

STRATEGIC PLAN (2030)

A Five-Year Roadmap to Anchoring Neighborhoods, Transforming Futures



LATASHA BARNES
Executive Director

SETTING OUR COURSE

A Message from the Executive Director

It is with a profound sense of excitement and a clear-eyed vision for the future that I present the St. Louis Housing Authority's 2030 Strategic Plan.

The St. Louis Housing Authority is dedicated to unlocking new pathways and co-designing opportunities that bolster individual and community success alongside our residents and stakeholders. This plan is our shared roadmap, guiding us as we move with imagination and heart to anchor neighborhoods, support family stability, and build a vibrant future together.

Our work is guided by our **C.O.R.E.** values: Community, Opportunity, Respect, and Excellence. But these are more than words on a page; they are the standard to which we hold ourselves every day as we seek out new ways to advance our mission:

- We are building a **Community** through housing-led interventions and strategic collaborations that spark equitable growth and neighborhood synergy.
- We are creating **Opportunity** by fostering partnerships that empower our residents to build wealth, achieve stability, and realize their long-term aspirations.
- We are fostering **Respect** by investing in our greatest asset—our people—ensuring our workforce is supported, innovative, and empowered to lead.
- We are pursuing **Excellence** by finding creative ways to be increasingly efficient, embracing digital innovation, and driving toward the solutions that allow us to reinvest in our shared mission.

The data tells us that our mission has never been more critical. With over 16,000 of our neighbors facing severe housing cost burdens, the status quo is not an option. We are meeting this challenge with a bold, collaborative spirit. From the creative modernization of our portfolio through RAD conversions to our pursuit of visionary philanthropic partnerships, every action in this plan is designed to prove that housing is the foundation upon which all other success is built.

This plan is a living document—a set of strategic guideposts that will lead us into the next decade. I am thrilled to work with this incredible team as we embark on this journey toward 2030, uplifting our community one home at a time.

The future of St. Louis is bright, and SLHA is honored to be a part of the creative energy driving it forward.

With excitement and gratitude,

Latasha Barnes



REGINA D. FOWLER
Chair

A VISION FOR ST. LOUIS

A Message from the Board Chair

On behalf of the Board of Commissioners, it is an honor to endorse the St. Louis Housing Authority's 2030 Strategic Plan. This plan represents a bold vision for our agency, prioritizing the modernization of our portfolio and the expansion of high-quality housing opportunities across our city.

We are committed to ensuring that SLHA remains a stable, transparent, and forward-thinking institution. By centering our work on the C.O.R.E. values of Community, Opportunity, Respect, and Excellence, we are laying the groundwork for a more equitable St. Louis and a stronger future for the people we serve.

We are especially proud of the exciting resident opportunities embedded in this roadmap. From enhanced economic mobility programs to innovative supportive services, this plan is designed to empower families to thrive. By working hand-in-hand with our residents, regional leaders, and partners, we are maximizing our resources to modernize our communities and create lasting, positive change.

To our partners, we thank you for your commitment. Together with our dedicated team, we are ready to move forward with purpose. We are building a community where every family has the foundation they need to achieve their dreams.

In partnership,

Regina D. Fowler

EXECUTIVE SUMMARY

Aligned with its 2030 vision of innovative housing and community development solutions that meet the changing needs of the world, this strategic plan sets forth a comprehensive framework for transforming the agency and the communities it serves. SLHA's plan focuses on four pillars that reflect both its values and its priority areas:

Community — Architecting Quality Housing & Regional Synergy: SLHA is modernizing and repositioning its housing portfolio to provide safe, sustainable, and high-quality homes that anchor neighborhoods and catalyze equitable regional growth. Strategic initiatives include expanding housing choices, fostering homeownership, implementing energy-efficient upgrades, and leveraging regional partnerships to stimulate investment and reduce vacancy.

Opportunity — Propelling Resident Mobility: Residents are empowered through a holistic Mobility Platform that connects civic engagement, workforce development, financial literacy, and wealth-building programs. Health, wellness, and youth engagement initiatives further strengthen pathways to personal development, supporting residents in achieving long-term stability and full participation in community life.

Respect — Empowering Our People & Fostering a Service Culture: A skilled, supported workforce is central to SLHA's success. Competitive compensation, modernized recruitment, and targeted professional development ensure staff excellence, while trauma-informed care, ethics, and Fair Housing practices cultivate equitable service delivery. Engagement with residents, landlords, and community partners reinforces trust, transparency, and collaborative problem-solving.

Excellence — Mastering Operational Innovation & Financial Autonomy: SLHA is advancing operational efficiency, financial stewardship, and agency autonomy. Digital transformation, process efficiencies, and transparent communication channels improve program efficacy and accessibility. Diversified revenue strategies, including affiliate optimization and competitive grant pursuit, enable the agency to reinvest in its mission and expand community impact.

By centering this plan on its mission, **CORE values**, and priority focus areas, SLHA is positioned to create thriving, resilient communities where affordable housing, resident prosperity, workforce excellence, and operational innovation intersect. Over the next five years, this roadmap will guide SLHA in transforming neighborhoods, elevating resident outcomes, and strengthening the long-term sustainability and impact of the agency.



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ABOUT SLHA

A Foundation for Thriving Communities

Since 1939, the St. Louis Housing Authority (SLHA) has served as a cornerstone of our city, expanding access to affordable housing through our Public Housing and Housing Choice Voucher programs. Our work goes beyond managing property; it is about building a foundation where our neighbors can truly thrive.

This commitment to community is reflected in our leadership. We are guided by a seven-member Board of Commissioners—including two members directly elected by public housing residents—ensuring that the voices of those we serve remain at the heart of every decision. With a dedicated team of over 100 staff members and an \$85 million annual budget, we work alongside the U.S. Department of Housing and Urban Development (HUD) to provide stable, safe, and affordable homes for the St. Louis community.



REGINA D. FOWLER
Chair



**CONSTANTINO
OCHOA**
Vice Chair



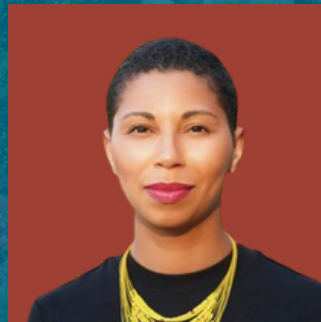
SAL MARTINEZ
Treasurer



PAMELA BUSH
Commissioner



RACHEL D'SOUZA
Commissioner



DARA ESKRIDGE
Commissioner



ANDREA POWELL
Commissioner

Planning with Purpose

The St. Louis Housing Authority (SLHA) undertook a comprehensive and intentional process to craft this Strategic Plan—an actionable roadmap designed to achieve three core objectives: leverage organizational strengths to advance the prosperity of the City of St. Louis; establish clear, measurable milestones to track progress; and define the strategic priorities that will shape the Agency's future.

To ensure a sustainable foundation, SLHA utilized an inclusive, data-informed planning process. This included a rigorous audit of previous Agency plans, in-depth interviews across all staff levels, and broad engagement with regional leadership, residents, community partners, and vendors. Additionally, targeted surveys provided critical insights into workplace culture and operational efficacy. These collaborative efforts ensure the Strategic Plan will guide SLHA toward long-term impact and organizational excellence.



VISION, MISSION AND VALUES

OUR VISION

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

OUR MISSION

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

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.

COMMUNITY | OPPORTUNITY | RESPECT | EXCELLENCE



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VALUE 1: COMMUNITY



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VALUE 1: COMMUNITY

Architecting Quality Housing & Regional Synergy

SLHA is transforming its housing portfolio into a modern, sustainable, and well-managed community asset—providing safe, high-quality housing options that anchor neighborhood stability, expand housing choice, and catalyze inclusive growth across the St. Louis region.

1.1 Portfolio Transformation & Modernization: Streamline the repositioning of public housing units through targeted portfolio conversion strategies and capital leverage to preserve existing affordable housing units.

- Action 1.1.1 (Conversion Strategy): Explore portfolio-wide conversion opportunities to expedite and streamline the repositioning process and revise the master timeline and critical paths for asset repositioning.
- Action 1.1.2 (Asset Management Shift): Create a standardized Asset Management model that effectively responds to new housing conversion strategies and community needs.
- Action 1.1.3 (Sustainability Strategies): Convert public housing units into more sustainable, high-quality housing communities.
- Action 1.1.4 (Strategic Capital Leverage & Philanthropy): Pursue diverse funding sources that prioritize housing preservation and stabilization, leveraging new private capital from mission-aligned public, private, and philanthropic partners.

1.2 Sustainability & Clean Energy: Implement a Clean Energy Strategy targeting a reduction in carbon footprint and operating costs.

- Action 1.2.1 (Baseline & Targets): Establish a baseline carbon footprint and set a target aligned with industry standards.
- Action 1.2.2 (Green Retrofits): Incorporate Energy Retrofits into capital plans.

1.3 Facility Maintenance: Maintain high maintenance standards for all properties by earning and sustaining a minimum score of 80 on NSPIRE.

- Action 1.3.1 (PNA Update): Conduct a comprehensive Physical Needs Assessment (PNA) to accurately quantify capital needs across the portfolio.
- Action 1.3.2 (Major Systems & Safety): Execute a preventative maintenance and replacement schedule for all major building systems, prioritizing resident health and safety, including enhanced lighting, access controls, and security cameras.
- Action 1.3.3 (Quality Control): Standardize routine site inspection protocols to ensure facility standards are met and sustained.

1.4 Regional Development Driver: Leverage SLHA's market position to drive development activity and mitigate vacancy across the St. Louis region.

- Action 1.4.1 (Strategic Land Use): Utilize the SLHA land bank and affiliate entities to seed and support regional initiatives, acting as a catalytic partner for new community development opportunities.

- Action 1.4.2 (Regional Positioning): Align programs with regional economic development priorities to stimulate neighborhood-wide investment.
- Action 1.4.3 (Vacancy Mitigation): Collaborate on regional efforts to reduce blight and reactivate vacant spaces throughout the City of St. Louis.

1.5 Community Homeownership: Center homeownership as a pillar of neighborhood stability.

- Action 1.5.1 (Bridge to Homeownership Expansion): Expand the Housing Choice Voucher Bridge to Homeownership Program to increase the pipeline of voucher participants transitioning into homeownership.
- Action 1.5.2 (Public Housing Homeownership): Research and implement a Public Housing Homeownership Program.
- Action 1.5.3 (For-Sale Development): Explore opportunities to advance production of affordable for-sale homes.

1.6 Expanding Housing Choices: Preserve existing voucher programming and explore new funding models to increase the availability of housing assistance.

- Action 1.6.1 (Voucher Expansion): Seek out opportunities to expand housing choice through new special purpose housing assistance payments, as made available by HUD or other funders.
- Action 1.6.2 (Outreach Strategy): Develop targeted outreach strategies to expand affordable housing referral options.
- Action 1.6.3 (Moving to Work): Explore programmatic flexibilities offered through the Moving to Work program to improve resident success and agency efficacy.

1.7 Strategic Partnerships & Regional Alignment: Cultivate strategic partnerships with regional leaders for added resident impact.

- Action 1.7.1 (Resource Pooling): Identify shared goals with regional leaders and pursue opportunities to seek and pool funding resources to maximize housing opportunities and service delivery.
- Action 1.7.2 (Leadership Presence): Actively participate in and collaborate with relevant professional organizations, community coalitions, boards, and city departments.
- Action 1.7.3 (Regional Convening): Host a "State of St. Louis Housing" convening to connect community stakeholders with aligned goals.



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VALUE 2: OPPORTUNITY





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VALUE 2: OPPORTUNITY Propelling Resident Mobility

SLHA advances a transformative platform for mobility, supporting residents in achieving long-term stability and personal development through holistic engagement and wealth-building.

2.1 The Mobility Platform: Accelerate mobility and employment outcomes by expanding participant access to workforce development programs that focus on the entire employment lifecycle.

- Action 2.1.1 (Employment Success Metrics): Research and implement targeted strategies to increase the number of working heads of households.
- Action 2.1.2 (Career Path Pilots): Strengthen existing programming and partnerships that expand exposure to career paths and upward mobility for SLHA-assisted households.
- Action 2.1.3 (Learning Management Program): Partner with regional post-secondary institutions and workforce development partners to extend continuing learning opportunities to SLHA-assisted households.

2.2 Wealth & Homeownership Pathways: Expand homeownership readiness and incentivize financial literacy to meet mortgage standards.

- Action 2.2.1 (Financial Literacy Incentives): Incentivize participation in certified financial literacy curriculum to encourage asset accumulation for all SLHA-assisted households.
- Action 2.2.2 (Homeownership Accelerator): Establish a comprehensive Homeownership Accelerator to serve as a centralized hub connecting residents with local lenders and housing counseling.
- Action 2.2.3 (Alumni Mentorship Network): Formalize a peer-to-peer mentorship network where successful FSS and/or HCV homeownership graduates serve as mentors for current and interested participants, providing real-world guidance to SLHA-assisted households.

2.3 Comprehensive Wellness & Special Needs: Support health and wellness as critical components for family stability.

- Action 2.3.1 (Health & Mental Health): Collaborate with community partners to address health needs of SLHA-assisted households via place-based partnerships.
- Action 2.3.2 (Flexible Service Delivery): Deploy flexible service models to increase community engagement and connection to supportive services that improve family stability.
- Action 2.3.3 (Resource Communication): Provide continuous, up-to-date information regarding agency and community resources to SLHA-assisted households.

2.4 Personal Development & Civic Empowerment: Foster holistic personal growth and civic engagement through ROSS University/ ROSS Academy and resident councils.

- Action 2.4.1 (Engagement): Engage SLHA-assisted households in programming that promotes civic engagement and personal growth through ROSS University and ROSS Academy.
- Action 2.4.2 (Scholarship & Marketing): Expand the Resident Scholarship Program and implement a marketing plan to increase awareness and participation among resident youth.
- Action 2.4.3 (Resident Councils): Bolster civic engagement and autonomy of Resident Advisory Councils (RAC).



4 VALUE 3:
RESPECT



VALUE 3: RESPECT
Empowering Our People & Fostering
a Service Culture

SLHA fosters a culture of excellence and respect, where organizational pride is reflected in a supported workforce, trauma-informed service delivery, and dignified treatment of all stakeholders.

3.1 Talent Strategy & Acquisition: Attract, retain, and revitalize our workforce through competitive compensation, modernized recruitment, and technology.

- Action 3.1.1 (Market Study): Commission a compensation study comparing SLHA to regional PHAs and affordable housing providers.
- Action 3.1.2 (Phased Adjustment): Implement a plan to align critical "at-risk" positions with the local market.
- Action 3.1.3 (Hiring Technology): Revamp recruitment and hiring methodology through enhanced software to attract top-tier talent and reduce vacancies in critical positions.
- Action 3.1.4 (Internal Career Ladder): Establish a formal "Resident-to-Staff" pipeline that includes paid micro-workforce opportunities, internships, and vocational tracks.

3.2 Professionalism, Procedural Review, & Training Mandates: Maintain a high level of professionalism and ensure organizational consistency through rigorous standards.

- Action 3.2.1 (Process Optimization): Conduct a comprehensive review of agency policies and procedures to identify opportunities to improve internal efficiency.
- Action 3.2.2 (SOP Library): Develop a centralized digital library for agency policies and procedures.
- Action 3.2.3 (Training Mandates and Digital Library): Establish mandatory training requirements and expand the agency's on-demand digital training platform to promote continuous professional growth.
- Action 3.2.4 (Agency-Wide Training): Prioritize agency-wide training on topics that have the highest direct impact on resident service delivery and program accessibility.
- Action 3.2.5 (Special Innovation Teams): Establish cross-functional teams that pair emerging leaders with senior staff. These teams will tackle operational challenges, providing high-visibility professional development opportunities while building a robust leadership pipeline.

3.3 Stakeholder Engagement & Transparency: Ensuring accountability through engagement and information sharing.

- Action 3.3.1 (Continuous Feedback): Regularly survey stakeholders and collaborate with partners to administer comprehensive community needs assessments.
- Action 3.3.2 (Landlord Advisory Board): Establish a landlord advisory board to foster a collaborative partnership with housing partners.
- Action 3.3.3 (Transparency Plan): Create a communication plan to communicate essential program details and share agency performance metrics with the public.

3.4 Brand Strategy & Narrative Change: Proactively communicate SLHA's value through consistent, purpose-driven storytelling.

- Action 3.4.1 (Advocacy Campaign): Implement a messaging campaign that provides consistent, compelling, and uplifting content to the public.
- Action 3.4.2 (Corporate Citizenship): Strengthen community impact by creating opportunities for staff and community partners to volunteer in programs and settings that directly benefit SLHA households.
- Action 3.4.3 (Above & Beyond Employee Awards): Expand the current employee recognition program to include tiered incentives and rewards that celebrate staff who consistently demonstrate SLHA's CORE values.



5 VALUE 4:
EXCELLENCE



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VALUE 4: EXCELLENCE **Mastering Operational Innovation & Autonomy**

SLHA is increasingly efficient and autonomous through technological innovation, rigorous internal controls, and programmatic flexibility.

4.1 Total Digital Transformation: Eliminate paper barriers, modernize payments, and enhance user accessibility.

- Action 4.1.1 (Unified Portal & Digitized Payments): Expand and optimize an online portal for essential business functions and fully digitized payments.
- Action 4.1.2 (Connect with SLHA): Implement intuitive communication channels that reduce administrative burdens and create a clear, audit trails for inquiries.
- Action 4.1.3 (Digital Inclusion & Equity): Facilitate equitable digital access for SLHA families by offering no-cost services and training to ensure full participation in the agency's digital evolution.

4.2 Financial Integrity & Program Stewardship: Protect agency assets and ensure transparent, accountable operations.

- Action 4.2.1 (Enhanced Internal Controls & Audit): Strengthen internal audit framework to monitor high-risk areas for fraud, waste, and abuse.
- Action 4.2.2 (Collections): Update collection procedures to improve recovery of operational losses.
- Action 4.2.3 (Shared Services Exploration): Explore potential shared services and sourcing agreements to achieve greater economies of scale.
- Action 4.2.4 (Operational Proficiency): Achieve and maintain operational proficiency on standard HUD assessments.

4.3 Affiliate Revenue & Capital Growth: Diversify revenue streams and increase capital to fund SLHA's mission beyond HUD resources.

- Action 4.3.1 (Affiliate Optimization Plan): Implement a 5-year strategic plan to maximize revenue, operational efficiency, and impact of SLHA affiliate entities.
- Action 4.3.2 (Philanthropic Investment & Resource Development): Formulate and execute a diversified fundraising and resource development strategy—targeting philanthropic, corporate, and private partners—to expand resources for mission-critical initiatives.
- Action 4.3.3 (Investment Strategy Development): Enhance comprehensive investment planning model to expand non-federal resource pools.

A close-up photograph of a woman and two children huddled together on a couch. The woman, on the right, has her arm around the children and is smiling warmly. The children, a girl on the left and a boy in the middle, are also smiling broadly. The scene is intimate and joyful.

AT THE CORNER OF

**FAMILY
AND FUTURE**



ST. LOUIS
HOUSING
AUTHORITY