

SUMMARY OF AGENCY ACCOMPLISHMENTS FOR FY 2018
APRIL 1, 2017 - MARCH 31, 2018

The performance of the Executive Director is measured against specific goals for the Agency. The Board of Commissioners approved eleven Agency Goals for FY2018 (April 1, 2017 to March 31, 2018). In this report the accomplishments relating to 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 actively pursuing conversion of most public housing properties to project-based Section 8 subsidies under HUD’s Rental Assistance Demonstration (RAD). See also Goal #3, Capital Improvements and Goal #4, Scattered Sites.

1. PHAS: The PHA achieved High Performer status for the 28th consecutive year in FY2018 on the 4,274 units of public housing we own and manage. No PHAS-MASS certification was required for FY2018, under the interim PHAS rule published February 23, 2011. Staff presented an informational report on July 25, 2018, showing the Agency’s performance on the indicators previously included in the PHAS certification.

PHAS Physical Inspections:

As shown below, three PHAS inspections were performed during this reporting period, for AMP 3 (Edgerton-Iowa-Wilson), AMP 6 (Exchange-Wabasha) and AMP 7 (Ravoux, Central & Neill Hi-Rises & Central Duplexes). For FY2018, two of the PHA’s Asset Management Projects (AMPs) were due to be inspected for the PHAS Physical Condition component: AMP 4, Roosevelt Homes and AMP 5, Mt. Airy Homes and Hi-Rise and Valley Hi-Rise. The scattered sites (AMP 9) were also overdue for an inspection. The scores for the other AMPs were carried forward from their inspections in previous years. (AMPs scoring 90 or above are inspected every three years; those scoring 80-90 every two years; and projects scoring below 80 are supposed to be inspected every year.)

AMP	PROPERTIES	# OF UNITS	INSPECTIONS		SCORE
			LAST	NEXT	
1	McDonough Homes	592	2016	2019	91
2	Hamline-Seal-Front Hi-Rises	481	2016	2019	91
3	Edgerton-Iowa-Wilson Hi-Rises	226	2017	2019	86
4	Roosevelt Homes	320	2016	2018	85

AMP	PROPERTIES	# OF UNITS	INSPECTIONS		SCORE
			LAST	NEXT	
5	Mt. Airy Homes & Hi-Rise, Valley Hi-Rise	610	2016	2018	82
6	Exchange-Wabasha Hi-Rises**	265	2017	2020	92
7	Ravoux, Central & Neill Hi-Rises & Central Duplexes*	210	2017*	2020*	90*
8	Dunedin-Cleveland-Montreal-W. Side Duplexes	567	2016	2019	92
9	Scattered Sites (without duplexes)***	360	2016	[2017]***	75***

* Last year the PHA appealed the initial inspection scores for AMPs 3 and 7. REAC approved part of the AMP 7 appeal, raising the score from 88 to 90. REAC rejected the appeal for AMP 3.

** AMP 6 (Exchange & Wabasha Hi-Rises) was inspected on May 24, 2017 and again on August 8, 2017 for a Quality Assurance inspection.

*** The Scattered Sites were due to be inspected in FY2017 but the inspection was delayed until FY2018. However, it did not occur in FY2018 for reasons not made clear to the PHA.

While completing scheduled inspections (preventive maintenance, housekeeping, etc.), staff 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.

The PHA completed FY2018 with an overall occupancy rate of 99.6%. This represents the 23rd consecutive year the PHA has achieved an overall occupancy rate of 99%. Each of the twelve months had overall occupancy levels of 99.3% or greater. The average occupancy rate for the family units was 99.9%, an increase from the previous year (99.8 %). The average hi-rise occupancy rate was 99.5%, an increase from the previous year (99.2%).

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").** After excluding modernization vacancy days the average turnaround time was 14.04 days, faster than last year's 15.67 days and well below PHAS' old "A" standard of 20 days.

The average month-end occupancy rate was 99.18% (99.60% the previous year) without excluding modernization vacancy days. Month-end occupancy was above 99% every month during the year. Calculated from vacancy days and the total number of unit-days available after excluding vacancy days related to modernization work, the PHA's occupancy rate for the year was 99.28% (99.31% the previous year). Turnaround time for the family developments in FY2018 was 16 days, an increase from 15 days the

previous year. The hi-rise turnaround time decreased from 29 days in FY2017, to 18 days in FY2018 due to the Ravoux Plumbing Renovation Project being completed.

- **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 FY2018 the Maintenance Department completed all Priority 1 and 2 work orders within the PHAS high performer standards. A total of 6,602 emergency work orders were completed within twenty-four hours. In addition, 22,715 non-emergency work orders were completed within an average of 5.19 days. The total number of Priority 1 and 2 work orders for the reporting period was 29,317.
- **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 “Agency Goal #1” accomplishment.

1A. Details on Selected PHAS indicators:

Vacant Unit Turnaround Time:

- Under the leadership of Director BettyLou Authier, the Maintenance Department turned over 615 (family and hi-rise) units for re-rental in an average of 8.69 days. Average preparation hours per unit were 30.09. In addition, the Maintenance Department (including Maintenance Contracts) prepared for re-rental 61 scattered site homes in an average of 20.98 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 375 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 PHA work 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.
- 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 turn downs.

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 635 leases were signed in FY2018**, down from 686 in FY2017. 426 of those leases (67%) were with new applicants from the waiting list. The remaining 33% (209) were with families and individuals who transferred within public housing properties.
- On average, 17 units were vacant at the end of each month during the year. This compares to an average of 24 during the previous year. In FY2018, 53 leases were signed each month on average, 5 fewer per month than in FY2017 (57). Effective February of 2018, “mod vacant” units (“hotel units”) were no longer included in the monthly vacant unit counts as permitted by HUD regulations.
- A total of 184 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.
- All new admissions to the hi-rise buildings (242) were invited to attend a New Resident Orientation session (non-mandatory); 195 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 944 files were processed for a final housing eligibility determination. 45% (426) of the public housing applications that were processed were approved. 55% (518) were processed for denial.** This is a change from the prior year, where the approval/denial ratio was 39/61 percentages.
- **The total number of units offered in FY2018 was 924. Of this number, 31% of the units offered were turned down.** This is a slight decrease with the percentage of units turned down in the previous year (33%). Of the total number of hi-rise turn downs (169), Neill, Iowa, Front, Hamline, Seal and Montreal had the lowest number of turn downs at ten or less per building for the entire year. Edgerton, Mt. Airy and Dunedin ranked the highest in unit turn downs 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 turn downs at 3. However when one compares the number of units offered to the number of turn downs, Dunedin Terrace had the highest turn down rate (38%) and McDonough had the lowest

(23%). There were a total of 35 turndowns in the scattered sites resulting in a 31% 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 102 denial hearings in FY2018. 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 102 denial hearings scheduled, 83 hearings were held. The PHA's denial of the application was upheld in 36 (43%) of those hearings, 13 (16%) were overturned outright and 34 (41%) were overturned with stipulations and/or suspension.

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 Housing 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 FY2018, 60 resident households (individuals or families) moved out of public housing because the PHA terminated their leases "for cause" (not including 12 lease terminations for non-payment of rent). The total number increased from 52 terminations in FY2017. Family lease terminations increased from 23 to 25 while Hi-Rise increased from 29 in 2017 to 35 lease terminations "for cause". The 60 lease terminations for cause represent less than 2% of all households living in public housing during the year.
- During FY2018, Legal reviewed and responded to a total of 192 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 decreased from 205 requests in FY2017. Of these requests, 118 were approved (61%) and 74 were denied (39%).
- 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 between the Resident Services Department and the Finance Department to ensure that collection loss write-offs meet the PHAS "A" rating. (Tenant Account Receivables less than 2.0 percent of total dwelling unit rental income, to support the PHAS "A" rating for the Financial Assessment component.) Maintain timely rent payment through enforcement of chronic late rent policy.

- The total amount of uncollected rent averaged 0.19% for FY2018, monitored and reported in the Monthly Management Report. Uncollected rent totaled \$67,656 of more than \$16,864,663 in rent charged. In FY2018, 12 residents were required to vacate (lease terminations, eviction filed in court) due to non-payment of rent, down three from 15 in FY2017.
- During FY2018 Finance staff initiated 1,916 lease terminations for non-payment of rent. As a result of these letters, Finance prepared and filed 41 eviction actions (down from 65 in FY2017). 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.
- Management Staff initiated 68 lease terminations for chronic late rent payment (four times late in a 12 month period), resulting in 21 vacates and 45 stipulation agreements. Two lease terminations for chronic late rent were pending at the end of FY2018. Residents who are chronically late paying their rent receive a series of notices and offers of help before their lease is terminated.

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 FY2018 continued to be targeted toward potential hi-rise applicants including those who may qualify for the Congregate Housing Services Program (CHSP). Rental Office staff placed an advertisement in the major senior housing publication Twin Cities Senior Housing Guide. 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. Since then, the PHA has opened and closed waiting lists for different bedroom sizes as needed. FY2018 ended with a public housing waiting list of 6,970 applicants.

Preventive maintenance and housekeeping inspections:

- In FY2018, 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 FY2017. 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 one lease

termination for poor housekeeping and property damage, a decrease of two from FY2017, when there were three. These low numbers are a reflection of the continuing efforts of staff to prioritize issues related to health and safety.

- In FY2018, 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 FY2018. 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, and exterior inspection photos. This module has allowed Resident Services and Maintenance to tighten up procedures 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 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.
- 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 in dealing with pest control issues. A Maintenance Contracts staff member attended Resident Services Hi-Rise and Family area staff meetings. At these meetings, pest control information and updates were discussed so that 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 to what extent furniture had to be removed from the dwelling unit. Agency-wide PHA properties had infestation rates of 1.59% for bed bugs and 5.5% for roaches and other insects, both a decrease from FY2017.

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 operations, IT staff spent a significant amount of time 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.

Public Housing Admission & Occupancy Policy Revisions approved by the Board:

VAWA. 5/24/2017 – Amend Public Housing Admission and Occupancy Policies by adding Appendix L, a VAWA Emergency Transfer Policy, as required by HUD rules following amendments to the Violence Against Women Act (“VAWA”), effective immediately. The HCV/Section 8 Admission and Occupancy Policies were amended similarly on 9/27/2017.

Utility Allowances, Payment Standards. 10/25/2017 – Increased the payment standards for the Housing Choice Voucher (HCV; Section 8) Program and maintained utility allowances for both HCVs and Public Housing at their current amounts. The higher payment standards took effect on November 1, 2017 for new HCV participants and current participants who move to new units, and January 1, 2018 for current participants with annual recertifications of eligibility on or after that date. The Board last approved increasing the payment standards on November 23, 2016. July 22, 2015 was the last change in HCV utility allowances.

11/22/2017: Flat Rents. Increase flat rents for all public housing units to equal the Fair Market Rents (FMRs) for the Twin Cities metropolitan area in 2018. To allow time for residents to plan and adjust, the proposed increases apply to current residents whose annual recertifications take effect on or after April 1, 2018. The higher amounts take effect on the same date for new households moving into public housing or current residents transferring between public housing units. The flat rents will be adjusted annually in the future to reflect any changes in the proposed FMRs, without further Board action.

Triennial Recertifications. 1/24/2018 – Amend the Admission and Occupancy Policies (AOPs) for both Public Housing and Housing Choice Vouchers/Section 8 to conform to a new HUD rule and to clarify the current policies on “streamlined” redeterminations/reexaminations of income and rent recertifications; effective April 1, 2018.

4/25/2018: Smoke-Free. Revised the Admissions and Occupancy Policies for the Public Housing Program (Appendix H) to adopt a “Smoke-Free Public Housing Policy” to conform to HUD’s final rule prohibiting smoking in all public housing properties effective July 30, 2018.

Before the final Board action staff had discussed the Smoke-Free final rule and the pending PHA policy with residents in a variety of settings, including the following:

- Resident Advisory Board (RAB) meetings in September 2017
- Public Hearing on Agency Plan on November 14, 2017
- Hi-Rise Presidents Council meetings
- City-Wide Residents Council meetings.

The Resident Initiatives (RI) staff also has been especially active in this area, beginning several years ago with the first Statewide Health Improvement Partnership (SHIP) grants that included goals of reducing tobacco use by public housing residents.

Goal #2 SEMAP: Section 8 Housing Choice Vouchers: Maintain “High Performer” status under HUD’s Section 8 Management Assessment Program (SEMAP). Maintain full utilization of vouchers and budget without exceeding authorized limits. Successfully administer current agreements for Project-Based Vouchers (PBV), including PBV in supportive housing projects and mixed income projects, renewing expiring PBV contracts at successful projects. Continue to advocate for full voucher funding and program reform. Continue the HUD-Veterans Affairs Supportive Housing Program (VASH) and the Family Unification Program (FUP). Apply for more special purpose vouchers, incremental vouchers or preservation vouchers if offered by HUD. Continue to work with the City’s Fair Housing Work Group and Voucher Mobility Action Team and provide information and support that will assist the City in making informed decisions regarding voucher use in St. Paul. Continue to use online features and partner portals to increase staff efficiency, and to enhance customer service for owner partners, as well as Section 8 applicants and participants.

2. SEMAP High Performer status: The PHA achieved High Performer status for FY2018 (17th consecutive year) on the 4,699 Section 8 Housing Choice Vouchers (HCV) and related subsidies we administered during the year. as reported to the Board on May 23, 2018. The Agency’s SEMAP score for FY2018 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 (now Director) Dominic Mitchell.

- CY2017 Housing Assistance Payment (HAP) Utilization was 99.00%; Unit Utilization was 99.72%. SEMAP goals were met in both categories.
- FY2018 Housing Assistance Payment (HAP) Utilization was 98.75%; Unit Utilization was 98.11%.

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

Administrative Achievements:

- Though there were notable peaks and valleys (described in the next bullet), FY 2018 marked a 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 on April 1, 2017 with 99.2% of our vouchers leased. However, there was continued underfunding from the prior fiscal year due to Congress’ failure to reach a budget agreement. We took steps to reduce unit utilization while this low funding continued until July of 2017, when the funding was suddenly restored (with some retroactive dollars) with over a 20% increase in funding that would level out a few months later. With that restoration we jump-started our leasing efforts, but completed the fiscal year with only 98.1% of our vouchers leased.

- We continued to trim expenses, as the HCV program continues to be funded at approximately 77% of the Administrative Fee to pay for necessary program activity, and successfully ended the year contributing nearly \$250,000 more to our reserves than we had intended. This is our highest contribution to our reserves since FY2016, and prior to that since FY2012 (pre-sequestration).
- In an effort to inspire and remind each other of our mission, staff continue sharing a couple individual positive success/mission stories at each monthly staff meeting, in addition to a successful team-building activity.

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.

- We received 43 additional vouchers from HUD in June of 2017, to preserve assistance for families at the Grand Pre by the Park building.

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.

- Renewed PBV HAP Contracts at Jackson Street Village, Liberty Plaza, Model Cities, Rivertown and YWCA, totaling a renewed commitment of assistance for 195 PBV units.
- Throughout the fiscal year, offered Housing Choice Vouchers (HCVs) to 231 participants who requested a voucher after residing in a PBV unit for 12 months or more. 37% (85 voucher-holders) accepted the tenant-based HCV and vacated the PBV unit, allowing another family to move into the PBV unit.
- In an effort to more efficiently manage the intake process for our homeless and hard-to-reach intake clients, we started streamlining the intake process for certain projects in 2016, eliminating the need for an intake appointment. We now do it with approximately 192 units in 11 PBV projects.

Production Accomplishments:

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

Intake

- 482 New Admissions in FY2018 (including PBV, new Portability participants, and other FUP, VASH, and SRO new admissions) (down from 511 in FY2017)
- 282 Portability Move-Ins (up from 259 in FY2017) (See Portability Move-Outs below)
- 900 names drawn from the waitlist (up from 450 drawn in FY2017)

Occupancy

- 3,664 Annual Reexaminations (up from 3,579 in FY2017)
- 4,204 Interim Reexaminations (up from 3,850 in FY2017)
- 247 Portability Move-Outs (down from 336 in FY2017) (See Portability Move-In above)
- 418 Current Participant Moves (down from 450 in FY2017)

- 512 End of Participations (up from 482 in FY2017)

Inspections

- 6,419 total physical inspections which is lower than the 7,365 inspections completed in FY2017, primarily for the reasons listed below:
 - 3,560 Passes (up from 3,505 in FY2017)
 - 2,801 Fails (down from 3,860 in FY2017)
 - 278 visits where inspector could not gain access due to “refused entry” and “no one home” (down from 326 in FY2017)
- 2,858 Annual initial inspections; down from 2,915 in FY2017; primarily due to units qualifying for biennial inspections. We expect this number to be lower in the current fiscal year due to the figures below:
 - 1176 Passes (41%)
 - 1682 Fails (59%)
- 1,178 New/Mover Initial Inspections (down from 1,207 in FY2017)
 - 699 Passes (59%)
 - 479 Fails (41%)
- **Biennial inspections:** 1,083 units in FY2018 did not require inspections as they qualified for biennial inspections (up from 1,043 in FY2017). Biennial inspections continue to be a motivator for both tenants and landlords to have their units prepared for HQS inspections and complete self-certification forms when offered.
- **655 units** in FY2018 did not require re-inspections, as they qualified for self-certifications to pass their unit.

Fraud Enforcement

- Reviewed 93 unduplicated Reports of Tenant Fraud (down from 107 in FY2017).
 - 46 required no additional investigation and were discharged (up from 37 in FY2017).
 - 47 investigated further by contacting property owners and/or the tenants (down from 70 in FY2017).
- 10 resulted in Notice of Program Termination (down from 12 in FY2017).
- Terminated HAP Contracts for 1 Section 8 Owner, for overcharging to Section 8 tenant. (Down from 6 in FY2017).

Legal

- Processed 73 Reasonable Accommodation Requests (down from 131 in FY2017).
 - 54 Granted (74%)
 - 19 Denied (26%)
- Scheduled 15 Informal Reviews, determining applicant eligibility for a voucher.
 - 6 applicants did not appear for their review (PHA decision to deny upheld).
 - 8 applicants were denied.
 - 1 applicant decisions were overturned.

- 330 Terminations of Voucher assistance issued (down from 352 in FY2017)
Program Violations:
 - 17 for Criminal Activity (down from 34 in FY2017)
 - 1 Termination for Utility Shut-Off
 - 38 for Failure to provide true & complete information (down from 48 in FY2017)
 - 48 for Defaulting on Payment Agreement
 - 35 for Defaulting on a balance owed (having never made a payment agreement)
 - 72 for Missed appointments
 - 6 for Missed inspections (down from 11 in FY2017)
 - 36 for Failures to provide required documentation (down from 43 in FY2017)
 - 1 for Staff Abuse
 - 2 for VASH Non-Compliance

Lease Violations:

- 21 for Eviction actions
- 4 for Damage to the unit
- 9 for Other lease violations (not rising to an eviction)

Other Terminations:

- 40 for combinations of the above, or for other reasons
- 242 Hearing Requests Received (down from 270 in FY2017)
 - 193 cases resolved without a hearing (80%)
- 70 Hearings Scheduled (up from 60 in FY2017)
 - 32 Terminations upheld
 - 9 Terminations upheld by default
 - 3 Settlements reached
 - 1 Termination overturned
 - 23 Hearings rescheduled
 - 2 Hearings canceled by PHA
 - 9 Hearings (out of 36 held) participants represented by counsel.

Family Self Sufficiency (FSS)

- 18 Active Participants
- 2 New Enrollees
- 3 Graduates
- 7 Terminations
- 390 available slots remain
- \$12,812.21 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.

- Continued to clarify the rules for waiving or modifying HCV procedures when necessary as a “reasonable accommodation for a person with a disability”.
- 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.
- Strengthened and clarified the process for terminations for damages, if a tenant has damaged a unit or committed lease violations that are not discovered until after the tenant has moved out of the assisted unit.
- Continued to reiterate the importance of current releases, compliance with our MN Data Practices laws, and how to best utilize HUD’s Optional Contact Form.
- Continued refining Lead-Based-Paint processes to ensure compliance with most recent HUD guidance regarding children with Elevated Blood Lead Levels.
- Revised Criminal Activity Self-Certification Form to ensure maximum understanding, clarity, and participant accountability.
- Continued clarification and refinement of VAWA rules, documentation, and forms to ensure compliance with recent HUD guidance.
- Continued commitment to training and educating Section 8 owners. Legal provided training on the Violence Against Women Act at the Section 8 Landlord Workshop.
- Defended five (5) decisions from hearing officers upholding the Section 8 Program’s terminations of Housing Choice Vouchers, with three (3) in the Minnesota Court of Appeals and two (2) in the United States District Court for the District of Minnesota.

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.

- We continue to use handheld inspection tools to make processes more efficient for the inspectors, while allowing owners to see the deficiencies that were cited within two days through our online portal. We continued the implementation of biennial inspections in this fiscal year (began in May of 2015). This has reduced overall inspection volume by approximately 26%. 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.

- We have implemented cross training of the inspectors so that they can provide schedule desk coverage when needed and when there are “downtimes”. This allows us to limit delays should the scheduler be out of the office.
- As a result of the cross training and new hired scheduler, we have implemented efficiencies at the schedule desk. We are relying on electronic communication more frequently and reducing duplicative processes and paperwork to increase efficiencies. Increased electronic communication was also a request from our landlord advisory group.
- We stopped beginning inspections with an exterior and perimeter inspection in order to eliminate time wasted should the inspector be unable to enter the unit; this also eliminated some handheld device errors.
- Inspectors began using online mapping tools to ensure they are selecting the most efficient route possible when conducting daily 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.) Offering self-certifications reduces the number of reinspections needed and increases the number of units that may qualify for biennial status. We have standardized the offering process to ensure consistency.

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.
- With the request and receipt of a higher rating for the newly formed “Housing Choice Voucher Specialist” position in the last fiscal year (combining the former “Rental Technician” and “Occupancy Technician” class specifications into one group of employees), the work unit has been engaged in additional cross-training between the functions to ensure maximum versatility in accomplishing program functions. This allows supervisors greater flexibility in assigning staff according to program needs and individual employees’ strengths.
- Continued updates, refinement, and review of Housing-Choice-Voucher Specialist Guide with staff to ensure maximum usefulness for staff.
- Continued additional Quality Control review of files to be pulled at random to assist with annual performance reviews. These reviews allow the Assistant Section 8 Programs Managers to address minor staff performance issues before they become larger issues.

- Implemented a review of balance owing calculations and letters by an Assistant Manager to ensure calculation and written consistencies among all staff prior to notification being sent out to the tenant.
- 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. This has eliminated approximately 1/3 of all annual recertification appointments, benefiting both our clients and staff.
- Clarified and streamlined rent increase requests, and allowed rent increases to be requested more often to both meet market-rate practices and address landlord concerns.
- Implemented policy (approved late in FY2017) 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.
- Continued streamlining process on our continuous collections of balances owed due to delayed reports of income changes.
- Increased education and 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.
- Began calculating subsidy standards for Metro agency port-outs to ensure that their selected units were affordable before transferring their paperwork.

Landlord/Owner Recruitment and Retention

The Section 8 HCV Program continued 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 Newsletters in November of 2017 and May of 2018, marketing and educating on program changes and improvements. We have used these newsletters to notify landlords of important issues that may affect them (such as staffing changes, smoke detector recalls, Lead-Based-Paint information, etc.).
- Held Owner Workshop in October of 2017, where we invited all currently participating property owners to the Wellstone Center for a 4-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.
- Continued 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.
- In our daily communication with landlords, we advise and educate about the EPA's Lead Safe practices and their responsibilities under these regulations.
- We have informed owners and landlords about various rehab programs available from community organizations, the City of St. Paul, and Ramsey County for their use in maintaining their property and at times, pass an inspection.
- 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.

- Maintained positive, responsive, and productive relationship with HUD field office staff, while undergoing individual client inquiries, program utilization updates, and a SEMAP Confirmatory Review.
- The Executive Director was appointed to the Governance Committee and Director Mitchell to the Design Team of the Outside-In Initiative, which is a philanthropically led effort with both county and city stakeholders. The initiative is thinking of new solutions to address the growing unsheltered population throughout the City of St. Paul. Staff participated in meetings with the ongoing RUSH (Redirecting long-term Users of Shelter to Housing) collaborative, to work with city and county partners to house the 100 most long-term users of shelter, and to take those solutions and implement more broadly.
- 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.
- Partnered with Metro Transit to initiate communications with program participants on Metro Transit Assistant Program, which will allow program participants to receive discounted fares for transit.
- Maintained and developed relationships with both the St. Paul Police Department & St. Paul Department of Safety & Inspections, and sought ways to collaborate to efficiently manage limited resources, share public information, and hold mutual clients accountable.
- On July 25, 2017, the Executive Director presented a PowerPoint to the St. Paul Housing and Redevelopment Authority and St. Paul City Council on the fundamentals of the HCV program. The intent of the presentations and ongoing staff involvement is to both educate on the program options and to be a voice in ongoing Fair Housing discussions. The presentation provided background information to the City Council relative to their discussions about a possible "Section 8 Ordinance" as the City of Minneapolis adopted earlier in the year.

- 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 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 homeless families, single adults, and youth.
- Worked with Ramsey County Department of Environmental Health to share appropriate information to ensure compliance with most recent HUD guidance regarding children with Elevated Blood Lead Levels.
- 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.
- Continued to work with Catholic Charities on admissions to Mary Hall's 75 units of Section 8 Moderate Rehabilitation Single Room Occupancy (Mod Rehab SRO) housing for formerly homeless single adults. Some of those Mary Hall residents are later accepted to public housing after demonstrating their ability to comply with a lease while living in the SRO unit.
- On 5/24/2017 the Board approved sending a letter supporting Catholic Charities' application to HUD to convert the HUD subsidies originally awarded for the Mod Rehab SRO units at Mary Hall, to provide rental assistance to the same number of units at the new Catholic Charities building called the St. Paul Opportunity Center/Dorothy Day Residence, when the new building is completed. The conversion is possible under HUD's Rental Assistance Demonstration (RAD) program.
- HCV/Section 8 Programs Manager 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, analytic maps, and 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.
- Programs Manager Mitchell continued to serve on MN NAHRO Board of Directors and the National NAHRO Professional Development committee, and began chairing National Professional Development Sub-Committee for Curriculum development.

- Assistant Programs Managers Cynthia Yuen and Corina Serrano serve on MN NAHRO Professional Development Committee, and aid in planning conferences and in developing session tracks on the HCV Program and Emerging Leaders.
- Programs Manager Mitchell and Deputy Director Seeba 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.
- The Executive Director, Programs Manager and Assistant Programs Manager, Policy Director and General Counsel participated in Regional Housing Initiative, designed to review Affirmatively Furthering Fair Housing opportunities in the Metro area.
- Programs Manager and the General Counsel meet with several state legislators to educate them on the Homes for All initiative in partnership with the Minnesota Coalition for the Homeless.
- Programs Manager provided presentation to Metro area landlords at the 2018 Homes-For-All Conference, educating them on how the HCV Program works alongside the management and maintenance of their properties.
- Programs Manager presented to Ramsey County Corrections Officers, explaining how HCV program admissions and ongoing enforcement work with mutual clients.

Section 8 Admission & Occupancy Policy Revisions approved by the Board:

9/27/2017: VAWA. Amended HCV/Section 8 Admission and Occupancy Policies by adding Appendix M, a VAWA Emergency Transfer Policy, as required by HUD rules following amendments to the Violence Against Women Act ("VAWA"), effective immediately.

10/25/2017: Utility Allowances, Payment Standards. Increased the payment standards for the Housing Choice Voucher (HCV; Section 8) Program and maintained utility allowances for both HCVs and Public Housing at current amounts.

1/24/2018: Triennial Recertifications. Amended the Admission and Occupancy Policies (AOPs) for both Public Housing and Housing Choice Vouchers/Section 8 to conform to a new HUD rule and to clarify the current policies on "streamlined" redeterminations/ reexaminations of income and rent recertifications; effective April 1, 2018.

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. Pursue potential grant and loan opportunities, as well as financing options after RAD conversions where necessary. 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.

3A. Program Administration, Fund Obligation and Expenditure: Under the leadership of Maintenance Director BettyLou Authier and Construction Manager Dave Lang, the PHA

met or exceeded all program administration goals.

- Maintenance Contracts staff worked closely with other staff to identify 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 FFY2018 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 2017. HUD announced our final FFY2018 CFP funding (\$11,050,058) on May 23, 2018.
- On June 30, 2017 HUD announced the PHA's final FFY2017 CFP funding amount of \$7,159,806. Staff then met and adjusted the final 2017 CFP application and CFP 5 Year Action Plan to match the final HUD FFY2017 funding amount. The adjusted CFP application was submitted to HUD after Board approval on July 26, 2017.
- Staff also met and cooperatively revised the PHA's FFY2016 (\$7,118,173) CFP budget, FFY2015 (\$6,786,832) CFP budget, and FFY2014 (\$6,725,092) CFP budget. The budget revisions were discussed with residents at Resident Council meetings and the Agency Plan Public Hearing discussed above.

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 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.

Minnesota Housing Finance Agency (MHFA):

- PHA Maintenance Contracts staff submitted a MHFA funding request under their 2014 Consolidated Multifamily RFP for the construction of a 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 Maintenance Contracts staff submitted an application to MHFA requesting Public Owned Housing Program (POHP) funding in December of 2017 for the completion of the Dunedin Terrace family modernization. MHFA awarded \$1,000,000 of forgivable POHP loan funding for the Dunedin Terrace Phase IV modernization. The final Phase IV Dunedin Terrace construction work is scheduled to begin in the spring of 2019.

Federal Home Loan Bank of Des Moines (FHLBDM):

- 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 Exterior Modernization – Phase IV, 2) Dunedin Terrace Modernization – final phase, and 3) Montreal Hi-Rise plumbing replacement were submitted on 6/21/2017. On 12/14/2017 the Federal Home Loan Bank of Des Moines awarded a \$750,000 subsidy (grant) for the Montreal Hi-Rise plumbing replacement but did not fund the other applications (reported to the Board 1/24/2018).

- FHLBDM: Staff submitted pre-applications to the Federal Home Loan Bank of Des Moines for their Competitive Affordable Housing Program in February of 2018 for 1) Cleveland Hi-Rise Dwelling Unit Electrical Panel Replacement, 2) Dunedin Hi-Rise Elevator Modernization, 3) Exchange hi-rise Elevator Modernization, 4) Front Hi-Rise Dwelling Unit Electrical Panel Replacement, and 5) Montreal Hi-Rise Dwelling Unit Electrical Panel Replacement.
- As approved by the Board on 4/25/2018, staff submitted applications to the Federal Home Loan Bank of Des Moines for their 2018 Competitive Affordable Housing Program in May of 2018 for 1) Exchange Hi-Rise Elevator Modernization, 2) Central Hi-Rise Elevator Modernization, 3) Dunedin Hi-Rise Elevator Modernization, and 4) Neill Hi-Rise Elevator Modernization.

Maintenance Contracts staff accomplished the following asset preservation tasks that are typical of the ongoing inspection, planning, and 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. Funded consultant costs to conduct exterior building evaluations (including roofs). Hired contractors to patch roof leaks as needed. Design work was completed for the replacement of the Central Hi-Rise roof and the work is now funded due to the PHA's increased FFY2018 CFP funding amount. The increased FFY2018 CFP funding amount has also allowed the PHA to budget for the replacement of the Exchange Hi-Rise roof. Both the Central and Exchange Hi-Rise roofs will be bid in the winter/spring of 2019 for a spring of 2019 work start.

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.

Phase III of the Mt. Airy Family Exterior Modernization at 34 units in 12 buildings was awarded in March of 2017. The Phase III work was completed in early 2018. Developed bid documents and are recommending award of Phase IV of the Mt. Airy Family Exterior Modernization at 60 units in 20 buildings to the PHA Board in June of 2018. The number of Mt. Airy units modernized under Phase IV was increased due to the increased level of FFY2018 CFP funding. Staff submitted MHFA and Federal Home Loan Bank of Des Moines funding applications to allow the acceleration of the remaining Mt. Airy Family Exterior Modernization. Unfortunately

none of the funding applications was funded. 108 of the 272 Mt. Airy family unit exteriors will remain to be modernized after the completion of Phase IV. Increased FFY2018 CFP funding has allowed the PHA to fund the final phase of the exterior brick repair at the Dunedin Hi-Rise. Work is expected to start in the spring of 2019.

Building HVAC Systems

With the PHA Chief Operating Engineer assistance, we completed 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. Increased FFY2018 CFP funding allowed PHA to fund fire alarm system improvements at Exchange and Neill hi-rises.

Hi-Rise Plumbing System Replacement

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. Staff also hired Stanley Consultants to evaluate the plumbing systems in the PHA's other 15 hi-rises. The results of the Stanley evaluation were received in early April of 2016 and were added to the PHA CFP Five Year Action Plan and Physical Needs Assessment. Staff hired Steen Engineering to prepare construction documents for the Valley Hi-Rise and Montreal Hi-Rise plumbing system replacements. Staff submitted MHFA and Federal Home Loan Bank of Des Moines funding applications for Valley and Montreal hi-rise plumbing system replacements. The Federal Home Loan Bank of Des Moines awarded \$500,000 for the Valley Hi-Rise plumbing replacement and \$750,000 for the Montreal Hi-Rise plumbing replacement.

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 Front Hi-Rise elevator modernization was awarded to All City Elevator on April 6, 2017. The Front Hi-Rise elevator modernization was completed on schedule and on budget. Staff prepared and submitted applications to the Federal Home Loan Bank of Des Moines under their 2018 Affordable Housing Program for \$750,000 of funding for each of the elevator modernizations at the Exchange, Central, Dunedin and Neill Hi-Rises. Staff hope to hear whether any of the applications were funded in December of 2018.

Scattered Site Lead Based Paint

Professional Services Inc. completed risk assessments for lead based paint in 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 Valley 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 FY2018. 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.

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, IT, 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.

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

During FY2018, participation by Women and Disabled-owned business enterprises (WDBE) in PHA purchases exceeded the Agency's goals in both the Operating (6.6%) and the Capital (30.4%) fund budgets. The Board's goals for minority business enterprise (MBE) participation

were not reached in the Operating budget (6.1%) and the Capital Fund budget (15.8%). Staff made a concerted effort to increase MWDBE participation in contracts by stressing the Board's goals at pre-bid meetings, by including requirements for documentation of general contractor efforts to meet MWDBE goals.

Agency Goal #4 - Housing Preservation and Development: Work with residents, other agencies and organizations to preserve, develop, and/or manage affordable housing and other cooperative and entrepreneurial efforts. Explore strategies to help qualified residents of the PHA's scattered site homes (now 418 public housing single family and duplex homes) purchase their homes. Where appropriate, create partnerships with non-profit organizations that can provide the financing and/or services to facilitate successful homeownership including homebuyer education, pre- and post-purchasing counseling. Use the sale proceeds to maintain and improve the remaining PHA single family/duplex homes. To the greatest extent possible, ensure "no net loss" of affordable housing opportunities by obtaining replacement Housing Choice Vouchers from HUD for any scattered site home sold, whether to current residents or to the general public.

4A. Asset Preservation and Homeownership Initiative (APHI)

During FY2017 staff began consulting with public housing residents, other stakeholders and community representatives on alternative strategies to preserve the deeply affordable rental assistance that public housing properties provide, and at the same time promote resident opportunities through a possible new homeownership initiative called Asset Preservation and Homeownership Initiative (APHI). HUD's Rental Assistance Demonstration (RAD) was studied as one element of the PHA's Asset Preservation and Homeownership Initiative.

Rental Assistance Demonstration (RAD). In response to the Administration's budget proposal that would have slashed essential funding for the Public Housing Operating Fund and Capital Fund, and after extensive brainstorming with PHA staff, including several mini-retreats, the Executive Director recommended exploring converting of most of the PHA's public housing inventory to Section 8 project-based rent subsidies through HUD's Rental Assistance Demonstration (RAD). After additional staff and legal department research and resident involvement (24 separate meetings with residents), the Board approved submitting eight applications for RAD conversions. The applications were pending at the end of FY2018. If approved by HUD, all 16 PHA hi-rises and the four family housing developments (totaling 3,852 units) would convert from the uncertain public housing funding stream (annual Congressional appropriations for the Operating Fund and Capital Fund) to long-term funding contracts through Section 8, with Project-Based Rental Assistance (PBRA). Staff's reports to the Board on RAD during the FY included the following:

- 4/26/2017 Informational Item: Rental Assistance Demonstration (RAD) Letter of Interest
- 5/24/2017 Approve to maintain the Agency's status on the waiting list for HUD's Rental Assistance Demonstration (RAD)
- 6/28/2017 Approve authorization to begin resident consultation regarding a possible

- application to HUD's Rental Assistance Demonstration (RAD) Program
- 7/26/2017 Unfinished Business: Project Update - Possible RAD Conversion
- 7/26/2017 Informational Item: Non-Competitive Purchase; RAD Application Specialist; Contract No. 18-037
- 8/23/2017 Approve submitting 8 applications to HUD under the Rental Assistance Demonstration (RAD) program for McDonough, Roosevelt and Mt. Airy Homes and Dunedin Terrace and all 16 hi-rises), requesting approval to convert the properties from their current public housing funding to either PBV or PBRA; resolutions to amend the Agency Plan
- 10/25/2017 Approve recommendation to proceed with RAD PBV conversion
- 10/25/2017 Informational Item: Rental Assistance Demonstration (RAD) Environmental Assessments AMPS 1 – 8 (MN001000001 - 8); Contract No. 18-058
- 2/28/2018 Informational Item: Rental Assistance Demonstration (RAD) and Asset Preservation and Homeownership Initiative (APHI)
- 3/28/2018 Operating Budget, including RAD expenses
- [End of FY2018]
- [4/25/2018 Project Update - RAD Conversion]
- [5/28/2018 Informational Item: Project Update-RAD Conversion]
- [7/25/2018 Informational Item: RAD PowerPoint Presentation; Keys to a Successful RAD Conversion, the RAD Roadmap]

On January 24, 2018 the Board gave concept approval of a new PHA “Section 32” Homeownership Program making public housing scattered site homes available for purchase by their current residents who may be interested and qualified to own their own homes. The concept plan include offering the 332 detached single family homes and 28 scattered duplex units for sale to current residents, for a total of 360 units. Based on the rough estimate of 10-20% of current residents wanting and being able to purchase their homes, a Section 32 Homeownership Program could include 36-72 units.

4B. 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.

4C. 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).

Agency Goal #5 - 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 ACOP, Officer-in-Residence, off-duty police, expanded use of security guard services for hi-rises as needed, and Workplace Violence Prevention programs. Make physical improvements to properties that enhance safety and security.

5A. 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 four incidents of workplace violence this year. Three incidents were in Resident Services and one was in Resident Initiatives. In each situation, the proper procedures were followed, along with the necessary steps to ensure staff safety. Two of the incidents involved residents making verbal threats to staff, one of which was followed by forcible removal and eventual charges. A third incident involved a resident serving a restraining order on an employee after receiving notification that the PHA was aware that the resident had an unauthorized person living in their unit. The fourth incident involved an applicant accepted into public housing who made threats towards an employee. The applicant/new resident was trespassed from CAO and fifteen hi-rises. 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.

5B. 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 FY2018, the Board approved entering Year 28 of community policing services under ACOP (A Community Outreach Program) beginning April 1, 2017 and continuing until March 31, 2018, for \$573,820.**
- On September 27, 2017 staff presented the annual report on Crime Statistics prepared by the St. Paul Police Department (a requirement of the ACOP agreement). The report confirmed the crime rates in PHA’s family housing continued to be lower than citywide averages for Part 1 crimes. Part 1 crimes include homicide, rape, robbery, aggravated assault, residential burglary, commercial burglary, theft, motor vehicle theft and arson.
- 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 continued 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 FY2018, \$69,710 was allocated for off-duty police coverage.
- **Currently, there are 16 “Officers in Residence” (OIRs) living in the 16 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 contract with Capital Investigations and Security Services, which provides armed security services for Edgerton hi-rise was signed extending their services for one year. 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.
- On May 8, 2017, an amendment to the contract with Capital Investigations and Security Services was signed, adding additional services covering our 15 other hi-rises for service through March 31, 2019. This is part of a larger safety and security initiative to address building concerns and improve the quality of life for residents.

5C. 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 28 ergonomic reviews in FY2018.
- 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.

5D. 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 one grievance was filed by AFSCME and is currently pending arbitration. During the fiscal year two grievances were filed by Local 363 both were settled at the Step One level.

5E. 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.

5F. Workers Compensation:

- HR continued efforts to control workers compensation insurance premiums. On March 28, 2018, the Board approved the current policy and an annual premium of \$255,934. This was a decrease of \$30,158 (12 %) from last year’s rate. This was the start of the eleventh 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 \$74,246 versus the cost of a no deductible policy. The experience modification factor decreased to 0.98 compared to 1.16 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 25 employee injury claims. (There were also 15 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 one employee on reasonable accommodations relating to a work injury.

5G. Compensation Review:

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

5H. 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.
- During the fiscal year, the PHA renewed its agreement with Blue Cross and Blue Shield of Minnesota for health insurance, which incurred a 9% increase to all premiums. The Agency also renewed its agreement with Delta Dental of Minnesota for Dental Insurance, which incurred no changes to the current premiums.
- 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.
- 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 37 staff and their use of leave time under the Family Medical Leave Act during Calendar Year 2017. (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 19 employee’s 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 #6: Employee Recruitment and Development: Attract and retain a diverse and qualified workforce. Promote education, growth, and advancement of employees through career planning, training opportunities and other resources. Promote and enforce equal employment opportunity and affirmative action. Manage workplace diversity by fostering respect for and valuing of diversity.

6A. Staffing: Under the leadership of Director of Human Resources Alicia Huckleby, the PHA continued to attract and retain a qualified workforce during FY2018:

- Staffing activity was lower than last fiscal year due to decreased turnover (9.7%, down from 11.4% last fiscal year) and resulting vacancies (23 new hires and 11 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 326 “Notifications of Personnel Action” forms.
- **Of the 215 regular full and part-time staff members employed by the PHA at the end of FY2018, 44% were women and 41% were people of color.** Both groups work in all levels of the organization. Of the 23 staff hired for regular positions, 52% were employees of color (up from 37% last fiscal year) and 52% were women (which is the same as last fiscal year).
- Of the 9 staff members promoted, transferred, 44% were people of color (down from 1% last fiscal year) and 44% were women (down from 12% last fiscal year).
- To aid in the workload because of turnover, 17 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 145 internal and external applicants were tested for various positions during the year. Continued to score tests using HR and staff from the hiring department.
- Reviewed and scored 147 internal employee applications and 519 external applications.
- Conducted exit interviews with 24 staff that terminated employment with the Agency.

6B. 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 40 new employees individually, including 23 regular staff and 17 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 one training session on Excel Basic, one training session on Excel Advanced, and one training session on Microsoft Basic.
 - Lisa Sorenson (Sorenson Consulting) provided training on Enhancing Presentation Skills, Neuroleadership, and Public Speaking.
 - The Ramsey County Sheriff's Department provided five sessions of mandatory training on Workplace Violence Prevention.
 - HR conducted one S&C Roundtable on Performance Management.
 - Finance provided training on Insurance Claims and Tenant Accounts Receivable, as well as Budgeting and Expense Reports.
 - Conducted career development sessions with 2 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 FY2018.

6C. 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.

6D. Equal Employment Opportunity (EEO) Compliance. Under the leadership of Human Resources Director 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, Governmentjobs.com 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 22 employees. Conducted two new employee full day orientation training sessions for a total of 31 employees. Conducted one New Supervisor Orientation for 3 employees. The Executive Director participates in these orientations.

6E. Affirmative Action Compliance: Reviewed 326 Personnel Action Forms for EEO compliance: recruitment, hiring, transfers, promotions, demotions, terminations and other employment actions.

6F. 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: Juneteenth and 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 FY2018 Affirmative Action Accomplishments and FY2019 Employment Goals.

6G. 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 #7: Organizational Development; Process Improvements: Continue internal rethinking strategies to promote organizational development, continuous improvement, and appropriate responses to budget challenges and program changes. Issue a Request for Proposals for possible conversion of PHA computer business systems to maximize technologies that facilitate greater efficiency, compliance and customer service/resident satisfaction. Improve customer service by implementing technological or other methods to reduce unnecessary client trips to PHA physical office locations.

Software Conversion. Staff investigated whether software tools were available to streamline the administration of public housing and the HCV programs. Staff invited vendors to conduct webinars and onsite product demonstrations. Invitations were sent to Emphasys Software, Yardi Systems, Tenmast Software and Happy Software. Staff concluded that due diligence required the Agency take the next step of exploring a possible software conversion. A formal RFP was issued on February 1, 2018. The following chart outlines some of these activities:

Activity	Date
Issue RFP	2/1/2018
Pre-Proposal Conference	2/12/2018
Deadlines for Questions on RFP	2/16/2018
Proposal Deadline	2/28/2018
Evaluations Complete	3/8/2018
Additional Vendor Demonstrations	Open
Staff Recommendation to Board	3/28/2018
(Notice to Proceed)	(4/16/2018)

On March 28, 2018 the Board approved awarding a four-year contract to Tenmast Software, an MRI Software Company based in Lexington, Kentucky, for a new computer software system for managing the Agency’s housing programs to replace the PHA’s current business systems software. The contract with Tenmast was executed on May 11, 2018, with the anticipation of completing the conversion and transitioning to the new system by December 1, 2018.

Rental Administrator Lisa Feidler and Assistant Information Systems Manager Curt Kline are the project leaders. They have provided monthly updates to the Board since the May meeting. They are working closely with the Tenmast Project Manager to discuss goals and objectives, review the scope of work and project plan, assign tasks and review next steps.

Reduced “footprint”; Streamlined annual recertifications. As noted above under policy updates and Section 8 Occupancy & Intake Improvements, staff are reducing the number of client trips to the CAO by mailing out pre-printed packets for annual recertifications for many clients. In both public housing and HCV/ Section 8, clients on fixed income whose household composition, income and other eligibility factors are unchanged can simply sign the forms and mail them back. That saves time for both the clients and PHA staff, avoiding in-person interviews in many cases. Staff anticipates that more streamlining can be accomplished after the software conversion is completed.

Agency Goal #8 Revenue Sources: Make every effort 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. Maximize revenue from cell site rentals. Defray costs of providing community center space to service providers by establishing rental agreements. Continue to seek other revenue sources by providing management and/or maintenance services to other housing providers.

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, Clear Lakes Dental, began leasing January 1, 2018, occupying the space vacated by Dr. Duane Jeske, DDS on December 31, 2017.

Agency Goal #9: Fair Housing: Work cooperatively with community representatives and other units of government to ensure non-discrimination in PHA programs. Explore options to allocate project-based-vouchers and increase payment standards in opportunity areas in the City of St. Paul. Explore opportunities that could expand choice for St. Paul residents in the region.

9A. 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 FY2018, across both Public Housing and Section 8, there were 3 formal discrimination complaints filed against the PHA. The Legal department filed the PHA’s timely response with the Minnesota Department of Human Rights and HUD. As of the date when this report was drafted, two of the three complaints were dismissed. We are waiting a decision on the other one.

9B. Section 8 HCV owner recruitment and retention. Staff continued to respond to inquiries to ensure maximum landlord compliance, participation, and satisfaction as detailed above.

9C. 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.

9D. 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 Feidler, 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 #10: Linking Residents to Community Services: Promote links to community services through existing and new partnerships with community agencies that provide services to residents through PHA Community Centers and at other sites. Develop joint programs with agencies that can meet the changing needs of PHA residents, focusing on programs and services that enrich residents' lives, promote independence and increase community involvement, with the twin goals of supporting successful tenancies in public housing and promoting upward mobility for all work-able adult residents. Continue and promote CHSP and other affordable assisted living programs.

10A. 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.
- On August 1, 2017 the PHA and Headstart entered into one-year leases for dedicated space at McDonough, Roosevelt and Mt. Airy community centers. On September 1, 2017 the PHA and the Westside Health Clinic entered into one-year lease for dedicated space at McDonough.
- For the 15th 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 FY2018, 406 Federal, and 667 Minnesota State returns were filed with families receiving \$1,190,841 in refunds.

10B. 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 113 clients out of a possible 125. This lowered goal (12 fewer participants), was due to the uncertainty of our funding late into the CHSP's funding cycle, and the closure of the CHSP program at Valley Hi-Rise. 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, Coordinators, 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. The number of referrals and intakes completed has significantly increased compared to previous years, which supports the growing awareness and need of the program.
- 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 ninth year with the PHA, initial contract starting January 2009. This partnership, along with the Wilder Foundation, continued to be very successful and valuable to residents.
- Accessible Space, Inc. (ASI) is a nonprofit organization that has shared a partnership with the PHA since October 1, 1988. Over the past 27 years this program has housed hundreds of residents providing 24/7/365 assisted living personal care services, which has allowed those residents to enjoy a basic form of independent living, and avoid premature commitment to a care facility or nursing home. During this period of time ASI has been operating in three PHA hi-rise buildings, Montreal, Neill and Valley. Over the last eight years it became increasingly difficult for ASI to consistently maintain the level of quality care necessary to provide services on a 24/7/365 basis at Montreal and Neill. This was due in large part to systemic issues beyond ASI's control including assessed levels of

care and reimbursement. The result has been a net decrease in reimbursement equaling approximately 28% at each of these two buildings which has seriously impacted ASI's delivery of the services. This has also been amplified by the increased complexity of cares involved as a number of the residents have multiple diagnoses beyond their primary one. ASI continues to operate at Valley Hi-Rise solely for FY2018.

10C. Resident Initiatives. Resident Initiatives Director, Alicia Huckleby, and her staff accomplished the following:

Linking Resident to Community Services; Sustaining Existing Partnerships: The Resident Initiatives department worked with the Resident Services, Legal, Finance and Maintenance departments **to sustain 104 current partnerships** over the fiscal year. Some highlights:

- **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.
 - **North Point Health and Wellness Center:**
 - Worked with "North Point Health and Wellness Center" to host the fourth year of the Nice Ride Neighborhood Orange Bike adult bicycle program at 9 PHA locations – Mt Airy Homes, Roosevelt Homes, Central Hi Rise, Edgerton Hi Rise, Exchange Hi Rise, Front Hi Rise, Ravoux Hi Rise, Wabasha Hi Rise, and Wilson Hi Rise, with a total of 36 adult residents. By joining group rides and community events, participants could earn their own bicycle. Eleven participants earned a voucher.
 - Worked with Nice Ride Minnesota Community Partner's Program for a sixth year to offer free one year Nice Ride membership to PHA residents.
 - **St. Paul Women on Bikes:** Worked with "St. Paul Women on Bikes" to host Adult Learn to Bike Ride Train-the-Trainer Workshop – 5 adults participated – and lead four bicycle skill building rides as part of the Nice Ride Neighborhood Orange Bike Program.
 - **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 170 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 25 volunteers helped out at the events, including YouthCARE Teen Leadership groups and Resident Council Officers at Mt Airy and McDonough. In the last 6 years, 1,370 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. Ravoux Hi Rise, Seal Hi Rise, McDonough Homes, Wilson Hi Rise, Dunedin Hi Rise, and Cleveland Hi Rise hosted community walks where 90 residents participated.
- **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 – Exchange Hi Rise, Montreal Hi Rise, Wabasha Hi Rise, and Wilson Hi Rise. Overall, 35 residents completed the class series.
- **Quarterly Partners Meetings:** Hosted quarterly meetings with PHA partner organizations focused on tobacco reduction and tobacco cessation support. The goal for these meetings was to strengthen and expand linkages between PHA partner organizations, and create policy, systems, and environmental changes to support tobacco reduction and tobacco cessation. Examples of partner organizations in attendance included American Lung Association, Public Health Law Center, Dispute Resolution Center, NAMI Minnesota, Wellshare International, CLUES Comunidades Latinas Unidas En Servicio, Hmong American Partnership, Karen Organization of Minnesota, Avivo, Westside Community Health Services McDonough Homes Clinic, Allina Health, Stratis Health, Twin Cities Mobile Market, Metro State Nursing, University of Minnesota School of Nursing, and Walgreens.
- Worked with University of Minnesota Extension to provide nutrition education and cooking demonstrations at Cleveland Hi Rise, with 10 resident participants.
- **Dunedin SNAP-Ed Pilot Project:**
 - Worked with University of Minnesota Extension SNAP Ed Pilot Project at Dunedin Hi Rise and Family to provide ongoing support for resident health action team to identify opportunities for wellness initiatives.
 - **University of Minnesota Department of Family Medicine and Community Health Center:** Successfully completed the University of Minnesota Department of Family Medicine and Community Health Center for Healthy Eating and Activity across the Lifespan Phase 1 planning grant. 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:**
 - Continued partnership with the Public Health Law Center and Presidents Council to incorporate healthy beverage guidelines with a goal of 50% healthier beverages availability in Hi Rise Vending contracts.

- Hosted a Vendor Fair focused on healthier foods and beverages. Twenty-five residents attended, including representatives from 11 Hi Rises, 2 Family Sites and 4 Vendor Companies.
- Presented “Rethink Your Drink” at Dunedin Homes, Roosevelt Homes, 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 effective July 30, 2018.
 - **American Lung Association:** Worked with American Lung Association to identify community partners to provide culturally appropriate resources for tobacco cessation and community engagement at Citywide Council meetings, Presidents Council meetings, and PHA events to HUD’s Smoke Free Housing Policy. Community partners included Wellshare International, CLUES Comunidades Latinas Unidas En Servicio, Hmong American Partnership, and Karen Organization.
 - **Tobacco Partners Meetings:** Hosted four PHA Tobacco Partners meetings to discuss tobacco cessation resources available for PHA residents. PHA staff, Walgreens, American Lung Association, Public Health Law Center, National Alliance on Mental Illness Minnesota, and Resource Inc. participated in the discussion.
- **Concordia University:** Partnered with Concordia University Physical Therapy Doctoral students to offer balance screenings and follow up screenings at Hamline Hi Rise, Cleveland Hi Rise, Iowa Hi Rise, Ravoux Hi Rise and Dunedin Hi Rise.
- **Crosswalk Safety**
 - **Saint Paul Police Department:** Worked with Saint Paul Police Department, including ACOP, and Hi Rise Resident Councils to host Stop for Me Crosswalk Safety Events at dangerous intersections nearby Ravoux Hi Rise (Marion Street), McDonough Community Center (Timberlake Road), Roosevelt Community Center (Ames Avenue), Edgerton Hi Rise (Payne Avenue), and Iowa Hi Rise (White Bear Avenue). 64 residents participated in the crosswalk events.
 - **Saint Paul Public Works:** Worked with Saint Paul Public Works Department, Saint Paul Police Department, and Ravoux Hi Rise Resident Council to apply for 2017 AARP Community Challenge Grant

funds to install crosswalk improvements at two crossings along Marion Street at Ravoux Street and Fuller Street.

- **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.
 - 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 four residents to become equipped to lead and support gardening initiatives in their residential community.
 - Worked with Dispute Resolution Center in guiding Garden Mentors to engage in productive dialogues in their communities.
- **Allina Health Neighborhood Health Connections Grant:** The Presidents Council used \$4,970 in Allina Health Grant funds 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 brought the total number of PHA sites participating in the TCMM to eight.

Linking Resident to Community Services; Creating New Partnerships:

- **The PHA added ten new partners in this area during the fiscal year:**
 - American Lung Association
 - St. Paul Urban Tennis Program
 - Public Health Law Center
 - Wellshare International
 - Karen Organization of Minnesota
 - Hmong American Partnership
 - CLUES – Comunidades Latinas Unidas En Servicio
 - Saint Paul Natural Resources
 - El Rio Vista Recreation Center
 - University of Minnesota: School of Nursing
- The PHA's Legal team (Louise Seeba, Sean Whatley, and John Stechmann), the Finance Director and Contracting Officer reviewed all these contracts for services.

Funding Opportunities for Supportive Service Implementation:

- Applied and received two NAHRO Awards of Merit. The first was for our partnership with Wilder's Twin Cities Mobile Market, and the second was for our partnership with Allina Health and the Walk with a Doctor Program.
- 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; University of Minnesota's Department of Family Medicine and Community Health (Phase II): \$14,255; and a Saint Paul-Ramsey County Public Entity Innovation Grant: \$96,530, for a total of \$203,336 in grant funds received. The City Wide Resident Council applied for and received a Saint Paul-Ramsey County SHIP Mini-Grant of \$1,500.

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 preparing financial books for annual audit; researched and helped City Wide Resident Council to contract with a new accountant who completed tax forms. Assisted officers in reorganizing the City Wide Resident Council office, and to purchase a computer and Quick Books to streamline daily operations.
- **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 FY2018, Mt. Airy Homes was the official site for PHA's National Night Out (NNO) event. The event was a huge success thanks to the Mt. Airy Resident Council, Keystone, YouthCare, PHA staff volunteers, ACOP, St. Paul Police Department, Mt. Airy Community Center service providers, and volunteers.
- The community gardens at Dunedin, Mt. Airy 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 regardless of ability to participate in gardening activities.
- City Wide Resident Council led scheduling the Mt. Airy and McDonough Computer Labs for partner classes and workshops on ESL and digital literacy for PHA residents.
- Revised 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.

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, twelve Computer Team meetings.
- Staff attended twenty-six Hi-Rise Resident Council Executive Board meetings to consult with council officers as they planned their council meeting. Staff attended fifty-three Hi-Rise Resident Council meetings.
- Staff held additional meetings with council executive boards at three hi-rises regarding resident issues such as officers' duties, Bengo, food donations and stipend protocol.
- **Hi-Rise Council Leadership Training:** Staff conducted seven training sessions for all Hi-Rise Resident Council officers as they began their elected term. In addition, worked closely with Executive Boards and the Dispute Resolution Center on communication skills for council officers.
- **QuickBooks/Audit Training:** Arranged four 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:** Trained 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.

Resident Opportunities for Self-Sufficiency Grant (ROSS): The \$724,500 in ROSS Grant funding for Digital Literacy Coordinators over the period of three years 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: Coordinators held three job or career services fairs at Mt. Airy, Dunedin and McDonough, ranging from 20-60 residents in attendance; Vendors included: The U. S. Postal Service, Avivo (Resource Inc.), City of St. Paul, State of Minnesota, Right Track, Century College, Fed Ex Kinkos, Anderson Renewal, Indrotec, Hubbs Center and others.
- The Digital Literacy Coordinator scheduled and held five computer education classes at PHA Hi-Rises.
- From 2017-2018, 171 residents found jobs, surpassing the second year of the grant and ROSS Coordinators followed-up with 1,000 residents, and over 30 enrolled in training activities; fifteen completed them.
- An average of 100 people used the McDonough Computer Lab on a quarterly basis, while Mt. Airy averaged 30.

- MORE Empowerment held ESL classes at the McDonough Computer Lab with a quarterly usage of 200 residents.
- Youth Care held classes for Young Women's Mentoring Program throughout 2017 and the YouthLead Program held classes for tutoring and peer mentoring in the McDonough Computer Lab. Attendance ran between 4-8 youth.
- Completed the final ROSS report and successfully closed out the three-year ROSS grant. Staff and ROSS Coordinators met with AVIVO staff create and implemented a transition for activities following the end of the ROSS grant.
- Staff is overseeing the Mt. Airy and McDonough Community Center Computer Labs; scheduling lab time for partners to support digital literacy in the computer labs

Section 3 Computer Labs and Youth Literacy Training:

- Continued 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.
- **Summer Reading:** Organized and coordinated summer reading programs at Mt. Airy family site. Coached two youth on reading and analyzing books for improved comprehension.
- **St. Paul Urban Tennis Program:** Offered 90 minute tennis lessons followed by group reading to 12 children ages 6-14 at Roosevelt Homes Community Center. The program ran for 6 weeks during summer and the children learned the basics of the game, the value of team play, and the value of shared rest by sharing books and reading to each other.
- **Movie Fridays:** Screened fun and educational films for children ages 5-14 at Roosevelt Homes Community Center during July and August. Had an average attendance of 15 every week.
- **DRC and Peace Builders Junction:** Entered into a programming partnership with Dispute Resolution Center to provide daily youth activities that inspire collaboration, conflict resolution, productive conversation, relationship building, skill development and leadership. Activities included art projects, Movie Fridays with discussion, book group discussions, conflict role plays and family events. A total of 74 Youth participated at least 5 times in FY18.

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.
- **Avivo:**

- Contracted with Avivo (formerly Resource, Inc.) to provide residents 18 and older with two levels of learning; those looking for immediate job placement and those who are interested in career education and training programs. The contract is on-going for up to 3 years and Avivo is currently on site at Mt. Airy Community Center every Thursday offering Work Readiness training such as resume building, job seeking skills and financial literacy. Counselors also visit other sites by appointment.
- **Dress for Success:** Continued our 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 2018. Thirteen 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 McDonough Homes Community Center.
- **Twin Cities Rise:** Partnered with Twin Cities Rise and provided internships to three (3) women, all of whom worked in the Resident Initiatives department assisting with administrative duties as well as community outreach support.
- **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.”
- **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: Five (5) scholarships were awarded to applicants in the following areas: Cosmetology, Pharmacy, EMT, CDA certification, and Nursing.
- **Resident Education/Employment Scholarships:** Provided scholarships to two resident council leaders to attend the 2017/2018 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 as a longer-term employee 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:** Continued in the Ramsey County Section 3 Hiring Connections Subscription work group.
- **Job and Resource Fair:** partnered with Renewal by Anderson, The Science Museum of Minnesota and the Hmong Chamber of Commerce to present a comprehensive Job and

Resource Fair to all PHA residents and the public. Hosted a panel discussion at Mt. Airy Community Center, offering tips on how to navigate on-line applications and business social media preceded the fair with 6 employers and 22 participants. 25 Employers and Community Organizations tabled at the fair and over 100 job seekers attended.

- **Opening a Window to Opportunity:** Continued to distribute a monthly newsletter to inform over 275 public housing residents, PHA partners, and staff about PHA-sponsored education and training programs taking place at our sites.
- **Partners Recognition Event:** Hosted a successful partner's recognition event at the Envision Center for Board members and staff to recognize the approximately 104 individuals and organizations that provide services and support to public housing residents.

Agency Goal #11: 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. Explore regional partnerships which may require the PHA to play a lead coordinator role.

Maintenance Contracts:

- During FY2018, Maintenance staff issued 136 separate purchase orders and contracts to Section 3 businesses, helping the Agency to meet the HUD standard for Section 3 “safe harbor” goals (10% Section 3 contractor participation in Construction contracts and 3% Section 3 contractor participation in Non-Construction contracts) in 4 of the 4 categories. Operating Budget Construction, Operating Budget Non-Construction, Capital Fund Construction and Capital Fund Non-Construction participation goals were met at 20.8%, 10.0%, 19.7% and 22.5% respectively.
- Section 3 contract provisions were included in all applicable formal and informal bid documents, and 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 FY2018, Section 3 data relating to each contract and purchase order was entered into a database and is used to quantify the information needed for HUD Section 3 reports.
- During FY2018 staff awarded \$1,485,557 to Section 3 businesses.
- Staff continued to meet with the collaborative group of Ramsey County, City of St. Paul, Washington County, Anoka County, Hennepin County, City of Minneapolis, Dakota County and Minneapolis Public Housing Agency. The purpose of the group is to maintain a Twin City area-wide on-line Section 3 database. This database will 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.

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 the Rental Assistance Demonstration (RAD). 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. Al Hester attended PHADA's 2017 Annual Convention & Exhibition conference in Chicago in May 2017. Al Hester and Alicia Huckleby attended PHADA's Legislative Forum in Washington in September 2017. Jon Gutzmann, Alicia Huckleby, Mai Moua along with PHA Commissioners Reding, Chang and Rutz attended the PHADA Commissioners' conference in San Diego in January 2018.
- 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 2017.
- **CLPHA:** General Counsel Louise Seeba, Section 8 Programs Manager Dominic Mitchell and Assistant Resident Services Director Kim Nguyen attended the CLPHA fall meeting in Washington, DC in October 2017.
- **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 Managers Cynthia Yuen and Corina Serrano serve 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.

The Executive Director was appointed the national NAHRO International Committee. He and Section 8 Programs Manager Dominic Mitchell attended the NAHRO summer conference in Indianapolis in July 2017. Jon Gutzmann and Dominic Mitchell attended the NAHRO fall conference in Pittsburgh in October 2017.

- 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.

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 campaign was a joint effort by Minnesota NAHRO, Minnesota Housing Partnership, and the Minnesota Coalition for the Homeless and many other organizations from the public, private and non-profit sectors. In its 2017 session the Minnesota Legislature passed a \$77 million bonding bill, authorizing \$10 million for public housing preservation. Another \$120 million for housing was approved in the 2018 session, including another \$10 million for public housing preservation.
- To date MN Housing has awarded six allocations of State funding (grants and loans) to the PHA:
 - \$825,000 for the rehabilitation of Dunedin Terrace
 - \$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; and
 - Another \$1,000,000 to complete the rehabilitation of Dunedin Terrace.
- With the latest award from Minnesota Housing, the PHA will have received a total of \$5,005,000 in State funding to preserve and increase deeply affordable rental housing in St. Paul. With the new \$1 million POHP award and the two previous awards for the same family housing development, the PHA will have received \$3,025,000 from Minnesota Housing for Dunedin Terrace modernization.
- 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.

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 website, which includes a variety of form notices, manuals and other documents for use by other agencies.

- Finance Director Ron Moen worked 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, and materials inventory).
- 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 FY2018 Agency Accomplishments Included:

1. FY2019 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 28, 2018, the PHA Board approved the FY2019 public housing budget in the amount of \$36,658,105. The budget is comprised of nine Asset management projects and the Central Office Cost Center. The PHA requested CY18 subsidy from HUD in the amount of \$13,010,915, the full subsidy amount. The PHA budgeted to receive \$11,169,824 after adjustments and proration.
- **Section 8 HCV Programs.** On March 28, 2018, the Board approved the FY2019 Section 8 HCV administrative budget in the amount of \$3,720,452, projecting revenues of \$3,722,852. Housing Assistance Payments (HAP) to property owners are projected to be \$37,159,960, to be paid from HUD HAP subsidies estimated at \$36,722,467, supplemented by approximately \$437,493 from prior years' excess HAP budget authority held by HUD on behalf of the PHA.
- **W. Andrew Boss Building Fund.** On March 28, 2018, the Board approved the annual budget for the Building Fund with revenues in the amount of \$866,990 and expenditures in the amount of \$745,670.
- **Congregate Housing Services Program.** On October 26, 2017, the PHA Board approved a grant extension for the period January 1, 2018 through December 31, 2018 in the amount of \$822,996.

2. Green Initiatives:

- FY2018 began with good news for the PHA's "green initiatives." On April 19, 2017 the PHA was awarded the 2017 Sustainable Saint Paul award for Green Practices. The award was granted to the PHA "for setting precedent to use clean solar energy to provide electricity for 10 public housing hi-rises and the W. Andrew Boss office building by entering into a Solar Gardens Subscription Agreement with Geronimo Energy, a utility-scaled wind and solar energy developer." And for the PHA's sustained record of other green initiatives including but not limited to LED lighting improvements in 1318 family townhome units, resident recycling, community gardening (including 220 raised garden beds for hi-rise residents plus over 35,000 square feet of in-ground community gardens in the family developments).

- On February 28, 2018 staff provided a cost verification and analysis spreadsheet for the Board documenting the PHA's first full year of activity with 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. In the first year of operation, the PHA realized a direct cost savings for electricity of \$112,075. This spreadsheet allows the PHA to track this information for the next 25 years and will be reported to the Board annually.
- Ramsey County Public Entity Innovation Grant (Waste-reduction): Worked with the Maintenance and Resident Services departments, Eureka Recycling Services, Macalester College, 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. Provided recycling coordinators the opportunity to receive an extra \$10 stipend to conduct weekly visual assessments of the recycling cart capacity for 12 months. 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. Dunedin Terrace residents collectively deterred 5,715 pounds of organic waste from entering the landfill.
- Raised Bed Gardens (McDonough, Mt. Airy, and Roosevelt): Continued to work with site staff at three family locations to oversee the use of small (30 beds each) raised garden beds for family site residents.
- Encouraging Hi-Rise Community Gardening: Continued to work with Hi-Rise gardening committees to encourage resident gardening, assign Garden Mentors, and purchase gardening tools and supplies as needed.
- 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 ten (10) gallons of honey.

3. Accounting systems, reports, maintenance of sound fiscal operations: Finance Department staff under the leadership of Director Ron Moen accomplished much in FY2018, including the following:

- 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.
- Proper and timely reporting to Ramsey County on the PHA's Outstanding Indebtedness.
- 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 6,402 payroll direct deposits (6,573 last year) and 3 payroll manual checks (25 last year), 7,407 LIPH accounts payable checks to vendors (7,732 last year) and 12,261 checks and 3,030 direct deposits to Section 8 landlords (13,261 checks and 2,643 direct deposits last year). Prepared and mailed 50,767 rent statements (50,335 last year).
- Prepared and mailed 6,208 Certificates of Rent Paid (5,973 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 2018, lockbox payments constituted 64% of rent payments while online payments accounted for 33% of rent payments.
- Scanned into Laserfiche: accounts payable payment documentation, bank Statements, collection loss files, insurance policies, A/P check payments, purchase orders, journal vouchers, payroll support documentation, sales and use tax documentation, W-9 documents.
- 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, 2018 was \$29,295,813.
- Recaptured \$125,587 in written off balances in FY2018 from former tenants, assisted by participating in the State of Minnesota Revenue Recapture Program. The PHA has collected \$2,439,584 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 FY2018 totaling \$53,640.
- 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 1,149 1099-MISC tax forms to the IRS for LIPH accounts payable and Section 8 landlords, and 155 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.

4. Audits:

- **The annual agency-wide financial and compliance audit was completed with no finding (there has been only one finding in the past 19 years).**
- Submission of the Agency's FY2017 Financial Data Schedule to HUD was completed and no issues were noted by HUD.
- The audited report for FY2017 was awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (13th year in a row).
- Supported the FY2017 worker's compensation audit, which had no findings.
- The FY2017 PILOT audit was completed with no adjustments necessary.
- Performed Resident Council internal audits for their fiscal year end.
- Underwent an annual Housing Authority Insurance Risk Management assessment of the PHA's property and management plans (the risk assessment program is ending). Participation is voluntary. The review covered the PHA's risk awareness, risk control administration, preventative maintenance, training and education, and business continuity plan. PHA received a score that allowed for a distribution return to the Agency in the amount of \$15,408.

5. Insurance: Finance Department staff properly maintained the necessary insurance to protect the Agency in matters of general liability, property loss, automobile, Section 8 lead-based paint, fiduciary risk, commercial crime, boiler & machinery protection, cyber security, and Director and Officers protection. The PHA participated in the Housing Authority Insurance's Risk Control Work Plan. This 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 \$15,409 for FY2018 (\$2,083 more than last year). Also the Finance Staff organized "Safe Driving is not an Accident" training with Housing Authority Insurance for PHA maintenance staff who drive PHA vehicles.

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

Computer Systems:

- Maintained 34 virtual servers on 3 physical virtual host machines, as well as 8 additional physical servers.
- Maintained Mt. Airy Room 709 disaster recovery system.
- Produced detailed documentation for failover of systems to the disaster recovery system.

- Managed centralized fax services that processed thousands of incoming and 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, including 300 desktop computers, 6 laptops, 6 iPads, and 175 printers across the Agency.
- Managed 39 Ethernet switches required for PHA network communications.
- Maintained AutoCAD for Maintenance Contracts division, maintaining server and desktop software and licenses.
- Maintained Section 8 inspections on handheld devices.
- Closed 3,129 help desk tickets

Phone Systems:

- Maintained the Agency Phone, Voice Mail, and Call Accounting systems that includes 350 phones.
- Managed smart phone base of 176 devices by upgrading 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.

Other Technology Systems:

- Managed 7 leased Ricoh copy machines.

- Supported 42 Uninterruptable Power Supply (UPS) batteries to ensure 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 rent certifications: Goals included: Perform 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 5,054 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 FY2018, there was a slight increase in lease terminations from FY2017 for residents who failed to report their higher income. In FY2017 there were nine lease terminations for falsification of income/fraud; in FY2018, there were ten.

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.

8. 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 completed during this period included the replacement of the Community Room and Corridor Air Handling Units at Front Hi-Rise. A new key/card access software system was installed to replace the obsolete software.

9. Appearance of buildings and grounds: Staff work hard to maintain and upgrade the appearance and condition of all PHA properties as well as comply with City of St. Paul inspection orders.

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 Manager, and the Maintenance Supervisors performed random grounds and building inspections of both hi-rises and family sites. They also completed systematic “Health and Safety” inspections of all scattered sites units.

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 required testing and certifications were performed and provided to the Fire Department.

10. HOME (Home Ownership Made Easy):

The HOME Program began on October 25, 1989 and regrettably 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 resident homeownership as discussed.

11. Agency Plan: Staff successfully coordinated RAB meetings, performed data analysis, and submitted the PHA FY2019 Agency Plan (approved by HUD).

12. Special Events: Staff coordinated the following event:

- April 13, 2017 coordinated the Welcome Reception for Greg Russ, the new Minneapolis PHA Executive Director and Senta Leff, the new Executive Director for Minnesota Coalition for the Homeless. Speakers included Greg Russ, Senta Leff and Executive Director Jon Gutzmann.

13. Employee and resident scholarships: Current Commissioners Pete Verdeja along with Former Commissioners Richard Willits, John Wilking and Marty Strub donated a total of \$14,685 to the PHA for staff scholarships through FY2018. 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 FY2018 was zero.

The PHA awarded three scholarships of \$1,000 each to public housing residents through the PHA's George and Nancy Latimer Scholarship Program. This program was created in 1996 to help HA clients pursue post-secondary education. The scholarships are paid from the Building Fund, not from the PHA's HUD funding. This year the PHA received an anonymous contribution of \$1,000 to help pay for these scholarships. The PHA has awarded 126 scholarships totaling \$104,500 to residents since the inception of the program. Executive Assistant Mai Moua administers the program.

14. Agency-wide employee recognition event: This year's keynote speaker was St. Paul Mayor Chris Coleman. In addition to the Employee Length of Service Awards, staff continued the Team Awards. A total of ten teams and individuals were recognized and received a certificate award at the breakfast banquet. The 2017 awards included: Step Above, Full Voucher Utilization, The Pressure Cooker, Handheld Inspection Devices, Montreal Movers and Shakers, Work Order Wonders, McDonough Heroes, Help is Around the Corner, The Abacus Award and PHAS Take 2!

15. 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.

16. 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.

17. Transitions with new Mayor and Staff: Conducted PHA 101's with City Attorney Lindsey Olson and PED Director Dr. Bruce Corrie. Letters of congratulations and invitations for PHA 101's were sent to the Mayor and Deputy Mayor.

18. 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 8/22/18 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 Nikita Luyken.

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): 58 files
- Human Resources: 19 files
- Real Estate: 7 files
- Presentations: VAWA Presentation for Section 8 Landlord Workshop Information Requests under State and Federal Law: 25 files
 - 33 internal requests consisting of criminal background studies (22) and DL histories (11)
- Maintenance Contracts: 11 contracts and related documents reviewed and approved.
- Section 8 Hearings:
 - Legal department prepared for hearing and/or represented the PHA at more than 69 hearings
- General Litigation: 9 files
- Fair Housing and Human Rights Cases: 6 cases
- General Legal Advices: 98 Files

19. Other reports and communications: To continue improving our efforts to create a thorough record of PHA operations, staff “invented” and the Board received the following reports from April 2017 to September 2017:

- Public Housing Assessment System (PHAS) Estimated PHAS Scores for FY2017; High Performer Rating
- Section 8 Management Assessment Program (SEMAP) Certification; High Performer Rating
- FY2017 Commissioners Scholarship Fund
- Employee Turnover Report for FY2017
- FY2017 Year End Report on State and City Contract Expenditures
- FY2017 Executive Director’s Discretionary Salary Increase Report: S&C and AFSCME Employees
- Summary of External Reviews and Audits
- Fraud Prevention Initiatives Update
- FY2017 Affirmative Action Accomplishments and FY2018 Affirmative Action Workforce Goals
- Terminations of Tenancy April 1, 2016 – March 31, 2017
- Monthly Management Report for Fiscal Year Ending March 31, 2017
- Crime Statistics Report from St. Paul Police Department
- FY2017 Agency Accomplishments Report

20. Agency Goals for FY2018-2019: On October 25, 2017 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.

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

- On May 24, 2017 Board Chair Tom Reding and Executive Director wrote to Mayor Coleman seeking one reappointment (Yer Chang) to the PHA Board. Ms. Chang was reappointed to a new five year term. On August 10, 2017 Board Chair Tom Reding and Executive Director wrote to the Mayor seeking one new appointment (John Cardoza) to the PHA Board. Mr. Cardoza was appointed to fill the seat previously occupied by Mary Puente, whose term expired on September 1, 2017. The Hi-Rise Presidents Council had recommended Mr. Cardoza to succeed Ms. Puente.
- On September 27, 2017 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, Pete Verdeja. 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 FY2018 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 organization and team. Thank you.

Jon Gutzmann