ST. LOUIS
HOUSING
AUTHORITY

BOARD OF COMMISSIONERS

REGULAR MEETING

MAY 25

2023

ST. LOUIS
HOUSING
AUTHORITY

TO THE COMMISSIONERS OF THE ST. LOUIS HOUSING AUTHORITY
ST. LOUIS, MISSOURI

PUBLIC NOTICE OF MEETING

Take notice that the **regular meeting** of the commissioners of the St. Louis Housing Authority will be held via **Zoom*** on Thursday, May 25, 2023, commencing at 4:30 p.m., to consider and act upon items shown on the attached agenda. An Executive Session may be convened to discuss legal actions, causes of actions, communications with attorneys, personnel matters, leasing, purchase or sale of real estate and bid specifications.

DATED: May 19, 2023

ST. LOUIS HOUSING AUTHORITY

Attachment

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*Instructions For Joining Zoom

Meeting ID: 863 741 1301

Via Smart Phone or Computer:

https://us02web.zoom.us/j/8637411301

Via Phone:

(312) 626-6799, then 863 741 1301#

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BOARD OF COMMISSIONERS, ST. LOUIS HOUSING AUTHORITY
REGULAR MEETING, MAY 25, 2023, 4:30 P.M.
ST. LOUIS HOUSING AUTHORITY, 3520 PAGE BOULEVARD
ST. LOUIS, MISSOURI 63106
AGENDA

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ROLL CALL

CONSENT AGENDA

1. Approval of Minutes, Regular Meeting, May 4, 2023

ITEMS FOR INDIVIDUAL CONSIDERATION

CHAIRMAN'S REPORT

DIRECTOR'S REPORT

RESIDENTS' CONCERNS

COMMISSIONERS' CONCERNS

SPEAKERS TO ADDRESS THE BOARD

EXECUTIVE SESSION

The Executive Session may be convened pursuant to Section 610.021 of the Missouri Revised Statutes, to discuss legal actions, causes of actions or litigation, personnel matters relating to the hiring, firing, disciplining and promoting of employees, negotiations with our employees, leasing, purchase or sale of real estate and specifications for competitive bidding.

ADJOURNMENT

Please note that this is not a public hearing or forum. Anyone wishing to address the Board must follow the St. Louis Housing Authority's Speaker's Policy. (Contact the Executive Division at Central Office for a copy of the policy.)

Approval of Minutes
May 4, 2023

CALL TO ORDER

The Board of Commissioners of the St. Louis Housing Authority held a Regular Meeting on Thursday, May 4, 2023, via Zoom. Chairman Sal Martinez called the meeting to order at approximately 4:32 p.m.

Present: Annetta Booth
            Margaret English
            Regina Fowler
            Benita Jones
            Sal Martinez
            Constantino Ochoa, Jr.

Absent: Shelby Watson

CONSENT AGENDA
Approval of Minutes

Commissioner Booth moved to approve the minutes of March 30, 2023. Commissioner Jones seconded the motion. The motion passed with all commissioners voting aye.

ITEMS FOR INDIVIDUAL CONSIDERATION
Resolution No. 2965

Authorizing the St. Louis Housing Authority to Transfer Pruitt-Igoe Plaques to the Missouri History Museum on Behalf of Pruitt-Igoe Forever and the Former Residents of Pruitt-Igoe.

Presenting Resolution No. 2965, Alana C. Green, Executive Director, recalled mentioning over the last several months that she had been meeting with Pruitt-Igoe Forever, an organization of former residents of Pruitt-Igoe tasked with keeping the legacy alive and dispelling the myths about the families living in Pruitt-Igoe. In particular, the conversations were around the two plaques that the St. Louis Housing Authority (SLHA) held for safekeeping. She said Pruitt-Igoe Forever felt that the plaques were historically significant and asked that they be transferred to the Missouri History Museum. Ms. Green requested board approval to transfer the plaques to the Missouri History Museum on behalf of Pruitt-Igoe Forever and the residents.

Commissioner Martinez stated that SLHA is excited at the opportunity to participate in such a historic activity. He asked if there were any questions and/or comments.

There were none.

Commissioner Fowler moved to approve Resolution No. 2965. Commissioner Booth seconded the motion. The motion passed with all commissioners voting aye.

DIRECTOR'S REPORT

Ms. Green stated that SLHA is planning two events for the transfer of the plaques for May 10, 2023. She said one event is a panel discussion with former residents of Pruitt-Igoe to learn about their lived experiences growing up, where they are currently and why they want to keep the legacy alive. She said the other event is a reception early-evening. She noted that the events are open to the public and she asked that the information be passed along to anyone interested in attending the events.

Ms. Green stated, as far as the Clinton-Peabody redevelopment, that the third resident meeting was held in April and approximately 30 families attended the meeting. She said the residents overwhelmingly desire to have new construction at the site, which gives SLHA a lot of guidance on where to proceed with the redevelopment activities. She said as long as there is no historic significance that will delay SLHA's efforts, SLHA and its development partner, Preservation of Affordable Housing, will begin to submit applications for funding for new construction. Ms. Green stated that the next resident meeting will be held on May 18, 2023 and the commissioners, residents and the appropriate staff are encouraged to attend. She noted that the families are engaged and that it has been a really good experience.

Ms. Green stated, in regards to the Housing Choice Voucher (Section 8) program, that SLHA is planning to issue a Request for Proposals for Project-Based Vouchers, which has not occurred in many years. She noted that certain developments will be able to apply to receive an allocation of the project-based vouchers. Ms. Green stated that SLHA is also anticipating opening the Section 8 waitlist. She noted that the Section 8 waitlist is very old and a lot of the individuals who applied all those years ago no longer live at the addresses they have on file. She said SLHA is getting a lot of interest letters back and she noted that for every 1,000 letters sent out, SLHA might have 100 people show up to meetings.

Ms. Green stated that SLHA submitted a Designated Housing Plan for Parkview to HUD for a draft review on April 19, 2023. She noted that HUD sent the plan back and indicated that they did not see any reason why it should not proceed. She said SLHA sent a final plan and HUD has 60 days from April 19, 2023 to respond.

Ms. Green stated that SLHA continues to work on asset repositioning, with Clinton-Peabody being the first Rental Assistance Demonstration (RAD) application being approved by the board. She said SLHA will also be submitting a RAD application for King Louis and Arlington Grove because those developments need to be repositioned for other funding sources.

Ms. Green introduced Vontriece McDowell, the new Director of Resident and Community Engagement, and asked her to share what she is currently working on and will be working on. Ms. McDowell stated that her priorities are engaging and working with the Tenant Association Boards (TABs) and helping to build their capacity, as well as building the capacity of the Resident Initiatives Department and supporting the staff that is already doing great things. She said she is excited to be on board and she hopes to see everyone in person soon. Ms. Green asked the commissioners to feel free to reach out to Ms. McDowell directly if they have any questions, especially if it pertains to the TABs or any kind of resident engagement activities.

Concluding, Ms. Green congratulated the resident commissioners, Commissioner Jones and Commissioner English, for completing NAHRO's Commissioners' Fundamentals training. She noted that it was a three-day commitment and she thanked them for finishing.

Reporting for the Housing Authority Police Unit (HAU), Lt. Middleton stated that there was an assault in the Blumeyer/Renaissance Place at Grand development and he provided details of the incident. He reported that HAU received numerous calls to an apartment in the Clinton-Peabody development and he provided details for the calls. He noted that the subject involved was eventually arrested and served with a restraining order. Lt. Middleton reported that an arrest for a burglary was made in the LaSalle Park complex and he provided details of the incident. He concluded his crime report and thanked Commissioner Martinez for the recent referrals for the Cure Violence program. He said the program seems to be very helpful to the people assistance was offered to.

Ms. Green stated that this concluded her report and she asked if there were any questions.

There were none.

ADJOURNMENT
Commissioner Fowler moved to adjourn the meeting. Commissioner Jones seconded the motion. The vote was in favor of passing the motion with all commissioners voting aye. The meeting thereupon adjourned at 5:09 p.m.

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Sal Martinez, Chairman
Board of Commissioners
St. Louis Housing Authority

_____
Alana C. Green, Secretary
Board of Commissioners
St. Louis Housing Authority

(SEAL)

EXECUTIVE DIRECTOR REPORT

MEMORANDUM

To: Board of Commissioners

From: Alana C. Green

Date: May 19, 2023

Subject: Executive Director Report

It is my pleasure to present this report for your review. Additional and specific information related to SLHA activities can be found in the Monthly Activity Report, also presented for your review.

Because it has been approximately two weeks since our last meeting, there are few new items to report. However, I would like to use the upcoming board meeting to update the Board on our Strategic Plan progress and proposed FY 2023 activities.

2020 – 2024 Strategic Plan Update: The Board-approved Strategic Plan establishes priorities for delivering quality housing and community development services. A subsequent tracking system was established to articulate the milestones for the goals and objectives of the Plan (see attached "Goal Tracker"). Due to the pandemic, SLHA delayed the implementation of some of its Strategic Plan goals and objectives until mid-2022, when operations started to stabilize. The Plan has been revised with new milestones and progress of activities.

Agency Plan New Activities: The FY 2023 Agency Plan is within its 45-day comment period. A critical piece of the Plan is Section B.2 – New Activities, which highlights key initiatives proposed for the year (see attached).

Clinton-Peabody Redevelopment: SLHA and POAH hosted its fourth resident engagement meeting the evening of Thursday, May 18, 2023, at Al Chappelle Community Center. Residents, SLHA Commissioners, and appropriate SLHA staff are always encouraged to attend. In addition to the resident meeting, SLHA and POAH also met with nonprofit partners and stakeholders. SLHA is working to finalize the Master Developer Agreement to ensure that it is in place well in advance of any funding requests to the Missouri Housing Development Commission.

Asset Repositioning Updates: SLHA submitted a RAD application to HUD for Clinton-Peabody. This is the first asset repositioning request and will be instrumental in ensuring proper long-term funding to continue critical repairs. A resolution will be presented at the June meeting to approve a RAD application for King Louis I and II.

Replacement Housing Factor Funding: As mentioned in previous reports, SLHA has changed its strategy for the use of Replacement Housing Factor (RHF) funds. Per HUD, PHAs are permitted under the RAD program to use available public housing funding, including RHF funds, as a source of capital in the development budget to support RAD conversion, whether for

rehabilitation or new construction, as well as to increase initial contract rents. Eligible conversion-related uses for these funds include pre-development, development, or rehabilitation costs of the Covered Project, which makes the use for Clinton-Peabody a valid use of funds. SLHA submitted a RAD application to HUD to secure the use of RHF funds. We are expecting an answer to our request by the end of May.

Upcoming Waitlist Openings: SLHA plans to open up the waitlist for several public housing developments in June and its HCV waitlist in early winter.

ID	Level	Goal/Objective/Action	Responsible Unit/ Person	Target Start Date	Target End Date	Percent Complete
1	Goal	Support safe and secure environments for SLHA's residents and staff				27%
1.1	STR	Develop Standardized Safety Plan for all properties and sites	Asset Management	October 1, 2021	December 31, 2024	0%
1.1.1	ACT	Assess current safety practices and informal safety plans at developments	Asset Management	October 1, 2021	June 30, 2023	0%
1.1.2	ACT	Review existing policies regarding access to SLHA properties and update as needed; develop a formal plan if unavailable	Asset Management	October 1, 2021	June 30, 2023	0%
1.1.3	ACT	With assistance of the property management companies, draft and implement a standardized safety plan using a Trauma Informed lens	Asset Management	October 1, 2021	June 30, 2023	0%
1.1.4	1.1.5	Create and utilize a checklist to use to monitor property management companies to ensure adherence to safety plans and the maintenance of a safe and secure property	Asset Management	October 1, 2021	June 30, 2023	0%
1.1.5	ACT	With assistance of property management companies, create emergency management plans for each development, creating signage of evacuation plans if unavailable	Asset Management	October 1, 2021	June 30, 2023	0%
1.1.6	ACT	Conduct preparedness exercises at all public housing developments (Active shooter, fire, earthquake, tornado, etc)	Asset Management	October 1, 2021	June 30, 2023	0%
1.2	STR	Work collaboratively with residents, neighbors and the Police Department to foster safe and secure environments	Asset Management	May 1, 2021	December 31, 2024	15%
1.2.1	ACT	On a quarterly basis, request police department to attend resident meetings	Asset Management	July 1, 2021	December 31, 2024	20%
1.2.2	ACT	Annually, request that the Fire Department attend resident meetings to address fire safety	Asset Management	July 1, 2021	December 31, 2024	0%
1.2.3	ACT	With the assistance of the SLMPD, implement a strategy for community policing in public housing	Executive	May 1, 2021	December 31, 2024	30%
1.2.4	ACT	Annually, attend neighborhood meetings in neighborhoods with 50+ public housing units to foster relationships	Asset Management	July 1, 2021	December 31, 2024	10%
1.3	STR	Identify and address environmental hazards to promote healthy homes	Asset Management, HCV	January 1, 2020	December 31, 2024	58%
1.3.1	ACT	Monitor property management companies to ensure that annual inspections occur in a timely manner and that issues identified are addressed	Asset Management	January 1, 2021	December 31, 2024	70%
1.3.2	ACT	Request copies of Pre-REAC inspections completed by property management companies and monitor for health and safety deficiencies; follow up as needed	Asset Management	January 1, 2021	December 31, 2024	80%
1.3.3	ACT	Create checklist to use and spot check public housing inspections to ensure timely and proper completion	Asset Management	January 1, 2021	December 31, 2024	30%
1.3.4	ACT	Complete HCV Inspections, including quality control inspections, in a timely manner; require landlords to complete necessary repairs in a timely manner.	HCV	January 1, 2020	December 31, 2024	50%
1.4	STR	Create a safety plan for SLHA central office	Executive	April 1, 2021	December 31, 2024	35%
1.4.1	ACT	Assess current safety practices and informal safety plans	Executive	April 1, 2021	December 31, 2023	30%
1.4.2	ACT	Review existing policies regarding access to SLHA central office and update as needed; develop a formal safety plan if unavailable	Executive	April 1, 2021	December 31, 2023	30%
1.4.3	ACT	Create emergency management plan, creating signage of evacuation plans if unavailable	Development & Modernization	August 30, 2021	December 30, 2022	80%
1.4.4	ACT	Conduct preparedness exercises (active shooter, fire, earthquake, tornado, etc)	Development & Modernization	June 30, 2022	December 31, 2024	0%

2	Goal	Support safe and secure environments for SLHA's residents and staff				20%
2.1	STR	Update Capital and Property Portfolio Plans	Executive, Development & Modernization	September 20, 2020	February 22, 2022	48%
2.1.1	ACT	Perform Physical Needs Assessment of properties	Development & Modernization	April 1, 2021	March 31, 2022	100%
2.1.2	ACT	Perform Asset repositioning exercise to create portfolio plan; considering Demo/disposition, RAD, Section 8 conversion, etc.	Executive, Development & Modernization	October 1, 2021	December 31, 2023	40%
2.1.3	ACT	Perform Environmental Review	Development & Modernization	September 1, 2020	June 30, 2023	90%
2.1.4	ACT	Explore non-traditional financing tools (bonds, tax credits, opportunity zones, refinancing, etc.) for top priority properties within Portfolio Plan	Development & Modernization	November 1, 2021	December 31, 2024	0%
2.1.5	ACT	Identify and leverage underutilized assets to generate revenue	Executive, Development & Modernization	December 1, 2021	October 31, 2023	10%
2.2	STR	Communicate benefits and program changes of new housing programs (i.e. RAD) to internal and external stakeholders	Development & Modernization	January 13, 2022	April 11, 2023	0%
2.2.1	ACT	Develop talking points, PR/campaign materials for the new programs being adopted across portfolio (internal and external stakeholders)	Development & Modernization	January 13, 2022	April 30, 2023	0%
2.2.2	ACT	Schedule meetings with different stakeholder groups (staff, TAB, general public mtgs, etc.)	Development & Modernization	March 25, 2022	April 30, 2023	0%
2.2.3	ACT	Develop online content (website, social media) to communicate new program info, FAQs, etc.	Development & Modernization	January 13, 2022	April 30, 2023	0%
2.3	STR	Implement Portfolio Plan	Executive, Development & Modernization	April 5, 2022	July 22, 2023	20%
2.3.1	ACT	Identify and secure financing to complete redevelopment of Clinton-Peabody (see Goal 4)	Executive, Development & Modernization	April 5, 2022	December 31, 2023	30%
2.3.2	ACT	Develop procurement solicitation (RFP/RFQ) for development assistance	Development & Modernization	May 5, 2022	July 5, 2024	30%
2.3.3	ACT	Implement development plan in accordance with scope of work outlined in the RFP/RFQ/contract	Development & Modernization	July 5, 2022	July 22, 2024	0%
2.4	STR	Pursue development opportunities (new)	Executive, Development & Modernization	April 1, 2021	July 29, 2022	13%
2.4.1	ACT	Ensure spending of replacement housing funds by regulatory deadline (some funds may be used for Clinton-Peabody - refer to Goal 4)	Development & Modernization	April 1, 2021	May 31, 2023	20%
2.4.2	ACT	Identify sites for potential new development	Executive, Development & Modernization	May 1, 2021	December 31, 2024	10%
2.4.3	ACT	Develop procurement solicitation (RFP/RFQ) for development assistance	Development & Modernization	June 1, 2021	December 31, 2024	10%
2.4.4	ACT	Implement development plan in accordance with scope of work outlined in the RFP/RFQ/contract	Development & Modernization	July 12, 2021	December 31, 2024	10%
3	Goal	Strengthen monitoring and oversight of Property Management companies				
3.1	STR	Strengthen contract compliance monitoring and enforcement and revise contract language	Asset Management	January 1, 2021	December 31, 2024	93%
3.1.1	ACT	Strengthen contract compliance monitoring and enforcement and revise contract language	Asset Management	January 1, 2021	December 1, 2021	100%
3.1.2	ACT	Monitor the performance metrics and baseline measures by inspecting the properties at least annually, reviewing monthly reports submitted by property managers, and meeting with the property management companies monthly.	Asset Management	February 1, 2021	December 31, 2024	80%

3.1.3	3.1.4	Enforce compliance with contract requirements, requiring corrective action plans as needed.	Asset Management	January 1, 2021	December 31, 2024	100%
3.2	STR	Create and enforce standards of professionalism and customer service across all properties	Asset Management	October 1, 2021	December 31, 2024	5%
3.2.1	ACT	Convene two meetings with property management companies to mutually agree on a standard code of conduct and dress code for employees at public housing developments.	Asset Management	October 1, 2021	June 30, 2023	10%
3.2.2	ACT	Utilizing information from meetings, develop standard code of conduct and dress code for property management staff.	Asset Management	October 1, 2021	June 30, 2023	0%
3.2.3	ACT	Annually, conduct customer service/professionalism training for property management companies.	Asset Management	October 1, 2021	December 31, 2024	10%
3.2.4	ACT	Monitor property management companies for adherence to the code of conduct and dress code.	Asset Management	October 21, 2021	December 31, 2024	0%
4	Goal	Plan and implement redevelopment of Clinton-Peabody				39%
4.1	STR	Continue to implement actions agreed upon in Consent Agreement	Legal	January 1, 2020	December 31, 2022	100%
4.1.1	ACT	Refer to consent agreement and implement	Legal	January 1, 2020	December 31, 2022	100%
4.2	STR	Identify Master Developer to identify financing to complete redevelopment of Clinton-Peabody	Executive, Development & Modernization	April 5, 2022	December 31, 2023	55%
4.2.1	ACT	Solicit for Master Developer to determine type of project and financing	Development & Modernization	April 5, 2022	December 31, 2022	100%
4.2.2	ACT	Analysis and determination of viable project and financing	Development & Modernization	June 5, 2022	September 30, 2023	10%
4.3	STR	Provide clear communication in transparent manner to residents and the community	Development & Modernization	June 5, 2022	February 11, 2023	0%
4.3.1	ACT	Support existing residents during redevelopment and construction activities	Development & Modernization	June 5, 2022	December 31, 2025	0%
4.4	STR	Develop and Implement plan to redevelop Clinton-Peabody	Development & Modernization	February 23, 2022	December 31, 2026	11%
4.4.1	4.4.2	See 4.3.1	Development & Modernization	February 23, 2022	December 31, 2025	0%
4.4.2	ACT	Hire 3rd party developer to implement development plan	Executive, Development & Modernization	February 28, 2022	April 30, 2023	80%
4.4.3	ACT	Analysis of viable development and funding options from 4.2.1	Development & Modernization	July 31, 2022	April 1, 2023	0%
4.4.4	ACT	Create development plan and schedule	Development & Modernization	July 31, 2022	April 1, 2023	0%
4.4.5	ACT	Implement development plan and schedule	Development & Modernization	January 23, 2023	April 1, 2023	0%
4.4.6	ACT	Concept, Pre-Development	Development & Modernization	July 1, 2022	June 30, 2023	0%
4.4.7	ACT	Environmental Assessment, Review	Development & Modernization	July 31, 2022	June 30, 2023	50%
4.4.8	ACT	Initiate Public Engagement	Development & Modernization	July 31, 2022	December 31, 2024	10%
4.4.9	ACT	Tax Credit Applications,Abatment,Zoning,Utility	Development & Modernization	July 31, 2022	December 31, 2024	0%

4.4.10	ACT	HUD Development Proposal,Evidentiaries,Closing	Development & Modernization	July 31, 2022	December 31, 2024	0%
4.4.11	ACT	Construction-Site Prep, Housing & Public Improvements	Development & Modernization	July 31, 2022	December 31, 2024	0%
4.4.12	ACT	Construction	Development & Modernization	July 31, 2022	December 31, 2024	0%
4.4.13	ACT	Lease-Up and Development Close-Out	Development & Modernization	July 31, 2022	December 31, 2024	0%
4.5	STR	Ensure safe and secure environments for Clinton-Peabody residents and staff (see Goal 1)	Asset Management			27%
5	Goal	Expand housing opportunities within the Housing Choice Voucher program				
5.1	STR	Improve relations with HCV participants and property owners	HCV	June 1, 2022	December 31, 2024	0%
5.1.1	ACT	Create and Implement Customer Service Plan for HCV participants	HCV	June 1, 2022	June 1, 2023	0%
5.1.2	ACT	Update the resident and landlord information packets	HCV	June 1, 2022	June 1, 2023	0%
5.1.3	ACT	Annually, issue landlord satisfaction survey to identify program strengths and weaknesses	HCV	June 1, 2022	December 31, 2024	0%
5.1.4	ACT	Annually, issue resident satisfaction survey to identify program strengths and weaknesses	HCV	June 1, 2022	December 31, 2024	0%
5.2	STR	Increase number of vouchers	HCV	January 1, 2020	December 31, 2024	60%
5.2.1	ACT	Monitor NOFAs for vouchers	HCV	January 1, 2020	December 31, 2024	60%
5.2.2	ACT	Apply for grants	HCV	January 1, 2020	December 31, 2024	60%
5.2.3	ACT	Implement if awarded	HCV	January 1, 2020	December 31, 2024	60%
5.3	STR	Provide mobility support to households that seek to live in areas of opportunity	HCV	October 1, 2019	September 30, 2024	60%
5.3.1	ACT	Introduce HCV participants to Mobility Counseling program at recertification; enroll participants	HCV	January 1, 2020	January 1, 2024	60%
5.3.2	ACT	Provide pre/post move counseling	HCV	October 1, 2019	September 30, 2024	60%
5.3.3	ACT	Property owner outreach	HCV	October 1, 2019	September 30, 2024	60%
5.3.4	ACT	Continue to have competetive payment standards	HCV	January 1, 2020	January 1, 2024	60%
5.4	STR	Increase number of participating landlords with emphasis in areas of opportunity	HCV	October 1, 2022	September 30, 2023	0%
5.4.1	ACT	Develop a marketing plan	HCV & Marketing	October 1, 2022	January 31, 2024	0%
5.4.2	ACT	Approve marketing plan	HCV & Marketing	January 1, 2023	June 30, 2024	0%
5.4.3	ACT	Implement marketing plan	HCV & Marketing	February 1, 2023	September 30, 2024	0%

6	Goal	Expand and diversify funding and partnerships				32%
6.1	STR	Expand resources for resident services	Resident Initiatives	October 1, 2019	December 31, 2024	65%
~~6.1.1~~	~~ACT~~	~~Consider submitting application for Al Chapelle Center to achieve designation as Envision Center from HUD~~	~~Executive~~	~~September 1, 2022~~	~~December 31, 2024~~	0%
6.1.2	ACT	Apply for volunteer resource from AmeriCorps and other Federal programs including Volunteer Students from local Universities.	Resident Initiatives	Summer 2021	Summer 2024	60%
6.1.3	ACT	Submit application for NOFA Mobility Program	Ascend	Spring/Summer 2020	Fall 2020	100%
6.1.4	ACT	Leverage ConnectHome USA program to expand internet access to residents through external partnerships	IT	October 1, 2019	September 30, 2023	100%
6.2	STR	Explore creating "grant writing" position	Executive	October 1, 2021	September 1, 2022	10%
6.2.1	ACT	Identify funding options for this position	Executive	March 1, 2022	December 31, 2023	10%
6.2.2	ACT	Conduct benchmarking on how other PHAs seek grant funding	Executive	October 1, 2021	December 31, 2023	20%
6.2.3	ACT	Develop grant writing job description	HR	April 1, 2022	June 30, 2023	0%
6.3	STR	Expand resources for housing opportunities	Executive	September 1, 2021	October 1, 2023	25%
6.3.1	ACT	Explore non-traditional financing tools (bonds, tax credits, opportunity zones, etc.) - see Goal 2	Executive	September 1, 2021	December 31, 2023	50%
6.3.2	ACT	Apply for non-traditional financing tools	Executive	October 1, 2022	October 1, 2023	0%
6.4	STR	Attract resources from the philanthropic, local, civic and business community with specific requests	Executive	October 1, 2020	September 1, 2024	48%
6.4.1	ACT	Direct funding raised via 80th Anniversary event to resident related activities	Executive	January 1, 2021	December 31, 2023	60%
6.4.2	ACT	Create ConnectHome partnerships with partner organizations	Executive, IT	January 9, 2020	September 30, 2023	90%
6.4.3	ACT	Leverage resources from Program Coordinating Committee within Resident Initiatives	Resident Initiatives	October 1, 2020	December 31, 2024	40%
6.4.4	ACT	Develop MOUs with partner agencies	Resident Initiatives	December 1, 2020	December 31, 2024	30%
6.4.5	ACT	Use calendar, key milestones, and funding requirements for the priority foundations in region	Executive	October 1, 2021	September 30, 2024	50%
6.4.6	ACT	Identify grant/funding opportunities for youth services	Resident Initiatives	October 1, 2021	September 30, 2024	20%
6.5	STR	Leverage instrumentalities to generate additional resources to support the authority's mission	Executive	January 1, 2020	September 30, 2024	10%
6.5.1	ACT	Create earned income/non-federal income through repurposing existing assets	Executive	September 1, 2021	September 30, 2024	10%
6.5.2	6.5.3	Analyze existing instrumentality/affiliate structure and determine optimal structure	Executive	January 1, 2020	December 31, 2024	10%
7	Goal	Optimize internal operations				40%

7.1	STR	Leverage technology for efficiencies and improved performance	IT	January 1, 2020	December 31, 2024	50%
7.1.1	ACT	Complete implementation of Yardi Phase 1 (internal)	IT	January 1, 2020	April 30, 2023	90%
7.1.2	ACT	Launch RentCafe module and marketing programs for Owners, Participants and Residents	IT, HCV & PHA	January 1, 2020	April 30, 2023	50%
7.1.3	ACT	Explore purchase order workflows and implement if feasible	IT	April 1, 2021	December 31, 2023	10%
7.1.4	ACT	Plan for implementation of additional Yardi modules that were purchased (e.g. Budget, Construction, online rent payments, etc.)	IT	July 1, 2021	June 30, 2023	0%
7.1.5	ACT	Provide training to staff to better protect sensitive and confidential information from cyber risks	IT	January 1, 2020	December 31, 2024	60%
7.1.6	ACT	Further virtualize the IT server environment to eliminate the need for physical hardware.	IT	January 1, 2020	December 31, 2024	60%
7.1.7	ACT	Update and better utilize Microsoft 365 tools, such as SharePoint and Teams	Everyone	March 15, 2020	December 31, 2024	80%
7.2	STR	Optimize processes, procedures and controls	Executive	January 1, 2020	December 31, 2022	40%
7.2.1	ACT	Review existing procedures, manuals, policies, etc. to identify areas where updates are needed or gaps exist	Executive	January 1, 2020	December 31, 2022	100%
7.2.2	ACT	Update and create policies/procedures/etc. within team/department with agency-wide standards	Executive	January 1, 2021	December 31, 2023	10%
7.2.3	ACT	Create Business Continuity Plan to ensure critical processes continue in the event of a disruption.	Executive	March 15, 2020	September 30, 2023	90%
7.2.4	ACT	Update Personnel policy	HR	May 21, 2021	June 30, 2023	40%
7.2.5	ACT	Compile key procedures into an SLHA Standard Operating Procedure	Executive	December 31, 2021	June 30, 2024	0%
7.2.6	ACT	Create a maintenance framework to ensure that all SLHA plans remain current and applicable	Executive	December 31, 2021	December 31, 2024	0%
7.3	STR	Retain and attract talent	HR	March 1, 2022	December 31, 2022	15%
7.3.1	ACT	Perform compensation and benefits study; request recommendations	HR	March 1, 2022	June 30, 2023	30%
7.3.2	ACT	Update Succession Plan to identify next generation of SLHA leaders	HR	March 1, 2022	September 30, 2023	0%
7.4	STR	Provide training and professional development opportunities to staff	HR	April 1, 2021	December 31, 2024	60%
7.4.1	ACT	Identify agency-wide training needs - required training AND "soft skills" (including training on processes); implement as needed	HR	June 1, 2021	December 31, 2024	70%
7.4.2	ACT	Create and implement framework for Personalized Development/Growth Plans for all SLHA staff	HR	April 1, 2021	June 30, 2023	50%
7.4.3	ACT	Conduct annual staff retreat or "in-service".	HR	April 1, 2021	December 31, 2024	60%
7.5	STR	Maintain HCV High Performer status	HCV	February 24, 2020	December 31, 2024	33%
7.5.1	ACT	Hold monthly SEMAP meetings to identify status and deficiencies	Internal Auditor, HCV	June 1, 2021	December 31, 2024	40%

7.5.2	ACT	Conduct bi-annual compliance/file reviews of HCV files; report findings to Executive Director	Operations	June 1, 2021	December 31, 2024	20%
7.5.3	ACT	Hold annual debriefing after SEMAP submission, identifying areas of improvement	Operations	October 15, 2020	December 31, 2024	20%
7.5.4	ACT	Streamline and simplify forms and documents used by HCV participants and owners	Operations	February 24, 2020	April 30, 2023	50%
7.6	STR	Recapture PH High Performer status	Asset Management	January 1, 2020	December 31, 2024	43%
7.6.1	ACT	Hold monthly PHAS indicators meetings to identify status and deficiencies	Asset Management	January 1, 2020	December 31, 2024	100%
7.6.2	ACT	Conduct bi-annual Public Housing files; report findings to Executive Director	Operations	June 1, 2020	December 31, 2024	20%
7.6.3	ACT	Hold annual debriefing after PHAS submission, identifying areas of improvement	Operations	October 15, 2020	December 31, 2024	20%
7.6.4	ACT	Streamline and simplify forms and documents used by public housing residents and property management companies	Asset Management	December 1, 2021	December 31, 2024	30%
8	Goal	Promote and maintain positive community identity and relationships				41%
8.1	STR	Create PH Resident Engagement Plan	Resident Initatives	August 1, 2020	December 31, 2024	28%
8.1.1	ACT	Research and Identify best practices for resident engagement	Resident Initatives	July 1, 2021	December 31, 2024	50%
8.1.2	8.1.3	Convene meeting of residents to obtain feedback (e.g. TAB, resident commissioners)	Resident Initatives	December 1, 2021	December 31, 2023	60%
8.1.3	ACT	Create draft Engagement Plan	Marketing	August 31, 2022	December 31, 2023	0%
8.1.4	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	November 1, 2022	June 30, 2024	0%
8.2	STR	Create HCV Participant/Landlord Engagement Plan	Marketing & HCV	August 1, 2021	December 31, 2022	22%
8.2.1	ACT	Research and Identify best practices for HCV participant and Landlord engagement	Marketing & HCV	August 1, 2021	December 31, 2023	60%
8.2.2	ACT	Convene meeting of HCV participants to obtain feedback	HCV	August 1, 2022	December 31, 2023	0%
8.2.3	ACT	Convene meeting of Landlord to obtain feedback	HCV	August 1, 2022	December 31, 2023	50%
8.2.4	ACT	Create draft Engagement Plan	Marketing	August 1, 2021	June 30, 2024	0%
8.2.5	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	November 1, 2022	June 30, 2024	0%
8.3	STR	Strengthen relationships with the community and civic organizations	Executive	March 1, 2020	December 31, 2024	60%
8.3.1	ACT	Identify civic/community groups with shared interest	Executive	March 1, 2020	December 31, 2024	60%
8.3.2	ACT	Prioritize and determine appropriate SLHA person(s) to engage the civic/community group (existing relationships, interest or passion in that area, etc.)	Executive	March 1, 2020	December 31, 2024	60%
8.3.3	ACT	Develop one-pager or other PR materials that highlights SLHA's role in community and potential partnership opportunities	Marketing	September 1, 2021	December 31, 2023	60%

8.3.4	ACT	Seek to formalize partnership through standardized MOU process or other arrangements as necessary	Resident Initiatives	August 15, 2020	December 31, 2024	60%
	ACT	Develop internal standards and protocols for managing relationships with partners (e.g. point of contact, frequency of outreach, type of outreach, etc.)	Resident Initiatives	July 1, 2020	December 31, 2024	60%
8.4	STR	Utilize website and social media more effectively to communicate with stakeholders	Marketing	January 1, 2020	December 31, 2024	63%
8.4.1	ACT	Post to social media updates on SLHA programs, events, success stories, etc.	Marketing	January 1, 2020	December 31, 2024	80%
8.4.2	ACT	Continue development of relevant website content to increase awareness of SLHA activities	Marketing	January 1, 2020	December 31, 2024	80%
8.4.3	ACT	Develop internal guidelines for sharing content across digital platforms	Marketing	June 1, 2021	December 31, 2023	0%
8.4.4	8.4.5	Connect social media feeds to SLHA website (you can see social media posts on site)	Marketing	June 1, 2021	September 30, 2023	90%
8.5	STR	Create Transparency Plan that provides guidance to public on SLHA communication practices	Executive	July 1, 2021	June 1, 2022	5%
8.5.1	ACT	Research and Identify best practices on communication transparency between agencies and the public	Executive	July 1, 2021	December 31, 2023	20%
8.5.2	8.5.3	Convene meeting of residents to obtain feedback (e.g. TAB, resident commissioners)	Executive	January 30, 2022	March 31, 2024	0%
8.5.3	ACT	Create draft communication transparency plan	Executive	March 1, 2022	June 30, 2024	0%
8.5.4	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	June 1, 2022	December 31, 2024	0%
8.6	STR	Update communications plan to include crisis communication	Marketing	July 1, 2020	September 30, 2023	67%
8.6.1	ACT	Research and identify best practices for crisis communications	Marketing	July 1, 2020	August 15, 2020	100%
8.6.2	ACT	Create draft communications plan with crisis communication component	Marketing	December 31, 2021	March 1, 2022	100%
8.6.3	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	March 1, 2022	April 1, 2022	0%
8.7	STR	Streamline and simplify forms and documents used by residents, HCV participants and landlords	Asset Management, HCV	July 1, 2021	December 31, 2022	23%
8.7.1	ACT	Edit and submit digital files for current forms in use to Marketing for updating	Asset Management, HCV	July 1, 2021	December 31, 2023	60%
8.7.2	ACT	Forms to be re-designed and reviewed for approval	Marketing, Legal, Executive	July 1, 2021	March 31, 2024	10%
8.7.3	ACT	Approved forms distributed and linked to website	Marketing	July 1, 2021	March 10, 2024	0%
8.8	STR	Develop relationships within affordable housing industry to share knowledge and best practices	Everyone	January 1, 2020	December 31, 2024	30%
8.8.1	ACT	Attend local, regional and national convenings/conferences	Everyone	January 1, 2020	December 31, 2024	60%
8.8.2	ACT	Serve on national committees and boards related to affordable housing	Executive	January 1, 2022	December 31, 2024	0%
8.9	STR	Strengthen internal communication	Everyone	June 1, 2021	December 31, 2024	60%

8.9.1	ACT	Issue quarterly staff newsletters that highlight status of current activities	Marketing	June 1, 2021	December 31, 2024	60%
8.10.	STR	Create culture of employee engagement and ownership	HR	December 1, 2021	December 31, 2024	50%
8.10.1	ACT	Revive event committee as Employee Appreciation Committee	HR	December 1, 2021	December 31, 2024	50%
9	9	Improve quality of life of PH residents and HCV participants through services and programs				45%
9.1	STR	Expand resources for resident services, including funding for additional resident services staff	Resident Initiatives	December 1, 2019	December 31, 2024	50%
9.1.1	ACT	Refer to Strategy 6.1	Resident Initiatives	December 1, 2019	December 31, 2024	50%
9.1.2	STR	Continue implementation of Human Services Plan	Resident Initiatives	October 1, 2019	December 31, 2024	35%
9.1.3	ACT	Secure MOUs and Partner Agreements for defined services	Resident Initiatives	October 1, 2019	December 31, 2024	30%
9.1.4	ACT	Expand Program Coordinating Committee	Resident Initiatives	October 1, 2019	December 31, 2024	40%
9.2	STR	Prepare for transition for completion of Jobs Plus program	Resident Initiatives	April 1, 2020	September 30, 2022	100%
9.2.1	ACT	Submit close-out documents including SF-425 financials, Demographic Report, JPEID, Budget Explanation and Narrative as defined in HUD grant agreement	Resident Initiatives	April 1, 2020	June 30, 2021	100%
9.3	STR	Expand residents' access to technology	IT	October 1, 2021	April 30, 2023	50%
9.3.1	ACT	Implement Rent Café profiles for clients	IT	January 1, 2020	April 30, 2023	50%
9.4	STR	Complete improvements to Al Chappelle Community Center and increase utilization of center for programs and events	Resident Initative & Development & Modernization	October 1, 2020	December 31, 2024	27%
9.4.1	ACT	Create or improve partnerships with social service agencies (see 6.4.4; 9.2.1)	Resident Initiatives	October 1, 2020	December 31, 2024	30%
9.4.2	ACT	Utilization of the Resident Initiative Marketing Plan	Resident Initiatives	October 1, 2020	December 31, 2024	50%
9.4.3	ACT	Physical Improvements to the Al Chappelle Center and Clinton-Peabody Development	Development & Modernization	October 1, 2021	September 30, 2024	0%
9.5	STR	Expand access of resident initiatives programs to HCV participants	Resident Initiatives	December 1, 2021	December 31, 2024	7%
9.5.1	ACT	Create marketing and communications plan specific to HCV	Resident Initiatives	December 1, 2021	June 30, 2024	10%
9.5.2	ACT	Inform and Educate SLHA staff of plan	Resident Initiatives	July 1, 2022	December 31, 2024	0%
9.5.3	ACT	Distribute RI information to all HCV households annually	Resident Initiatives	December 31, 2021	December 31, 2024	10%

Section B.2

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
B.2 (a)	Mixed-Finance	Clinton-Peabody Revitalization The Physical Needs Assessment (PNA) finalized in 2022 showed a significant need for redevelopment of the Clinton-Peabody Apartments. SLHA issued a Request for Proposal (RFP) in February 2022. Through a selection committe of public housing residents, community stakeholders and SLHA board members and staff, Preservation of Affordable Housing (POAH) was selected as the master developer. Community Engagement A key piece of the RFP was to include a significant amount of community engagement. As part of the process, POAH was required to produce a Community Engagement Plan (CEP) to outline their community outreach efforts.	MO001000002	358 units Public Housing	Timeline for activity: Projected start date of activity: 01/2022. Projected end date of activity: 12/2027
B.2 (a)	Mixed-Finance	Family Replacement VI Replacement Housing Factor FY 2015-2020 SLHA will use RHF funds to acquire or create new public housing units, or support conversion of public housing units to Rental Assistance Demonstration (RAD).	TO BE DETERMINED	TO BE DETERMINED	Timeline for activity: Start date of activity: 02/2022. Projected end date of activity: 10/2025

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
B.2 (b)	Disposition	Vaughn Family - Warehouse Facility SLHA will submit a Section 18 application to HUD requesting disposition of the property to help realign the SLHA portfolio to support/or create housing opportunities.	MO001000006	0	Timeline for activity: Projected start date of activity: 10/2022. Projected end date of activity 09/2024.
B.2 (b)	Disposition	Euclid Plaza Vacant Land SLHA will consider submitting a Section 18 application to HUD requesting disposition of the property to help realign the SLHA portfolio to create additional housing opportunities.	MO001000013	0	Timeline for activity: Projected start date of activity: 10/2022 Projected end date of activity 09/2024.
B.2 (b)	Demolition/Disposition	Clinton-Peabody Revitalization The Physical Needs Assessment (PNA) finalized in 2022 shows a significant need for revitalization of the Clinton-Peabody Apartments development. The property will be revitalized through the use of a master developer, which may utilize demolition/disposition tools available through HUD.	MO001000002	358 units Public Housing	Timeline for activity: Projected start date of activity: 04/2022 Projected end date of activity 12/2027

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
B.2 (b)	Demolition/Disposition	Hodiamont Disposition The PNA finalized in 2022 shows that the property would need $4.6 million in renovation over 10 years to bring it up to standard. SLHA began the process of collecting the information necessary to submit a Section 18 application in February 2022. This included seeking a capital needs assessment and performing a site specific HUD environmental review. The process will continue in 2023. The property will be demolished and/or sold to a responsible owner commited to furthering SLHAs mission.	MO001000041	22 units Public Housing	Timeline for activity: Technical assistance start date: 02/2022. Projected end date of activity 09/2024.
B.2 (b)	Disposition/Partial Disposition	Cambridge Heights Vacant Land SLHA will submit a Section 18 demo/dispo application to HUD for the property to request disposition from the ACC contract. SLHA may choose to lease the property for a use other than housing.	MO001000058/ MO001000060	0	Timeline for activity: Projected start date of activity: 10/2022 Projected end date of activity 09/2024
B.2 (b)	Partial Disposition	Lookaway Disposition The PNA finalized in 2022 show that these properties would need $3.1 million in capital improvements over 10 years. SLHA will consider submiting to HUD an application requesting the conversion of single-family PH units to affordable home ownership opportunities.	MO001000041	17	Timeline for activity: Projected start date of activity: 10/2023 Projected end date of activity 09/2024

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
B.2 (c)	Designated Housing for Elderly and/or Disabled Families	Parkview Apartments - Convert from family to designated elderly housing. SLHA submitted a draft designated housing plan in March and plans to submit a final plan in April 2023. Upon approval, SLHA will begin the conversion process.	MO001000019	295	Timeline for activity: Start date of activity: 10/2022 Projected end date of activity 09/2024.
B.2 (d)	Conversion of Public Housing to tenant-based or to project-based under RAD conversion.	In 2022, HUD provided technical assistance through a firm with expertise on its asset repositioning plans. A draft report was presented to the SLHA Board of Commissioners at the January 2023 board meeting. Upon final review an acceptance, the Asset Repositioning Strategy will be used to guide future decisions on subitting RAD applications.	TO BE DETERMINED	TO BE DETERMINED	Timeline for activity: Projected start date of activity: 01/2022. Projected end date of activity TBD.
B.2 (e)	Homeownership	Near South Side LA Saison Construction of 10 single-family homes in two Phases. Conversion of 10 lots to homeownership opportunities.		10	Vacant Lots: Actual start date of activity: 5/31/2016. Phase I - 5 homes constructed. Four of the 5 homes sold in 2022, the final home to be sold in 2023. Phase II - Expected to begin in 2023. The projected end date for activity: 12/31/2025.
B.2 (e)	Homeownership	Section 8 - Bridge to Homeownership Program		30	
B.2 (f)	Mainstream Voucher program	SLHA receives vouchers from HUD to assist near elderly and/or disabled families.		**Allocated** 87	**Leased** 31
B.2 (f)	Special Purpose: Housing Choice Voucher	SLHA continues to receive referrals from the Veteran's Administration for a Special-		**Allocated** 253	**Leased** 217

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
	Program (VASH) voucher	purpose voucher program under the Veterans Affairs Supportive Housing (VASH) program.			
B.2 (f)	Special Purpose: Emergency Housing Voucher	SLHA receives vouchers from HUD in order to assist individuals and families that are homeless or at risk of being homeless, fleeing, or attempting to flee, domestic violence.		**Allocated** 161	**Leased** 118
B.2 (f)	Project-based Vouchers	SLHA has 615 Project-based units. SLHA will be issuing an RFP to increase the number of project-based vouchers in SLHAs Housing Choice Voucher program.	Approved:	23rd Street Elderly, L.P. 25th Street Elderly, L.P. Blumeyer Elderly, L.P. Blumeyer II Associates Cambridge Seniors, L.P. Carr Square Tenant Corp. FP-San Remo Develop., L.P. Grand South Senior, L.P. Hammond Apartments, L.P. Homer G. Phillips, Hist JVL Renaissance I, L.P. JVL Renaissance II, L.P. K-M Housing, LLC Railton Residence, L.P. Salvation Army STL Garrison Residence, L.P. (VAS Salvation Army STL Garrison Residence, L.P. Vaughn Elderly, L.P. Water Tower Place, L.P. **Total:**	74 70 30 8 36 76 18 80 28 48 6 7 4 50 18 6 26 30 615
B.2 (f)	Special Purpose: Tenant Protection Voucher (TPV) program	SLHA receives Tenant Protection Vouchers (TPV) from HUD for special purposes			**Leased** 138

Mixed-Finance Modernization or Development, Demolitions and/or Disposition, Conversion of Public Housing. Homeownership programs and Project-Based Vouchers

Item Number	Program Description	Project Description	Development Number	Unit Count /Affected Units	Time Table for Submission
B.2 (g)	Emergency Safety and Security Application	SLHA continues to apply for funds to address crime and drug-related activities that pose an increased threat to health and safety of residents. SLHA will continue submit a health and safety grant for safety improvements at developments throughout the SLHA portfolio.	MO001000099	PHA Wide	Emergency safety and security application submission anticipated 06/15/23. Timeline for activity: Projected start date of activity: 10/01/2023. Projected end date of activity: 09/30/2024.
B.2 (g)	Housing Related Hazzards Capital Fund and Lead-Based Paint Capital Fund Grant	SLHA continues to apply for funds to address hazzards that may linger in its housing developments including reducing potentials for carbon monoxide poisoning through the application of electric appliances and ventilation fans. SLHA will submit a Housing Related Hazzards Capital Fund grant for PHA Wide units.	MO001000099	PHA Wide	Housing Related Hazzards Capital Fund and Lead-Based Paint Capital Fund Grant application anticipated to be submitted in April 2024. Timeline for activity: Actual start date of activity: 10/01/2023. Projected end date of activity: 09/30/2024.