 Vouchers to Five Affordable Housing Developers:** Staff will recommend awarding the following Project-Based Vouchers:
  - 46 to Sherman Associates to be used for "mixed income" households for their development at "The Heights", located on the former Hillcrest Golf Course;
  - 21 to Beacon Interfaith Housing Collaborative to be used for "mixed income" households located in the Battle Creek Neighborhood;
  - 40 to JO Companies LLC for "mixed income" households for their development at "The Heights";
  - 13 to Trellis to be used for "mixed income" households in an existing property on Ramsey Hill; and
  - 10 to Project for Pride in Living for "mixed income" and "supportive housing" in their existing development located on East 7th Street.
- **Two New PBV Contracts, Total 46 PBV Units:** The HCV Department entered into a new PBV HAP contract with Phalen Village (21 units; Supportive Housing for the Elderly and VASH; awarded in 2022) for a 20-year period; and with Jeremiah Program (25 units; Mixed Income awarded in 2024) for a 20-year period.

Prepared for Future State Rental Assistance Program

- **Collaboratively Planned and Prepared for "Bring It Home" (BIH) Rental Assistance Program**
  - Staff participated in a BIH workgroup developed by Minnesota NAHRO to provide feedback on program development and collaborated with metro area housing authorities on agency-specific program plans and possible future partnerships.
  - Staff engaged with MN Housing staff who will be administering the BIH program at statewide conferences and webinars to learn about program requirements and prepare for grant proposals.

Resident Services Department

Intake and Occupancy

- Staff increased occupancy from a low of 94% for FY 2024 to 99% for FY 2025. This marks the first time that 99% occupancy has been achieved since 2021.
- Multifamily: RAD-PBRA residents are eligible to move into the community with ongoing subsidy by requesting a Choice Mobility Voucher (CMV). CMVs are offered to all PBRA residents who have lived in the same project for at least two years. 112 households requested a CMV and were added to the waiting list in FY 2025.
- The waiting lists for SPPHA-owned properties (LIPH and PBRA) had 4,699 active applications at the end of the fiscal year. A total of 3,011 applicant files were drawn from PBRA and LIPH waiting lists in FY 2025. 624 of those applicant households moved in during FY 2025.

Property Management and Operations

- HUD's Real Estate Assessment Center (REAC) inspected RAD-PBRA Project 1 (McDonough Homes), Project 3 (Edgerton, Iowa and Wilson Hi-Rises), and Project 4 (Roosevelt Homes) in September 2024. These projects earned scores of 96, 94 and 98 respectively. As a result, REAC will not inspect these projects again for two years. The Resident Services and Maintenance Departments work together to achieve these high scores.
- Resident Services staff completed 718 lease signings for new applicants and current households transferring to other SPPHA units.
- The Multifamily (MF) Team completed a total of 10,575 household certifications during FY 2025, including Gross Rent Changes (3,700), Initial Certifications (555), Interim Reexaminations (2,017), Annual Recertifications (3,501) and terminations of subsidy (802).
- The Scattered Sites Team completed 982 household certifications in SPPHA's 418 Low-Income Public Housing units, including 421 annual and 561interim certifications.
- The Congregate Housing Services Program (CHSP) continues to serve SPPHA clients at Ravoux and Montreal Hi-Rises, providing up to two meals a day and housekeeping services to help participants remain in SPPHA housing. CHSP is supported by an annual HUD grant, in-kind contributions by community partners, and income-based fees. During FY 2025, CHSP received 105 new applications and served 98 clients.

Partnerships

- FY 2025 marked 34 years of SPPHA's partnership with the St. Paul Police Department's (SPPD) A Community Outreach Program (ACOP), funded in part by over $688,000 approved by SPPHA Board.
- SPPHA contracts with private security agencies to supplement regular SPPD and ACOP services, to further ensure a safe living and working environment for residents and staff.
- An Officer in Residence (OIR) at each of SPPHA's 16 hi-rises provided safety and security services to the Agency and the hi-rise residents, in addition to the officers' regular SPPD assignments. There is currently a waiting list for the OIR program.
- The four SPPHA community centers continue to provide space, utilities, receptionist services and maintenance to non-profit agencies serving residents in SPPHA-owned housing.
- For over 24 years, free tax assistance has been provided at McDonough Homes. Staff and the MN Department of Revenue helped residents file 988 refund requests totaling over $1.2 million for tax year 2023.

Maintenance Department

Routine Maintenance

- Prepared 642 vacant PBRA hi-rise and family units for rental in an average of 9 business days.
- Prepared 65 vacant LIPH scattered site homes in an average of 63 business days. The extended time preparing the units is due to the use of increased CFP grants and "Shortfall" funding from HUD to perform more extensive renovations upon vacancy.
- Performed Preventative Maintenance (PM) inspections in 2,552 (out of 2,553) hi-rise units, 1,302 family units and 418 scattered site units. (One hi-rise unit inspection was delayed until the following fiscal year, at the resident's request.)
- Completed 29,700 work orders, including 7,371 Priority 1 (Emergency) work orders that were all completed in less than 24 hours.

Ratings

- Rated "Superior" under HUD's Management and Occupancy Review (MOR) of the PBRA portfolio.
- Issued resident satisfaction surveys on a sample of 269 completed repairs. 100% of the respondents said they were satisfied with the service from Maintenance staff.

Capital Improvements

- Performed more than $6 million in capital improvements and other upgrades across all SPPHA-owned properties including roof replacements at Mt. Airy Homes, McDonough Homes and Dunedin Hi-Rise, elevator modernization at Edgerton Hi-Rise, parking lot resurfacing at Mt. Airy Hi-Rise, heating/ventilation/air-conditioning and energy management system upgrades; roofing, window kitchen, bathroom, siding and retaining wall improvements at multiple scattered site homes; began electrical system modernization at Edgerton and Neill Hi-Rises.
- Converted a vacated dental office at the W. Andrew Boss Central Administration Office (CAO) into office space for a new commercial tenant.

Competitive Funding Awards

- SPPHA competed for and was awarded $6.5 million of Publicly Owned Housing Program (POHP) funds to replace the plumbing system at Mt. Airy Hi-Rise and $2 million of POHP funds to replace the heating, ventilation and air conditioning system at Edgerton Hi-Rise.
- Staff worked with HUD to advance our development plans to construct one seven-unit townhome building at McDonough Homes and one four-unit townhome building at Dunedin Terrace. Ramsey County is providing $3.95 million of ARPA and HRA levy funding for the construction.

Resident Initiatives Department

Resident Councils

- Resident Initiatives staff led the Resident Council officers in annual team-building activities and reviewed their roles and responsibilities, how to run meetings, financial accountability, etc.
- Through the Presidents Council's newsletter, residents offered words of encouragement to their neighbors and shared resources to help residents cope with topics such as depression, stress, and building resiliency during the cold weather months.
- Recruited, trained, and supported residents with computer skills to act as Computer Peers. They work with individual Councils to update and fix Council-owned computers for residents' use.
- The QuickBooks Peers audit the 16 hi-rise Councils' financial books to ensure financial compliance.

Health Improvement Programs and Green Initiatives

- Collaborated with Bike MN to provide on-site bicycle repair and bicycle skill-building opportunities at three hi-rises and four family sites. Family site bike repair sessions also included a small book fair with books donated by The Free Book Buggie and Next Chapter Books.
- Partnered with Sustainable Synergy Solutions to host on-site recycling education sessions at all 16 hi-rises. In FY 2025, hi-rise residents recycled 257 tons of recyclable materials!
- With HealtheMed, Inc., started a new "Health Begins at Home" program, a health and wellness program for SPPHA residents who are on Medicaid waivers. "Clinic@Home" is provided by HealtheMed and Comcast/Xfinity's "Internet Essentials".
- Completed yearly energy benchmarking submission to the Minnesota Department of Commerce for energy and water usage in SPPHA-owned properties.
- Collaborated with United Healthcare Community Relations to attend community events to educate residents about the Medicaid Redetermination process.
- Partnered with Frogtown Green to plant 15 shade trees in September 2024 at Mt. Airy Homes, for a total of 47 trees planted there since 2023. With Great River Greening and the Cooling Minnesota Communities (CMC) program, 70 shade trees planted at McDonough Homes in October 2024.

Job Skills Training, Employment, and Education Initiatives

- Participated in the Ramsey County Workforce Innovation Board and the One-Stop-Partner program.
- Offered a Small Business Development program through long-time partner African Economic Development Solutions. Six residents graduated from the program.
- Worked with the Science Museum of Minnesota to continue providing Great Partner Discounts to the Museum for both in-person and virtual events.
- Initiated a long-term project in partnership with Comcast/Xfinity to install permanent modems in all SPPHA hi-rise units, with the final installations to occur early in FY 2026.
- Contracted with Marfa Cleaning Company, a resident-owned cleaning company, to provide education and training to residents with housekeeping issues. Marfa Cleaning Company worked with nine residents in FY 2025 and purchased cleaning supplies for those residents to use.
- Resident Initiatives staff contracted with a Mt. Airy resident to provide youth arts and crafts sessions twice a week at the Mt. Airy Community Center during the summer months of FY 2025 and for an additional two weeks during the winter break.
- Four residents received a $200 scholarship for business and/or educational expenses.

Finance Department

Audits and Reviews

- Successfully passed the annual agency-wide financial and compliance audit for FY 2024 with no findings, marking the 29th year in the past 31 years without an audit finding.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association (GFOA) for SPPHA's FY 2024 Annual Comprehensive Financial Report. This marked the 18th time that SPPHA received the award.

Budgeting

- Oversaw the development of a $138.7 million annual budget, including a $58.6 million operating budget, a $62 million housing assistance payment (HAP) budget for Housing Choice Vouchers/Section 8, and a $18.1 million capital budget for FY 2026.

Accounting, Financial Management and Investing

- Transitioned over 90% of Agency vendor payments from paper checks to direct deposits, reducing voided, lost, and fraudulent checks.
- Successfully managed the Reliacard Program with the Housing Choice Voucher Department, which provided reloadable debit cards to voucher participants who receive utility reimbursement payments.
- Successfully implemented a new Payroll/Human Resources Information System (HRIS) software with the Human Resources Department, which provides better data insights for SPPHA Management and a better employee experience for all staff.
- Actively managed the Agency's fixed income investment portfolio, generating over $1.4 million in additional interest income for the Agency in FY 2025.

IT Department

Security

- Continued to utilize KnowBe4 security awareness training and test emails, and this year staff also integrated Mimecast's Advanced Email Security product. This layered approach builds a strong defense against phishing and other email-related attacks while empowering users to recognize and respond to security threats effectively.
- Continued to utilize Arctic Wolf Networks (AWN) to employ a Managed Detection and Response (MDR) platform. This solution utilizes specialized software and tools to scan our network looking for various security red-flags, and is a crucial tool for preventing security breaches.

Process Improvements

- Continued collaboration with the Resident Services and Maintenance Departments to set up digital signage displays in the lobbies of all SPPHA hi-rises. These displays help with communication between SPPHA staff and residents, and provide a tool to provide timely, on-site updates as needed.
- Began transition to a cloud-based phone system with Zoom to enhance communication reliability, scalability, and flexibility, and ensure SPPHA has efficient and effective communication tools.
- Began a project to upgrade to a secure and efficient printing solution utilizing fewer but larger multifunction printing devices. The "secure hold" feature ensures that staff can print documents on-demand, minimizing paper waste and reducing the likelihood of confidential documents being accidentally left on printers.

Legal Department

Transactional Work

Prepared, edited, or reviewed 68 contracts, amendments, or related documents for the provision of goods and services across nearly all SPPHA departments. Advised on 9 different Maintenance and real estate projects, including the development of 11 new Faircloth units and the proposed repositioning of SPPHA's scattered site housing portfolio. Advised Human Resources on numerous personnel issues. Provided general legal and policy advice to all departments on at least 60 matters.

Litigation and Program Enforcement

- SPPHA-Owned Housing (Multifamily & LIPH):
  - Reviewed 110 termination and reinstatement notices, attended 55 informal conferences with residents and managers, and represented SPPHA at 2 formal grievance hearings. Assisted with more than 349 eviction actions for nonpayment of rent and other serious lease violations.
  - Prepared more than 89 settlements and vacate agreements to resolve pending terminations. Prepared 11 Affidavits of Noncompliance for violations of court settlement agreements. Responded to 34 motions for expungement. Reviewed more than 42 trespass notices.
  - Reviewed and advised on 439 requests for reasonable accommodations, including unit transfers, emotional support animals, and physical modifications. Reviewed 80 requests for emergency transfer and other accommodations under the Violence Against Women Act (VAWA).
- Housing Choice Voucher Program (Section 8):
  - Assisted with 35 Informal Review Hearings for terminations and "balance owed" disputes.
- Prepared responses to 10 discrimination complaints filed with HUD, MDHR (Minnesota Department of Human Rights), or HREEO (Human Rights & Equal Economic Opportunity).
- Successfully defended SPPHA in multiple state and federal court actions brought by employees, tenants and former participants.

Housing Policy Department

Special Initiatives

- Researched strategies to reposition SPPHA's remaining LIPH units to a more secure funding source.
- Prepared an application to reposition 360 of SPPHA's LIPH units via a Section 18 Disposition. This transaction will increase the funding for these units, helping to ensure their viability for future generations.
- Prepared and submitted a request to the Minnesota Legislature for $20 million in additional capital funding for SPPHA's LIPH portfolio. This was SPPHA's first attempt at such a request, and in FY 2025 staff drafted a bill (HF 2064) and obtained a sponsor.
- Assisted the Finance and Maintenance departments in completing SPPHA's requests for funding from various external sources, including drafting narrative responses, compiling demographic information and reviewing financial data.
- Assisted the Finance, Maintenance and Legal Departments in navigating the Mixed-Finance Development Proposal process to construct the 11 remaining Faircloth units. These development proposals were approved by HUD on March 14, 2025.

Human Resources Department

Recruitment and Retention

- Worked with all departments to hire 44 new employees and promote 29 current employees.
- Of the 245 regular full and part-time staff members employed by SPPHA at the end of FY 2025, 48% were women and 56% were people of color.
- Of the 37 staff hired for regular positions, 73% were employees of color and 70% were women.
- Of the 14 staff members promoted, transferred, and voluntarily demoted, 60% were people of color and 40% were women.
- Processed 285 "Notification of Personnel Action" forms.
- Conducted exit interviews with 11 staff members who terminated their employment with the Agency.

Employee Performance and Productivity

- HR staff advised supervisors about how to proceed with various issues, covering topics such as organization and work design, employee coaching and counseling.
- Coordinated and conducted two half-day small group orientation training sessions and two half-day large-group orientation training sessions, each for a total of 40 new employees.
- Conducted one New Supervisor Orientation for 6 employees.

Employee Training

- Provided mandatory Affirmative Action/Equal Opportunity and Diversity (AA/EOD) and harassment prevention training to all employees.
- All new HR staff received training in conducting ergonomic reviews for staff.
- Coordinated with Sorensen Consulting and SPPHA's Legal Team to provide training for all employees in the areas of Business Etiquette, Fair Housing Compliance, and SPPHA and the Courts System.
- Promoted leadership development for all supervisors in areas such as Emotional Intelligence, 5 Dysfunctions of Teams and How to Avoid Them, Performance Appraisals, and Performance Management.

Human Resources Information Systems (HRIS)

- Processed 6,770 payroll checks via electronic direct deposit.
- Administered all benefits plans through paperless systems.
- As a result of a formal RFP process, contracted with Paylocity for all HR and Payroll solutions effective July 1, 2025.

Pay Equity Reporting (Comparable Worth)

- HR submitted SPPHA's Pay Equity report to Minnesota Management & Budget, which is required every three years. SPPHA's underpayment ratio was 119.1176%, which is the highest it has been in years.