



ST. LOUIS
HOUSING
AUTHORITY

BOARD OF COMMISSIONERS

REGULAR MEETING

FEBRUARY 22

2024





at the corner of family and future

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

PUBLIC NOTICE OF MEETING

Take notice that the **annual meeting** of the commissioners of the St. Louis Housing Authority will be held via **Zoom*** on Thursday, February 22, 2024, 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: February 16, 2024

ST. LOUIS HOUSING AUTHORITY

Attachment

***Instructions For Joining Zoom**

Meeting ID: 939 278 0715

Via Smart Phone or Computer:

<https://bit.ly/41J3uLI>

Via Phone:

1-312-626-6799

Meeting ID: 939 278 0715

Passcode: 536879

BOARD OF COMMISSIONERS, ST. LOUIS HOUSING AUTHORITY
ANNUAL MEETING, FEBRUARY 22, 2024, 4:30 P.M.
ST. LOUIS HOUSING AUTHORITY, 3520 PAGE BOULEVARD
ST. LOUIS, MISSOURI 63106
AGENDA

ROLL CALL

CONSENT AGENDA

1. Election of Officers
2. Approval of Minutes, Regular Meeting, January 25, 2024

ITEMS FOR INDIVIDUAL CONSIDERATION

3. **Resolution No. 2999**
Authorizing and Approving the Extension of the 2020-2024 Strategic Plan

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

JANUARY 25, 2024

BOARD OF COMMISSIONERS
ST. LOUIS HOUSING AUTHORITY
REGULAR MEETING
JANUARY 25, 2024
4:30 p.m.

CALL TO ORDER

The Board of Commissioners of the St. Louis Housing Authority held a Regular Meeting via Zoom on Thursday, January 25, 2024. Chairman Sal Martinez called the meeting to order at approximately 4:43 p.m.

Present: Margaret English (via telephone)
Regina Fowler
Benita Jones
Sal Martinez

Absent: Annetta Booth
Constantino Ochoa, Jr.
Shelby Watson

Commissioner Martinez disclosed that Alana C. Green, former executive director, decided to pursue other professional opportunities, although she will serve as an advisor to the Board of Commissioners. He noted that Latasha Barnes is currently serving as the agency's interim executive director and that he would provide further details during his Chairman's report.

CONSENT AGENDA

Approval of Minutes

Commissioner Fowler moved to approve the minutes of October 26, 2023. Commissioner Jones seconded the motion. The motion passed with all commissioners voting aye.

ITEMS PREVIOUSLY APPROVED BY TELEPHONE VOTE

Resolution No. 2992

(For Informational Purposes Only – Approved by Telephone Vote on November 15, 2023)

Authorizing and Approving the Submission of the Fiscal Year 2023 Section Eight Management Assessment Program Certification (SEMAP).

Resolution No. 2993

(For Informational Purposes Only – Approved by Telephone Vote on November 15, 2023)

Resolution to Approve and Adopt the St. Louis Housing Authority Public Housing Portfolio Repositioning Strategy.

ITEMS FOR INDIVIDUAL CONSIDERATION

Resolution No. 2998

Authorizing and Approving the Continuation of the HCV Security Deposit Assistance and Landlord Incentives Pilot Program.

Ms. Barnes recalled the Board approving the St. Louis Housing Authority (SLHA) to implement a new security deposit pilot program and a landlord incentives program in July 2023 to help the agency boost its utilization rates in the Housing Choice Voucher program and to also provide an added benefit to voucher participants. She said the program has been very successful and widely utilized. She noted that there are some funds still remaining and it is hoped that the Board will allow SLHA to continue the program until all of the previously allotted funds are exhausted.

Commissioner Fowler asked Ms. Barnes how long did she think it would take before the allotted funds are expended.

Ms. Barnes stated that it will vary based on the different programs. She noted that SLHA received applications valuing over \$700,000 for the Security Deposit Assistance program, but because the funding requires that participants get through the inspection process and return their HAP contracts, there were funds obligated and promised to residents that have not yet been paid. She said SLHA is waiting on the completion of those conditional items, which should be resolved fairly quickly and then that budgeted line item will be spent down. Ms. Barnes stated that SLHA received 18 applications for the Excess Damage Claim program valuing at \$36,000, which is anticipated to be resolved over the next three months. She said SLHA also has the Sign-on Bonus, and those have not been paid out yet; therefore, it is not clear how long it will take to resolve that money.

Commissioner Fowler asked Ms. Barnes if SLHA is basically paying requests that had been received.

Ms. Barnes responded, "Yes."

Commissioner Martinez asked if there were any additional questions or comments regarding Resolution No. 2998.

There were none.

Commissioner Fowler moved to approve Resolution No. 2998. Commissioner Jones seconded the motion. The motion passed with all commissioners voting aye.

CHAIRMAN'S REPORT

Commissioner Martinez stated, as previously mentioned, that Alana C. Green, who formerly served as Executive Director of the St. Louis Housing Authority, has been retained by the Board of Commissioners as an advisor to help close out some important work that she was leading at the agency, including assisting with the redevelopment at Clinton-Peabody and leading the search committee for a new executive director. He noted that a team has been formed that includes commissioners, an SLHA resident, a representative from the Mayor's office and a key community stakeholder to oversee the process. He acknowledged Stacy Taylor, Director of Human Resources, who is a key member of the committee. He said the committee will convene in early February to begin this work and there will be a nationwide search. Commissioner Martinez stated that he is very excited at the formation of the committee, noting that everybody on the committee brings different personal or lived experiences to the table. He said the Board appreciates Ms. Green making herself available to help with the search, noting that she has a tremendous amount of personal experience and has served on other hiring panels for other key positions in local government. He said they are going to do their best to identify the best candidate to lead the agency forward. Commissioner Martinez stated that the Board would keep everyone informed of the search process.

DIRECTOR'S REPORT

Reporting on some of the agency's highlights, Ms. Barnes stated that the redevelopment team, POAH, and staff members of SLHA submitted a low-income housing tax credit application to the Missouri Housing Development Commission (MHDC) in September 2023 for the redevelopment of Clinton-Peabody. She noted that the team did an amazing job putting together a well-thought-out comprehensive plan, which was rated second-highest in the area, and although MHDC did not fund the application, the team remains undeterred and is looking forward to continuing their efforts to redevelop Clinton-Peabody. Ms. Barnes stated that in the meanwhile, the team continues to engage the residents, noting that since the last meeting, two additional resident engagement meetings had been held, which were very festive holiday celebrations that included gift-giving, book distribution, t-shirt handout and development updates. She said in addition to this, the team worked closely with the Clinton-Peabody TAB to host a Halloween party for over 100 children, which was very well received. Ms. Barnes stated that at the agency-wide holiday party, SLHA staff donated additional holiday gifts to the children at Clinton-Peabody. She said SLHA continues to

engage with the residents, remain committed to the redevelopment efforts and make sure that it can actualize the vision that the residents created for themselves.

Updating the Board on property management activities, Ms. Barnes stated that on October 1, 2023, SLHA resumed self-management of its public housing portfolio at the termination of its contract with The Habitat Company. She said as a part of this effort, SLHA doubled its staff, adding 55 new staff positions, and expanded its relationship with vendors. She acknowledged the hard work of SLHA's Property Management Department, Human Resources Department, and Asset Management Department in working tirelessly to make sure that the new staff was onboarded and properly prepared for their new roles, and making sure that SLHA's vendor network was adequately expanded so that the agency has the resources and professional services needed to serve its residents well.

Ms. Barnes informed the Board of SLHA's winter emergency response. She said similar to other large housing providers in the area, SLHA experienced a lot of pipes bursting or issues with water in some of its properties. She noted that SLHA was very collaborative and intentional about how it addressed the issues, both in bringing in contracted partners, and collaborating internally and with external stakeholders. She noted that SLHA partnered with the City of St. Louis, the Salvation Army and the school district to make sure its residents had what they needed when or if there was an incident in their development. Ms. Barnes shared that SLHA provided 90 residents at Parkview with alternative lodging accommodations and provided snack packs, blankets, emergency hygiene kits, transportation services and meal vouchers to accommodate them when the water went out in their building. She said this is the type of mentality and approach SLHA intends to take when it comes to serving its residents. She said SLHA wants the residents to know that their comfort and ability to enjoy their homes is important and that SLHA will do all that it can to ensure they have a comfortable environment to live in.

Ms. Barnes stated, with regard to SLHA's Housing Choice Voucher (HCV) program, that SLHA continues to focus on voucher utilization and plans to roll out some initiatives that will help the agency improve its relationship with landlords and the community. She said SLHA is looking for ways to streamline its services, including using more technology to make the process easier for both participants and landlords to complete, and SLHA looks to hold a landlord roundtable in March to get their feedback on how SLHA can improve its services. In concluding her report, Ms. Barnes thanked the board and asked if there were any questions.

Commissioner Fowler asked Ms. Barnes how is the self-management of the properties going.

Ms. Barnes stated that SLHA is doing fairly well under the circumstances. She noted that SLHA inherited quite a bit of issues from the prior management, such as late recertifications and low occupancy. She said the staff has been working really hard trying to reverse some of that, to get caught up on making vendor payments, to identify all of the maintenance needs in the buildings and to staff up so that SLHA can address those adequately. Ms. Barnes stated that the staff is doing the very best they can and she sees the agency on an upward trajectory. She said there are still a lot of issues to resolve, and the staff is strategizing and identifying ways to do that, as well as providing the most excellent service that they can.

Commissioner Fowler asked Ms. Barnes if SLHA is keeping HUD up-to-date on what is going on and of the challenges the agency is facing.

Ms. Barnes responded, "Yes." She noted that she, Paul Werner, Director of Operations for Public Housing, and Lucius Bennett, Director of Property Management, participate in the regular public housing

roundtables with the local HUD office, as well as remain in close communication with them to make them aware of what is happening at the properties and through the issues.

Commissioner Martinez asked Ms. Barnes if there was a report from the Housing Authority Police Unit.

Ms. Barnes stated that she was not sure if anyone was available to join, but she would provide a follow-up update to the board.

Commissioner Martinez asked if there were any additional questions for Ms. Barnes.

There were none.

RESIDENTS' CONCERNS

Linda Braboy, a former resident of West Pine Apartments, asked to whom should she send her expenses and losses report for reimbursement.

Ms. Barnes asked Ms. Braboy to forward the report to her. She said she would make sure all of the appropriate people receive it.

Pam Bush, a resident of Parkview Apartments, stated that there is a hole where the furnace in her living room is supposed to go into her bedroom. She said the heating unit does not blow heat in her bedroom and it is freezing cold. She noted that there are about 50 other apartments where people are complaining about not having any heat in their bedrooms.

It was requested that Ms. Bush provide her contact information so that Mr. Bennett could follow up with her.

COMMISSIONERS' CONCERNS

Commissioner Fowler expressed her appreciation for the new format of the financial statements, noting that they are much easier to read.

Commissioner English stated that she has issues with Parkview not being cleaned. She said there is trash everywhere and they do not have any hot water. She asked what should she tell the residents when they ask her questions.

Mr. Bennett stated that the process for hiring an additional custodian for the building is being finalized. He said, as far as the hot water issue, SLHA's Modernization and Development Department, Asset Management Department and Property Management Department worked in a concerted effort to get the problem remedied. He said from what he understood, the hot water problem is fixed and plumbers were on site to make sure there is hot water for the entire building.

Commissioner English inquired about all of the trash and filth that had not been cleaned. She said trash has been in the trash room on the 11th floor since Thanksgiving and is still there.

Mr. Bennett stated that he would take another look to make sure that the trash room on the 11th floor is cleaned out and make it a priority.

ADJOURNMENT

Commissioner Fowler moved to adjourn the meeting. Commissioner English seconded the motion. The vote was in favor of passing the motion with all commissioners voting aye. The meeting thereupon adjourned at 5:12 p.m.

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

Latasha Barnes, Acting Secretary
Board of Commissioners
St. Louis Housing Authority

(SEAL)

RESOLUTION No. 2999

MEMORANDUM

To: Board of Commissioners

From: Latasha Barnes, Acting Executive Director

Date: February 7, 2024

Subject: Resolution No. 2999
Authorizing and Approving the Extension of the 2020-2024 Strategic Plan

On December 13, 2019, the Board of Commissioners approved the implementation of the 2020-2024 Strategic Plan via Resolution No. 2903. A copy of the same is attached hereto as Exhibit A. Our Strategic Plan, set to expire at the end of the fiscal year (September 30, 2024), has served as a guiding framework for our organization, enabling us to progress significantly toward our goals and objectives.

Given the unprecedented challenges and uncertainties brought about by the COVID-19 pandemic and economic fluctuations, it is prudent to extend the duration of our Strategic Plan to ensure continuity and stability in our strategic direction.

Extending the Strategic Plan for another year will provide us with the opportunity to:


- Evaluate the impact of external factors on our strategic objectives and initiatives.
- Continue ongoing projects and initiatives that are aligned with our strategic priorities.
- Adjust our strategies and tactics to address emerging opportunities and challenges.
- Engage stakeholders in a comprehensive strategic plan review and update to reflect current realities and priorities.

By extending the Strategic Plan, we can maintain momentum in our efforts to achieve our long-term vision and mission, while remaining responsive to changing circumstances.

EXECUTIVE DEPARTMENT

MEMORANDUM

TO: Board of Commissioners

FROM: Alana C. Green 

DATE: December 11, 2019

SUBJECT: Resolution No. 2903
Authorizing and Approving the St. Louis Housing Authority's 2020 - 2024 Strategic Plan

Board approval is requested for the St. Louis Housing Authority's 2020 - 2024 Strategic Plan (Plan). In 2018, the leadership of the St. Louis Housing Authority (SLHA) determined that the strategic plan developed in 2013 was out of date and needed to be revised. To accomplish the task, in 2019, SLHA retained the Bronner Group to facilitate the creation of the Plan. Development of the Plan included two public meetings, two staff/board retreats, interviews with staff and stakeholders and over 700 survey responses.

The Plan is attached to the resolution as Exhibit A.

Authorizing and Approving the St. Louis Housing Authority's Strategic Plan

WHEREAS, the St. Louis Housing Authority (SLHA) desires to update its Strategic Plan (Plan); and

WHEREAS, SLHA retained the Bronner Group to facilitate the creation of the Plan; and

WHEREAS, a comprehensive process was performed to develop a sustainable foundation for the Plan; and

WHEREAS, staff, commissioners, and a wide range of stakeholders were interviewed; and

WHEREAS, 700 staff, residents, participants, landlords, and vendors participated in the Plan survey; and

WHEREAS, the staff and commissioners participated in a retreat in August 2019 to develop draft mission, vision, values and goals.

WHEREAS, SLHA hosted a public meeting in August 2019 to solicit feedback from residents, Housing Choice Voucher participants, and the public on the draft mission, vision, values and goals; and

WHEREAS, SLHA staff participated in a retreat in September 2019 to prepare an action plan to assist in meeting goals and objectives; and

WHEREAS, SLHA hosted a public meeting in October 2019 to solicit feedback on the proposed goals and objectives that make up the Plan document.

WHEREAS, the updated Plan is attached as Exhibit A; and

WHEREAS, it is in the best interest of SLHA to adopt the updated Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE ST. LOUIS HOUSING AUTHORITY THAT:

1. The St. Louis Housing Authority's 2020 - 2024 Strategic Plan is hereby adopted and approved.
2. The Executive Director is hereby directed to take all actions necessary to implement the Strategic Plan.

STRATEGIC PLAN

2020 - 2024





Sal F. Martinez,
Chairman



Alana C. Green,
Executive Director

As the executive leaders of the Saint Louis Housing Authority (SLHA), we are pleased to present the 2020-2024 Strategic Plan (the Plan), contained herein. The Plan provides a holistic framework and vision that will allow us to reaffirm and rethink strategies and initiatives to better serve our residents, participants, staff, and stakeholders. We are proud to support the Mission and Vision developed through the planning process, as well as the Goals and Objectives to propel SLHA forward.

SLHA recognized a need to put this Agency on a new strategic course to help ensure the services we provide align with our Mission, Vision, and Core Values. The Plan has been designed in collaboration with the current SLHA Senior Leadership Team and staff in accordance with the Mission and Vision developed during the staff retreat in August 2019. It is designed to clearly articulate and communicate our Vision for the future to our vast array of stakeholders and partners, both public and private, within the Greater St. Louis Area.

The nine Goals developed by the SLHA Senior Leadership Team and staff during the planning retreat are the blueprint to achieve our Vision, Mission, Goals, Objectives, and fulfill our commitment to providing efficient and effective services to our residents and participants. Moreover, it provides a roadmap for success as we strive to attain HUD's High Performer status.

SLHA remains dedicated to enhancing the social and economic well-being of the residents and program participants it serves. In effect, we have developed a new Mission to create and maintain sustainable housing opportunities, provide pathways to a better quality of life, and empower our vibrant communities. The Plan articulates our commitment to create communities of choice in the Greater St. Louis Area.

We know it will not be easy, but we are confident that the content included in the Plan will provide the roadmap necessary to achieving our Vision. We sincerely hope that readers will find the Plan to be a dynamic demonstration of our Agency's commitment to the community we serve and recognize how various key players involved will collaborate to preserve and provide affordable housing opportunities to residents of St. Louis.

Respectfully,

A handwritten signature in black ink that reads "Sal Martinez".

A handwritten signature in black ink that reads "Alana C. Green".

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ABOUT SLHA

SLHA OVERVIEW

The St. Louis Housing Authority is a municipal corporation created by state statute, formed in 1939. SLHA is governed by a seven member Board of Commissioners. Five are appointed by the Mayor and two are elected by the public housing residents. The majority of SLHA's funding is provided by federal sources from the U.S. Department of Housing and Urban Development (HUD). SLHA has approximately 60 employees, an annual operating budget of approximately \$60 million, and manages 2790 Housing Units and 6888 Housing Choice Vouchers.

STRATEGIC PLAN

The plan establishes the strategic focus that will drive the St. Louis Housing Authority (SLHA) to deliver quality housing and services to our community.

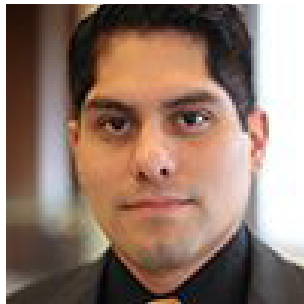
We are making a statement about who we are as SLHA and laying out the path to create engaged, educated, empowered, and vibrant communities of choice.

BOARD OF COMMISSIONERS

The Board of Commissioners provided significant input throughout the Strategic Planning process. Through their leadership and passion, they have provided the direction necessary to guide SLHA to success.



Sal F. Martinez
Chairman



Constantino Ochoa
Vice Chairman



Regina D. Fowler
Treasurer



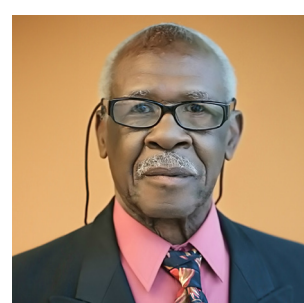
Annetta Booth
Commissioner



Regina Stewart
Commissioner



Shelby Watson
Commissioner



James Murphy
Commissioner

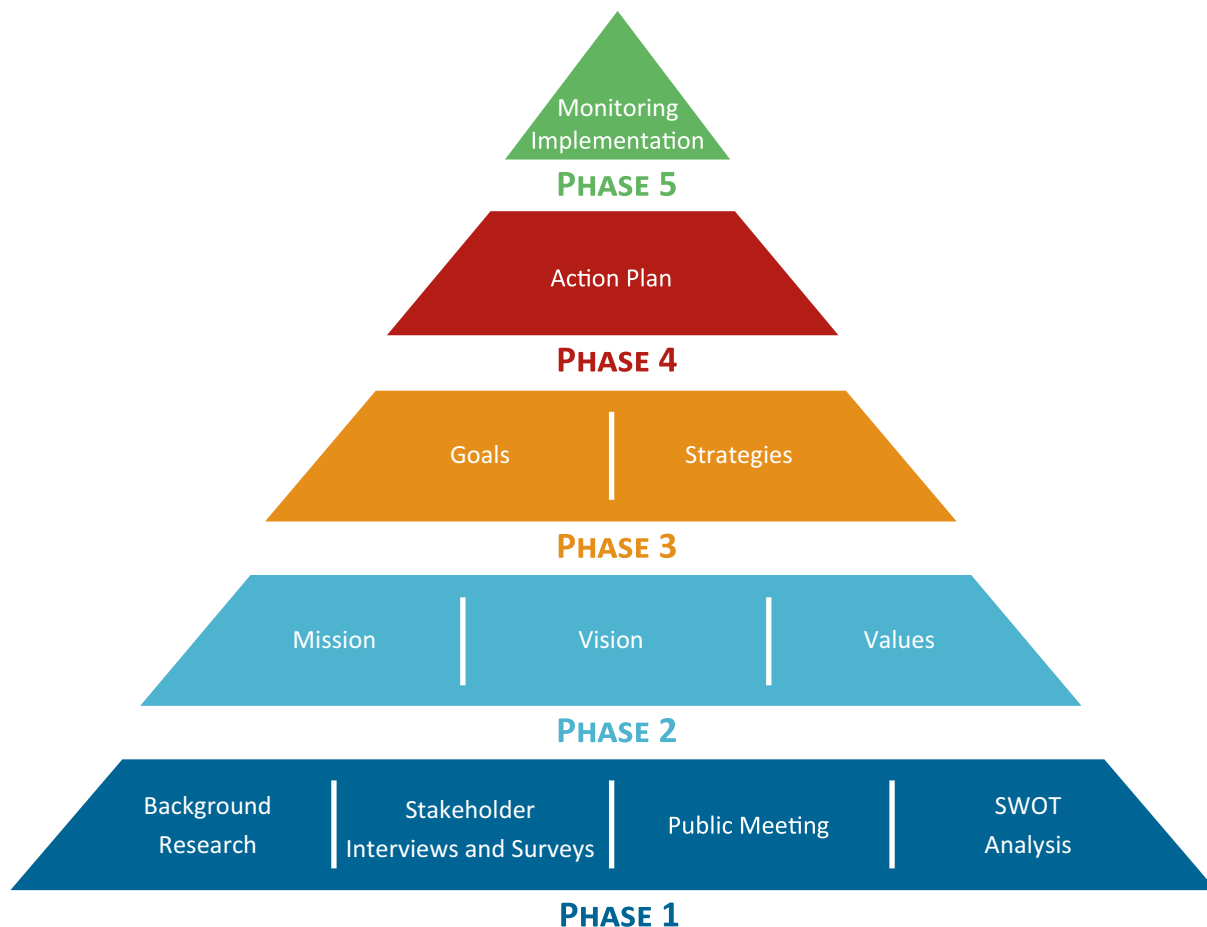
STRATEGY | OVERVIEW

The St. Louis Housing Authority engaged in an extensive process over the past year to develop this Strategic Plan (the Plan). The three central goals of the process were to develop a Plan which:

- Builds upon SLHA's organizational strengths and successes to support organizational growth and contribute to the prosperity of the City of St. Louis;
- Establishes yearly milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Determines organizational priorities.

The Plan was developed over five phases.
A detailed outline of the process can be found below:

STRATEGIC PLANNING PROCESS



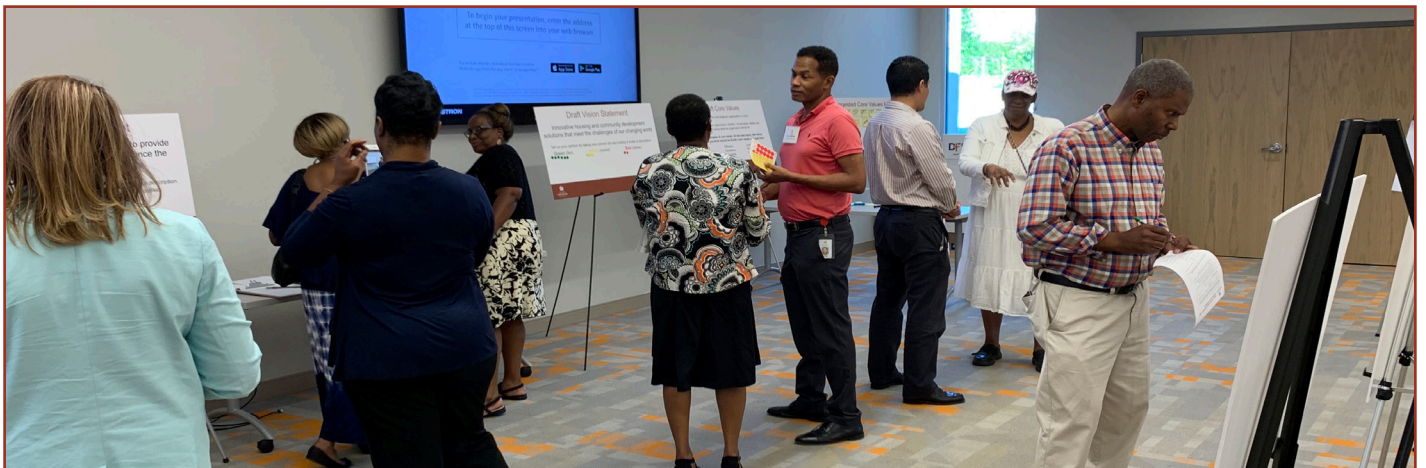
STRATEGY | ANALYSIS

A comprehensive process was performed to develop a sustainable foundation for the Plan:

- Existing and previous SLHA strategic and Agency plans were reviewed
- SLHA Senior Leadership Team, managers, and staff were interviewed, as well as a wide range of stakeholders including, but not limited to:
 - Board of Commissioners
 - Participants & Residents
 - Community Partners
- SLHA Senior Leadership Team, managers, and staff were surveyed to gain an understanding of employees' views on work environment and assess current and potential opportunities for the Agency
- SLHA Vendors were also surveyed to gain further insight on external processes, such as level of satisfaction with the Agency's purchasing process

Survey Name	Audience	Administered		Responses
Workplace Environment	SLHA Employees	Electronically	Aug 18 - Sept 17, 2019	56
Participant & Resident Feedback	SLHA Participants & Public Housing Residents	Electronically & In-person	Aug 18 - Sept 28, 2019	355
Landlord Feedback	Landlords within HCV Program	Electronically	Aug 18 - Sept 17, 2019	309
Vendor Feedback	SLHA Vendors	Electronically	Aug 18 - Sept 17, 2019	6

- SLHA's Senior Leadership Team and Board of Commissioners participated in a retreat in August 2019 to help develop SLHA's Mission, Vision, Values, and Goals and again in September 2019 to begin development on an Action Plan to support the achievement of the Goals.
- SLHA hosted two public meetings in both August and October of 2019 to solicit feedback from residents, HCV participants, and the public on the draft revisions to SLHA's Mission, Vision, Values, and Goals.



STRATEGY | ACTION PLAN

Several steps were taken to ensure the Plan could be successfully implemented, including the creation of a detailed Action Plan with an accompanying implementation framework.

In September 2019, SLHA's Senior Leadership Team and Board of Commissioners participated in a second retreat to develop the Action Plan to identify metrics, timelines, and responsible entities to support the achievement of Goals.

The Action Plan will be updated by project leads regularly to aid in tracking implementation. This Strategic Plan document includes key information from the Action Plan. Regular meetings will be held to discuss the status of projects.



STRATEGY | VISION, MISSION AND VALUES

As part of the Strategic Planning process, SLHA developed new Mission and Vision statements to clearly identify our current role and how we envision our communities' future.

OUR VISION

The St. Louis Housing Authority commits to provide diverse housing opportunities and to enhance the quality of life of the families we serve.

OUR MISSION

Innovative housing and community development solutions that meet the challenges of our changing world.

OUR VALUES

The Values outlined below govern the actions of all SLHA Commissioners and employees and establish a standard of excellence for the Agency. Following each value are the components that each value entails. SLHA's Values can be summed up in one word, **CORE**.

C**COMMUNITY**

Customer Driven | Dedicated | Safety | Equity | Inclusive | Collaborative

O**OPPORTUNITY**

Awareness | Impactful | Empowerment | Sustainable | Innovative | Accessible

R**RESPECT**

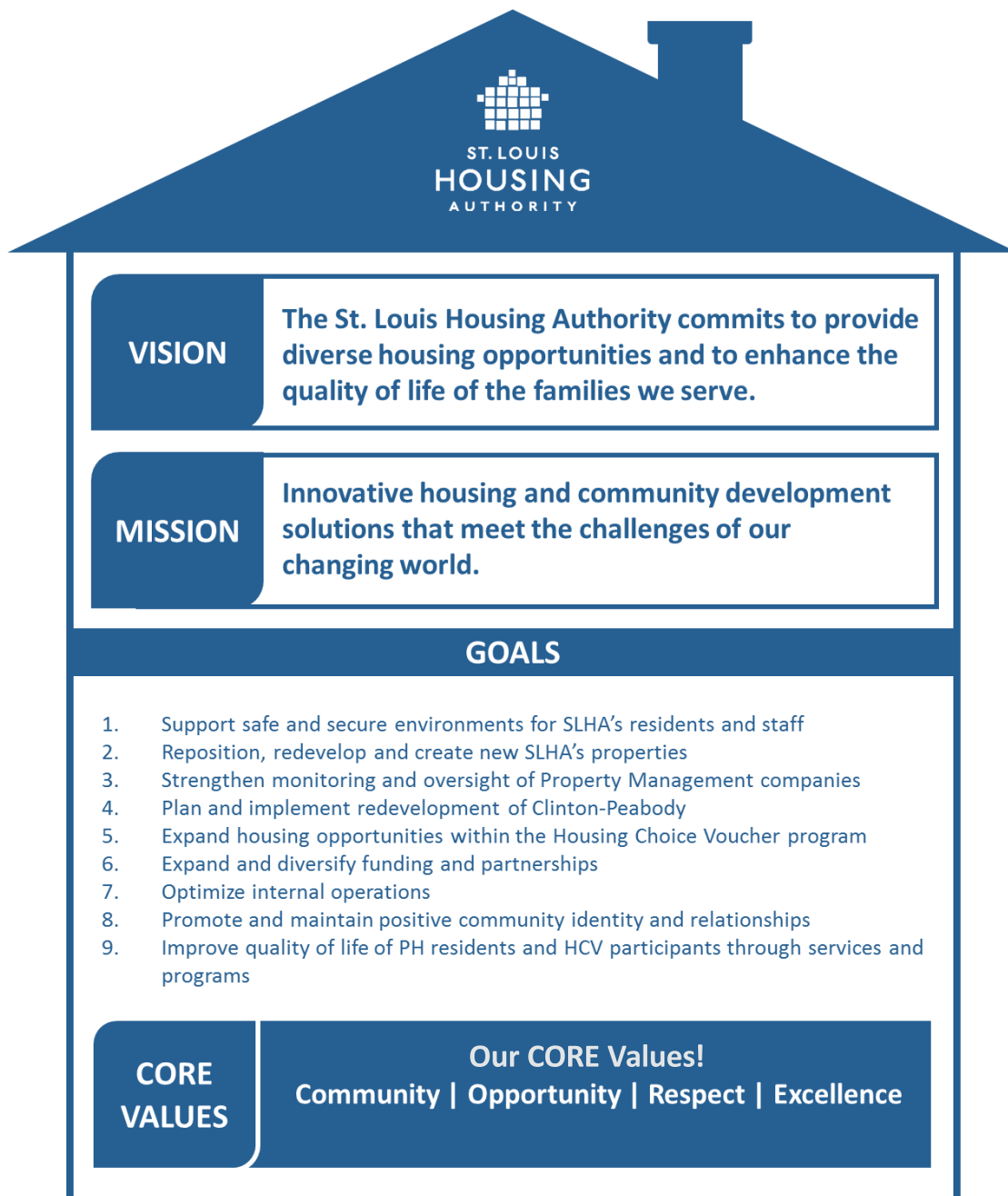
Dignity | Trust | Timeliness | Consistency | Teamwork | Neighborly

E**EXCELLENCE**

Accountability | Integrity | Responsible | Professionalism | Transparency
Productive

GOALS | OVERVIEW

This Strategic Plan contains nine Goals, driven by our dedication to our CORE value. Each Goal contains Objectives and specific action items to measure SLHA's success.



GOAL 1 | SUPPORT SAFE AND SECURE ENVIRONMENTS FOR SLHA'S RESIDENTS AND STAFF

OBJECTIVES

1

Develop Safety Plan for all properties and sites

4

Identify and address environmental hazards to promote healthy homes

2

Work collaboratively with residents, neighbors and the Police Department to foster safe and secure environments

5

Create a safety plan for SLHA central office

3

Enforce existing policies regarding access to SLHA properties



GOAL 2 | REPOSITION, REDEVELOP AND CREATE NEW SLHA PROPERTIES

OBJECTIVES

1

Update Capital and Property Portfolio Plans



2

Communicate benefits and program changes of new housing programs to internal and external stakeholders



3

Implement Portfolio Plan



4

Pursue development opportunities

GOAL 3 | STRENGTHEN MONITORING AND OVERSIGHT OF PROPERTY MANAGEMENT COMPANIES

OBJECTIVES

1

Strengthen contract compliance monitoring and enforcement

2

Create and enforce standards of professionalism and customer service across all properties

GOAL 4 | PLAN AND IMPLEMENT REDEVELOPMENT OF CLINTON-PEABODY

OBJECTIVES

1

Continue to implement actions agreed upon in Consent Agreement

2

Identify financing to complete redevelopment of Clinton-Peabody

3

Provide clear communication in transparent manner to residents and the community

4

Develop and Implement plan to redevelop Clinton-Peabody

5

Ensure safe and secure environments for Clinton-Peabody residents and staff (see Goal 1)

GOAL 5 | EXPAND HOUSING OPPORTUNITIES WITHIN THE HOUSING CHOICE VOUCHER PROGRAM

OBJECTIVES

1

Improve relations with HCV participants and property owners

2

Increase number of vouchers

3

Provide mobility support to households that seek to live in areas of opportunity

GOAL 6 | EXPAND AND DIVERSIFY FUNDING AND PARTNERSHIPS

OBJECTIVES

1

Expand resources for resident services

2

Explore creating “grant writing” position

3

Expand resources for housing opportunities

4

Attract resources from the local civic and business community with specific requests

5

Leverage instrumentalities to generate additional resources to support the authority's mission

GOAL 7 | OPTIMIZE INTERNAL OPERATIONS

OBJECTIVES

1

Leverage technology for efficiencies and improved performance

6

Develop relationships within affordable housing industry to share knowledge and best practices

2

Optimize processes, procedures and controls

7

Strengthen internal communication

3

Create Business Continuity Plan to ensure critical processes continue in the event of a disruption

8

Create culture of employee engagement and ownership

4

Retain and attract talent

9

Maintain Housing Choice Voucher program High Performer status

5

Provide training and professional development opportunities to staff

10

Recapture Public Housing High Performer status

GOAL 8 | PROMOTE AND MAINTAIN POSITIVE COMMUNITY IDENTITY AND RELATIONSHIPS

OBJECTIVES

1

Create PH Resident Engagement Plan

2

Create HCV Participant/Landlord Engagement Plan

3

Strengthen relationships with the community and civic organizations

4

Utilize website and social media more effectively to communicate with stakeholders

5

Create Transparency Plan that provides guidance to public on SLHA communication practices

6

Update communications plan to include crisis communication

7

Streamline and simplify forms and documents used by residents, HCV participants and landlords



GOAL 9

IMPROVE QUALITY OF LIFE OF PUBLIC HOUSING RESIDENTS AND HOUSING CHOICE VOUCHER PARTICIPANTS THROUGH SERVICES AND PROGRAMS

OBJECTIVES



1

Expand resources for resident services, including funding for additional resident services staff

2

Continue implementation of Human Services Plan



3

Prepare for transition for completion of Jobs Plus program

4

Expand residents' access to technology



5

Complete improvements to Al Chappelle Community Center and increase utilization of center for programs and events

6

Expand access of resident initiatives programs to HCV participants

CONCLUSION

THANK YOU

To residents, HCV participants, landlords, partners, stakeholders, SLHA staff, the senior leadership team, and the Board of Commissioners for your dedication to the Plan.



STAY INFORMED AND GET INVOLVED! | [SLHA.ORG/ABOUT/STRATEGIC-PLAN](https://slha.org/about/strategic-plan)



ST. LOUIS
HOUSING
AUTHORITY

Resolution Authorizing and Approving the Extension of the 2020-2024 Strategic Plan

Whereas, the current Strategic Plan of the St. Louis Housing Authority, which covers the period 2020 to 2024, has been instrumental in guiding the organization's activities and achieving its goals; and

Whereas, unforeseen circumstances, including the COVID-19 pandemic and economic fluctuations, have arisen, making it prudent to extend the current strategic plan for an additional year; and

Whereas, the extension of the current Strategic Plan will provide continuity and stability, allowing the organization to build upon its achievements, adapt to evolving circumstances, and pursue its mission effectively.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE ST. LOUIS HOUSING AUTHORITY THAT:

1. The current Strategic Plan shall be extended for a period of one year, from 2024 to 2025, subject to any necessary revisions or modifications deemed appropriate by the Acting Executive Director and senior leadership team.
2. SLHA staff is authorized to amend the Strategic Plan to reflect the continuation thereof, including, but not limited to, updating relevant documents and materials, and adjusting organizational activities and priorities as needed.
3. The Acting Executive Director is hereby directed to take all actions necessary to effectuate the same.

	Level	Goal/Objective/Action	Responsible Unit/ Person	Target Start Date	Target End Date	Percent Complete	Status
1	Goal	Support safe and secure environments for SLHA's residents and staff				28%	
1.1	STR	Develop Standardized Safety Plan for all properties and sites	Asset Management & Property Management	October 1, 2021	December 31, 2025	0%	
1.1.1	ACT	Assess current safety practices and informal safety plans at developments	Asset Management & Property Management	October 1, 2021	June 30, 2025	0%	Not Started
1.1.2	ACT	Review existing policies regarding access to SLHA properties and update as needed; develop a formal plan if unavailable	Asset Management & Property Management	October 1, 2021	June 30, 2025	0%	Not Started
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 & Property Management	October 1, 2021	June 30, 2025	0%	Not Started
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, 2025	0%	Not Started
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 & Property Management	October 1, 2021	June 30, 2025	0%	Not Started
1.1.6	ACT	Conduct preparedness exercises at all public housing developments (Active shooter, fire, earthquake, tornado, etc)	Asset Management & Property Management	October 1, 2021	June 30, 2025	0%	Not started
1.2	STR	Work collaboratively with residents, neighbors and the Police Department to foster safe and secure environments	Asset Management & Property Management	May 1, 2021	December 31, 2025	15%	
1.2.1	ACT	On a quarterly basis, request police department to attend resident meetings	Asset Management & Property Management	July 1, 2021	December 31, 2025	20%	On-going
1.2.2	ACT	Annually, request that the Fire Department attend resident meetings to address fire safety	Asset Management & Property Management	July 1, 2021	December 31, 2025	0%	Not started
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, 2025	30%	On-going
1.2.4	ACT	Annually, attend neighborhood meetings in neighborhoods with 50+ public housing units to foster relationships	Asset Management & Property Management	July 1, 2021	December 31, 2025	10%	Underway
1.3	STR	Identify and address environmental hazards to promote healthy homes	Asset Management, Property Management & HCV	January 1, 2020	December 31, 2024	63%	
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 & Property Management	January 1, 2021	December 31, 2024	70%	On-going
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 & Property Management	January 1, 2021	December 31, 2024	80%	On-going
1.3.3	ACT	Create checklist to use and spot check public housing inspections to ensure timely and proper completion	Asset Management & Property Management	January 1, 2021	December 31, 2024	30%	Underway
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	70%	Underway
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, 2024	30%	Underway
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, 2024	30%	Underway
1.4.3	ACT	Create emergency management plan, creating signage of evacuation plans if unavailable	Development & Modernization	August 30, 2021	December 30, 2024	80%	Underway
1.4.4	ACT	Conduct preparedness exercises (active shooter, fire, earthquake, tornado, etc)	Development & Modernization	June 30, 2022	December 31, 2024	0%	Not started
2	Goal	Support safe and secure environments for SLHA's residents and staff				28%	
2.1	STR	Update Capital and Property Portfolio Plans	Executive, Development & Modernization	September 20, 2020	December 31, 2024	60%	
2.1.1	ACT	Perform Physical Needs Assessment of properties	Development & Modernization	April 1, 2021	March 31, 2022	100%	Complete
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, 2024	100%	Complete
2.1.3	ACT	Perform Environmental Review	Development & Modernization	September 1, 2020	June 30, 2023	100%	Complete
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%	Not started
2.1.5	ACT	Identify and leverage underutilized assets to generate revenue	Executive, Development & Modernization	December 1, 2021	October 31, 2024	10%	Underway

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	June 30, 2025	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	December 31, 2024	0%	Not started
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%	Not started
2.2.3	ACT	Develop online content (website, social media) to communicate new program info, FAQs, etc.	Development & Modernization	January 13, 2022	December 31, 2024	0%	Not started
2.3	STR	Implement Portfolio Plan	Executive, Development & Modernization	April 5, 2022	July 22, 2025	23%	
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, 2024	40%	Underway
2.3.2	ACT	Develop procurement solicitation (RFP/RFQ) for development assistance	Development & Modernization	May 5, 2022	July 5, 2025	30%	Underway
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, 2025	0%	Not started
2.4	STR	Pursue development opportunities (new)	Executive, Development & Modernization	April 1, 2021	December 31, 2024	28%	
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	December 31, 2024	80%	Underway
2.4.2	ACT	Identify sites for potential new development	Executive, Development & Modernization	May 1, 2021	December 31, 2024	10%	Underway
2.4.3	ACT	Develop procurement solicitation (RFP/RFQ) for development assistance	Development & Modernization	June 1, 2021	December 31, 2024	10%	Underway
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%	Underway
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%	On-going
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%	On-going
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%	On-going
3.2	STR	Create and enforce standards of professionalism and customer service across all properties	Asset Management, Property Management & Human Resources	October 1, 2021	December 31, 2025	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, 2025	10%	Underway
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, 2025	0%	Not started
3.2.3	ACT	Annually, conduct customer service/professionalism training for property management companies.	Asset Management	October 1, 2021	December 31, 2025	10%	Underway
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, 2025	0%	Not started
4	Goal	Plan and implement redevelopment of Clinton-Peabody				42%	
4.1	STR	Continue to implement actions agreed upon in Consent Agreement	Legal	January 1, 2020	December 31, 2022	100%	Complete
4.1.1	ACT	Refer to consent agreement and implement	Legal	January 1, 2020	December 31, 2022	100%	Complete
4.2	STR	Identify Master Developer to identify financing to complete redevelopment of Clinton-Peabody	Executive, Development & Modernization	April 5, 2022	December 31, 2024	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%	Complete

4.2.2	ACT	Analysis and determination of viable project and financing	Development & Modernization	June 5, 2022	September 30, 2024	10%	Underway
4.3	STR	Provide clear communication in transparent manner to residents and the community	Development & Modernization	June 5, 2022	December 31, 2025	0%	
4.3.1	ACT	Support existing residents during redevelopment and construction activities	Development & Modernization	June 5, 2022	December 31, 2025	0%	Not started
4.4	STR	Develop and Implement plan to redevelop Clinton-Peabody	Development & Modernization	February 23, 2022	December 31, 2026	27%	
4.4.1	4.4.2	See 4.3.1	Development & Modernization	February 23, 2022	December 31, 2025	0%	Not started
4.4.2	ACT	Hire 3rd party developer to implement development plan	Executive, Development & Modernization	February 28, 2022	April 30, 2023	100%	Complete
4.4.3	ACT	Analysis of viable development and funding options from 4.2.1	Development & Modernization	July 31, 2022	April 1, 2025	20%	Underway
4.4.4	ACT	Create development plan and schedule	Development & Modernization	July 31, 2022	October 1, 2024	60%	Underway
4.4.5	ACT	Implement development plan and schedule	Development & Modernization	January 23, 2023	April 1, 2026	10%	Underway
4.4.6	ACT	Concept, Pre-Development	Development & Modernization	July 1, 2022	June 30, 2026	30%	Underway
4.4.7	ACT	Environmental Assessment, Review	Development & Modernization	July 31, 2022	June 30, 2024	70%	On-going
4.4.8	ACT	Initiate Public Engagement	Development & Modernization	July 31, 2022	December 31, 2024	50%	Underway
4.4.9	ACT	Tax Credit Applications, Abatement, Zoning, Utility	Development & Modernization	July 31, 2022	December 31, 2026	10%	Underway
4.4.10	ACT	HUD Development Proposal, Evidentiaries, Closing	Development & Modernization	July 31, 2022	December 31, 2024	0%	Not started
4.4.11	ACT	Construction-Site Prep, Housing & Public Improvements	Development & Modernization	July 31, 2022	December 31, 2026	0%	Not started
4.4.12	ACT	Construction	Development & Modernization	July 31, 2022	December 31, 2026	0%	Not started
4.4.13	ACT	Lease-Up and Development Close-Out	Development & Modernization	July 31, 2022	December 31, 2027	0%	Not started
4.5	STR	Ensure safe and secure environments for Clinton-Peabody residents and staff (see Goal 1)	Asset Management & Property Management			28%	0
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, 2025	28%	
5.1.1	ACT	Create and Implement Customer Service Plan for HCV participants	HCV	June 1, 2022	December 31, 2024	20%	Underway
5.1.2	ACT	Update the resident and landlord information packets	HCV	June 1, 2022	June 1, 2024	90%	Needs Ex. Approval
5.1.3	ACT	Annually, issue landlord satisfaction survey to identify program strengths and weaknesses	HCV	June 1, 2022	December 31, 2025	0%	Underway
5.1.4	ACT	Annually, issue resident satisfaction survey to identify program strengths and weaknesses	HCV	June 1, 2022	December 31, 2025	0%	Underway
5.2	STR	Increase number of vouchers	HCV	January 1, 2020	December 31, 2024	80%	
5.2.1	ACT	Monitor NOFAs for vouchers	HCV	January 1, 2020	December 31, 2024	80%	On-going
5.2.2	ACT	Apply for grants	HCV	January 1, 2020	December 31, 2024	80%	On-going
5.2.3	ACT	Implement if awarded	HCV	January 1, 2020	December 31, 2024	80%	On-going
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%	On-going
5.3.2	ACT	Provide pre/post move counseling	HCV	October 1, 2019	September 30, 2024	60%	Underway
5.3.3	ACT	Property owner outreach	HCV	October 1, 2019	September 30, 2024	60%	Underway
5.3.4	ACT	Continue to have competitive payment standards	HCV	January 1, 2020	January 1, 2024	60%	Complete

6	Goal	Expand and diversify funding and partnerships				50%	
6.1	STR	Expand resources for resident services	Resident Initiatives	October 1, 2019	December 31, 2024	100%	
6.1.3	ACT	Submit application for NOFA Mobility Program	Ascend	Spring/Summer 2020	Fall 2020	100%	Complete
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%	Complete
6.2	STR	Explore creating "grant writing" position	Executive	October 1, 2021	September 1, 2025	10%	
6.2.1	ACT	Identify funding options for this position	Executive	March 1, 2022	December 31, 2024	10%	Underway
6.2.2	ACT	Conduct benchmarking on how other PHAs seek grant funding	Executive	October 1, 2021	December 31, 2024	20%	Underway
6.2.3	ACT	Develop grant writing job description	HR	April 1, 2022	December 31, 2024	0%	Not Started
6.3	STR	Expand resources for housing opportunities	Executive	September 1, 2021	October 1, 2025	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, 2024	50%	Underway
6.3.2	ACT	Apply for non-traditional financing tools	Executive	October 1, 2022	October 1, 2025	0%	Not Started
6.4	STR	Attract resources from the philanthropic, local, civic and business community with specific requests	Executive	October 1, 2020	September 1, 2025	63%	
6.4.1	ACT	Direct funding raised via 80th Anniversary event to resident related activities	Executive	January 1, 2021	December 31, 2023	100%	Complete
6.4.2	ACT	Create ConnectHome partnerships with partner organizations	Executive, IT	January 9, 2020	September 30, 2023	100%	Underway
6.4.3	ACT	Leverage resources from Program Coordinating Committee within Resident Initiatives	Resident Initiatives	October 1, 2020	December 31, 2024	60%	Underway
6.4.4	ACT	Develop MOUs with partner agencies	Resident Initiatives	December 1, 2020	December 31, 2024	30%	Underway
6.4.5	ACT	Use calendar, key milestones, and funding requirements for the priority foundations in region	Executive	October 1, 2021	September 30, 2025	50%	Not Started
6.4.6	ACT	Identify grant/funding opportunities for youth services	Resident Initiatives	October 1, 2021	September 30, 2024	40%	On-going
6.5	STR	Leverage instrumentalities to generate additional resources to support the authority's mission	Executive	January 1, 2020	September 30, 2025	50%	
6.5.1	ACT	Create earned income/non-federal income through repurposing existing assets	Executive	September 1, 2021	September 30, 2025	50%	Underway
6.5.2	6.5.3	Analyze existing instrumentality/affiliate structure and determine optimal structure	Executive	January 1, 2020	December 31, 2024	50%	Underway
7	Goal	Optimize internal operations				39%	
7.1	STR	Leverage technology for efficiencies and improved performance	IT	January 1, 2020	December 31, 2024	51%	
7.1.1	ACT	Complete implementation of Yardi Phase 1 (internal)	IT	January 1, 2020	April 30, 2023	100%	Underway
7.1.2	ACT	Launch RentCafe module and marketing programs for Owners, Participants and Residents	IT, HCV & PHA	January 1, 2020	April 30, 2024	50%	On-going
7.1.3	ACT	Explore purchase order workflows and implement if feasible	IT	April 1, 2021	December 31, 2024	10%	Underway
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, 2024	0%	Not Started
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%	Underway
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%	On-going
7.1.7	ACT	Update and better utilize Microsoft 365 tools, such as SharePoint and Teams	Everyone	March 15, 2020	December 31, 2024	80%	On-going
7.2	STR	Optimize processes, procedures and controls	Executive	January 1, 2020	December 31, 2024	57%	
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%	Complete
7.2.2	ACT	Update and create policies/procedures/etc. within team/department with agency-wide standards	Executive	January 1, 2021	December 31, 2024	70%	Underway
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, 2024	90%	Underway
7.2.4	ACT	Update Personnel Policy	HR	May 21, 2021	December 31, 2024	70%	Underway
7.2.5	ACT	Compile key procedures into an SLHA Standard Operating Procedure	Executive	December 31, 2021	June 30, 2024	10%	Underway
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%	Not Started
7.3	STR	Retain and attract talent	HR	March 1, 2022	December 31, 2025	5%	
7.3.1	ACT	Perform compensation and benefits study; request recommendations	HR	March 1, 2022	December 31, 2025	10%	Underway
7.3.2	ACT	Update Succession Plan to identify next generation of SLHA leaders	HR	March 1, 2022	December 31, 2024	0%	Not Started
7.4	STR	Provide training and professional development opportunities to staff	HR	April 1, 2021	December 31, 2025	43%	

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, 2025	70%	Underway
7.4.2	ACT	Create and implement framework for Personalized Development/Growth Plans for all SLHA staff	HR	April 1, 2021	December 31, 2025	0%	Underway
7.4.3	ACT	Conduct annual staff retreat or "in-service".	HR	April 1, 2021	December 31, 2025	60%	On-going
7.5	STR	Recapture HCV High Performer status	HCV	February 24, 2020	December 31, 2025	33%	
7.5.1	ACT	Hold monthly SEMAP meetings to identify status and deficiencies	Internal Auditor, HCV	June 1, 2021	December 31, 2025	40%	Underway
u	ACT	Conduct bi-annual compliance/file reviews of HCV files; report findings to Executive Director	Operations	June 1, 2021	December 31, 2025	20%	On-going
7.5.3	ACT	Hold annual debriefing after SEMAP submission, identifying areas of improvement	Operations	October 15, 2020	December 31, 2025	20%	Underway
7.5.4	ACT	Streamline and simplify forms and documents used by HCV participants and owners	Operations	February 24, 2020	April 30, 2025	50%	Underway
7.6	STR	Recapture PH High Performer status	Asset Management	January 1, 2020	December 31, 2025	48%	
7.6.1	ACT	Hold monthly PHAS indicators meetings to identify status and deficiencies	Asset Management	January 1, 2020	December 31, 2025	80%	On-going
7.6.2	ACT	Conduct bi-annual Public Housing files; report findings to Executive Director	Operations	June 1, 2020	December 31, 2025	50%	On-going
7.6.3	ACT	Hold annual debriefing after PHAS submission, identifying areas of improvement	Operations	October 15, 2020	December 31, 2025	20%	On-going
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, 2025	40%	Underway
8	Goal	Promote and maintain positive community identity and relationships				48%	
8.1	STR	Create PH Resident Engagement Plan	Resident Initiatives	August 1, 2020	December 31, 2025	40%	
8.1.1	ACT	Research and Identify best practices for resident engagement	Resident Initiatives	July 1, 2021	December 31, 2024	80%	Underway
8.1.2	8.1.3	Convene meeting of residents to obtain feedback (e.g. TAB, resident commissioners)	Resident Initiatives	December 1, 2021	December 31, 2024	60%	Underway
8.1.3	ACT	Create draft Engagement Plan	Communications	August 31, 2022	June 28, 2025	20%	Underway
8.1.4	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	November 1, 2022	June 30, 2025	0%	Not Started
8.2	STR	Create HCV Participant/Landlord Engagement Plan	Communications & HCV	August 1, 2021	December 31, 2025	24%	
8.2.1	ACT	Research and Identify best practices for HCV participant and Landlord engagement	Communications & HCV	August 1, 2021	June 28, 2024	40%	Underway
8.2.2	ACT	Convene meeting of HCV participants to obtain feedback	HCV	August 1, 2022	December 31, 2024	0%	Not Started
8.2.3	ACT	Convene meeting of Landlord to obtain feedback	HCV	August 1, 2022	December 31, 2024	50%	On-going
8.2.4	ACT	Create draft Engagement Plan	Communications	August 1, 2021	June 30, 2025	30%	Underway
8.2.5	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	November 1, 2022	June 30, 2025	0%	Not Started
8.3	STR	Strengthen relationships with the community and civic organizations	Executive	March 1, 2020	December 31, 2025	60%	
8.3.1	ACT	Identify civic/community groups with shared interest	Executive	March 1, 2020	December 31, 2025	60%	On-going
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, 2025	60%	On-going
8.3.3	ACT	Develop one-pager or other PR materials that highlights SLHA's role in community and potential partnership opportunities	Communications	September 1, 2021	June 28, 2025	60%	On-going
8.3.4	ACT	Seek to formalize partnership through standardized MOU process or other arrangements as necessary	Resident Initiatives	August 15, 2020	December 31, 2025	60%	On-going
	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, 2025	60%	On-going
8.4	STR	Utilize website and social media more effectively to communicate with stakeholders	Communications	January 1, 2020	December 31, 2024	70%	
8.4.1	ACT	Post to social media updates on SLHA programs, events, success stories, etc.	Communications	January 1, 2020	December 31, 2024	80%	On-going
8.4.2	ACT	Continue development of relevant website content to increase awareness of SLHA activities	Communications	January 1, 2020	December 31, 2024	80%	On-going
8.4.3	ACT	Develop internal guidelines for sharing content across digital platforms	Communications	June 1, 2021	June 28, 2024	20%	Underway
8.4.4	8.4.5	Connect social media feeds to SLHA website (you can see social media posts on site)	Communications	June 1, 2021	September 30, 2023	100%	Complete
8.5	STR	Create Transparency Plan that provides guidance to public on SLHA communication practices	Executive	July 1, 2021	June 1, 2025	5%	
8.5.1	ACT	Research and Identify best practices on communication transparency between agencies and the public	Executive	July 1, 2021	December 31, 2024	20%	On-going

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%	Not Started
8.5.3	ACT	Create draft communication transparency plan	Executive	March 1, 2022	June 30, 2024	0%	Not Started
8.5.4	ACT	Submit draft Plan for comment and update as appropriate (Board meeting packet)	Executive	June 1, 2022	December 31, 2024	0%	Not Started
8.6	STR	Update communications plan to include crisis communication	Communications	July 1, 2020	September 30, 2023	100%	Complete
8.6.1	ACT	Research and identify best practices for crisis communications	Communications	July 1, 2020	August 15, 2020	100%	Complete
8.6.2	ACT	Create draft communications plan with crisis communication component	Communications	December 31, 2021	March 1, 2022	100%	Complete
8.7	STR	Streamline and simplify forms and documents used by residents, HCV participants and landlords	Asset Management, HCV, IT	July 1, 2021	December 31, 2025	23%	
8.7.1	ACT	Edit and submit digital files for current forms in use to Marketing for updating	Asset Management, HCV, IT	July 1, 2021	December 31, 2024	60%	Underway
8.7.2	ACT	Forms to be re-designed and reviewed for approval	Communications, Legal, Executive, IT	July 1, 2021	March 31, 2025	10%	Not Started
8.7.3	ACT	Approved forms distributed and linked to website	Communications, IT	July 1, 2021	March 10, 2025	0%	Not Started
8.8	STR	Develop relationships within affordable housing industry to share knowledge and best practices	Everyone	January 1, 2020	December 31, 2025	30%	
8.8.1	ACT	Attend local, regional and national convenings/conferences	Everyone	January 1, 2020	December 31, 2025	60%	Underway
8.8.2	ACT	Serve on national committees and boards related to affordable housing	Executive	January 1, 2022	December 31, 2025	0%	Not Started
8.9	STR	Strengthen internal communication	Everyone	June 1, 2021	December 31, 2024	60%	Underway
8.9.1	ACT	Issue quarterly staff newsletters that highlight status of current activities	Communications	June 1, 2021	December 31, 2024	60%	On-going
8.10.	STR	Create culture of employee engagement and ownership	HR	December 1, 2021	December 31, 2024	70%	On-going
8.10.1	ACT	Revive event committee as Employee Appreciation Committee	HR	December 1, 2021	December 31, 2024	70%	On-going
9	9	Improve quality of life of PH residents and HCV participants through services and programs				63%	
9.1	STR	Expand resources for resident services, including funding for additional resident services staff	Resident Initiatives	December 1, 2019	December 31, 2025	50%	
9.1.1	ACT	Refer to Strategy 6.1	Resident Initiatives	December 1, 2019	December 31, 2024	50%	On-going
9.1.2	STR	Continue implementation of Human Services Plan	Resident Initiatives	October 1, 2019	December 31, 2025	65%	
9.1.3	ACT	Secure MOUs and Partner Agreements for defined services	Resident Initiatives	October 1, 2019	December 31, 2025	30%	Underway
9.1.4	ACT	Expand Program Coordinating Committee	Resident Initiatives	October 1, 2019	December 31, 2024	100%	Complete
9.2	STR	Prepare for transition for completion of Jobs Plus program	Resident Initiatives	April 1, 2020	September 30, 2022	100%	Complete
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%	Complete
9.3	STR	Expand residents' access to technology	IT	October 1, 2021	April 30, 2025	50%	
9.3.1	ACT	Implement Rent Café profiles for clients	IT	January 1, 2020	April 30, 2025	50%	Underway
9.4	STR	Complete improvements to Al Chappelle Community Center and increase utilization of center for programs and events	Resident Initiative & Development & Modernization	October 1, 2020	December 31, 2025	45%	
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, 2025	40%	On-going
9.4.2	ACT	Utilization of the Resident Initiative Marketing Plan	Resident Initiatives	October 1, 2020	December 31, 2025	50%	On-going
9.5	STR	Expand access of resident initiatives programs to HCV participants	Resident Initiatives	December 1, 2021	December 31, 2025	70%	
9.5.1	ACT	Create marketing and communications plan specific to HCV	Resident Initiatives	December 1, 2021	June 30, 2024	10%	Underway
9.5.2	ACT	Inform and Educate SLHA staff of plan	Resident Initiatives	July 1, 2022	December 31, 2024	100%	Complete
9.5.3	ACT	Distribute RI information to all HCV households annually	Resident Initiatives	December 31, 2021	December 31, 2024	100%	Complete

EXECUTIVE DIRECTOR REPORT

Executive Division

MEMORANDUM

To: Board of Commissioners

From: Latasha Barnes, Acting Executive Director

Date: February 16, 2024

Subject: Executive Director Report

I am pleased to present the below report for your consideration. Additional and specific information related to SLHA activities can be found in the Monthly Activity Report, also presented for your review.

New Members of Leadership Team: SLHA welcomes several new members to its Leadership Team: Mr. Lucius Bennett, Director of Property Management; Ms. Carla Matthews, Acting Director of Housing Choice Voucher; and Ms. Bridgette Harvey, Director of Finance. Each brings a wealth of experience, talent, and commitment to their new roles.

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"). SLHA was forced to delay the implementation of some of its Strategic Plan goals and objectives until mid-2022 when operations started to stabilize. Given the unprecedented challenges and uncertainties brought about by the pandemic and economic fluctuations, it is prudent to extend the duration of our Strategic Plan to ensure agency continuity and stability in our strategic direction.

Community Engagement and Collaboration Efforts: SLHA's community engagement and collaboration efforts are essential for empowering residents, building trust, enhancing community cohesion, and increasing program effectiveness. To this end, Resident Initiatives will host their First Annual Jamboree: Resource Fair for all SLHA public housing residents at Il Monastero at Saint Louis University on March 21, 2024, from 2 pm to 5 pm. Under the leadership of the ROSS Coordinators, this creative and engaging tool will connect SLHA residents to critical resources, build awareness of the Self-sufficiency programs, and announce ROSS University. Residents, SLHA commissioners, and SLHA staff are always welcome to join the fun.

SLHA is proud to announce its recent collaboration with the City of St. Louis and local aging services providers to serve and rehouse displaced senior residents from Heritage House Apartments. Through this effort, SLHA partnered with community partners to hold a two-day housing fair to assist seniors in applying for vacant senior units within SLHA's portfolio and identify resources to expedite unit turns to expand housing opportunities for older adults.

Property Management Update: SLHA is prioritizing outstanding rent receivables to maintain the financial stability and sustainability of the agency. In collaboration with the Property Management Department, the Legal Department has implemented proactive measures to assist with rent receivables recovery and mitigate the financial impact on the organization. Recognizing tenants may be experiencing hardship due to economic challenges or other circumstances, SLHA has implemented flexible payment options, such as payment plans and extended deadlines, to accommodate residents' needs and facilitate rent payments. This year to date, SLHA has negotiated 27 payment agreements with residents. The Legal Department is also collaborating with local community organizations to connect tenants in need with financial assistance programs, rental subsidies, and other resources that can help them meet their rent obligations and stabilize their housing situations. The agency remains committed to addressing this issue with diligence, compassion, and sensitivity to the needs of our residents.

Clinton-Peabody Redevelopment Update: The redevelopment efforts remain under way as Clinton-Peabody residents are transitioned to recently refreshed units within the development. SLHA and POAH held a community engagement meeting on January 24, 2024 to connect with residents, discuss development updates, and solicit community feedback. A Clinton-Peabody strategic planning session was held on January 26, 2024 with representatives of SLHA and the redevelopment team aimed at defining the project's goals, objectives, and action plans to guide its successful implementation.

Comprehensive Real Estate Portfolio Plan: SLHA has established a comprehensive portfolio plan to revitalize and improve its developments to better meet the needs of residents and the broader community. To that end, SLHA recently met with the City-wide Tenant Advisory Board (TAB) to discuss the disposition of Hodiament, a 22-unit development. The TAB confirmed the property's obsolescence and unanimously voted to proceed with a Section 18 Disposition Application. SLHA is actively preparing the same. Additional repositioning requests for King Louis I & II and Arlington Grove will be submitted at a future date, aligning with our ongoing efforts to optimize our real estate portfolio.

Capital Improvements: To maintain our commitment to enhancing the quality of our public housing properties and the well-being of our residents, SLHA has several capital improvement projects underway to address infrastructure upgrades, safety enhancements, and community amenities. A thorough description can be found in the monthly activity reports.

Housing Choice Voucher Utilization and Performance: SLHA continues to focus on increasing voucher utilization and remediating its high-performer status by streamlining operations, leveraging technology to improve system efficiency, strengthening relationships with housing partners, and improving customer service.