

Fiscal Year 2012



# Agency GOALS



## PERFORMANCE EXCELLENCE

### Public Housing:

Maintain “High Performer” status under HUD’s Public Housing Assessment System (PHAS). Ensure that PHA properties continue to be managed to the highest possible standards, including thorough and uniform applicant eligibility determination, fair lease enforcement, regular preventative maintenance, prompt responses

to maintenance work orders, full occupancy and timely turnover of vacant units, timely and accurate reporting of financial data, and all other components of quality property management and maintenance. Continue to advocate for full funding and program reform, while preparing contingency plans for possible radical cuts in federal funding. Explore opportunities to develop new multi-family housing for re-use of available subsidies and possible sales proceeds from the disposition of other properties.

### Section 8 Housing Choice Vouchers:

Maintain “High Performer” status under HUD’s Section 8 Management Assessment Program (SEMAP). Maintain high utilization of vouchers and budget without exceeding authorized limits. Successfully implement and administer current agreements for Project-Based Vouchers (PBV), including Project-Based Vouchers (PBV) in supportive housing projects that support Minnesota’s Business Plan to End long-Term

Homelessness. Adopt policy on renewals of expiring PBV contracts and possible expansion of the program. Continue to advocate for full voucher funding and program reform, while preparing contingency plans for possible radical cuts in federal funding. Continue the HUD-Veterans Affairs Supportive Housing Program (VASH) and the Family Unification Program (FUP) with approved special vouchers, working with partner agencies to receive required referrals. Apply for more special purpose vouchers, incremental vouchers or preservation vouchers if offered by HUD. Explore possible opportunities to develop new multi-family housing for PBV use.

**Capital Improvements:** Continue renovating public housing properties and making capital improvements which promote fire safety and life safety as well as preserve the asset. Maintain high quality and timely design, bidding and construction, utilizing “green and sustainable” principles to conserve energy and water and protect the environment to the greatest extent feasible. Continue to actively involve residents, staff and the community in planning capital improvements. Promptly obligate and spend Capital Fund Recovery Grants. Apply for additional grants that may become available.

## EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT

**Equal Opportunity and Diversity:** Promote and enforce equal employment opportunity and affirmative action. Attract and retain a diverse and qualified work force. Manage workplace diversity by fostering respect for and valuing of diversity.

**Employee and Organizational Development:** Promote education, growth

and advancement of employees through career planning, training opportunities and other resources. Continue internal rethinking strategies to promote organizational development, continuous improvement, and appropriate responses to budget challenges and program changes.

**Safety and Security:** Maintain safety and security at all PHA housing and work sites for residents, staff and the public. Promote non-violence in all aspects of the PHA's work. Continue safety efforts such as ACOP, Officer-in-Residence, Resident Doorwatch, limited use of off-duty police, and Workplace Violence Prevention programs, as well as making physical improvements to properties that enhance safety and security.

**W. Andrew Boss Building:** Continue to fully lease and manage the commercial space in the W. Andrew Boss Office Building according to sound business practices to generate reliable non-HUD revenue.

## RESPECTED AND RESPONSIVE COMMUNITY PARTNER

**Fair Housing:** Work cooperatively with community representatives and other units of government to ensure non-discrimination in PHA programs and to affirmatively further fair housing objectives. Promote the value of diversity and respect for differences.

**Linking Residents to Community Services:** Promote links to community services through PHA Community Centers and at other sites to meet the changing needs of PHA residents, focusing on programs and services that enrich residents' lives, promote independence, increase community involvement and support successful tenancies in public housing. Continue and promote CHSP and other assisted living programs.

**Economic Opportunities for Section 3 Residents and Businesses:** To achieve Section 3 goals, the PHA will, to the greatest extent feasible:

- Hire qualified residents and participants in PHA housing programs and other low income residents of the metropolitan area and promote training opportunities.
- Contract with Section 3 businesses and require other businesses seeking PHA contracts to comply with Section 3 requirements.

**Housing Preservation and Development:** Work with other agencies and organizations to preserve, develop, and/or manage affordable housing and other cooperative and entrepreneurial efforts. Seek out opportunities to produce affordable housing for veterans by leveraging existing public housing or Section 8 resources. Support efforts to create and pass a state bonding bill for public housing development and rehabilitation.

## National and State Leadership

**Responsibilities:** Continue active leadership in national and state housing organizations especially to advocate for full funding and program reform, with special attention to HUD's proposals for "Transforming Rental Assistance". Continue to provide assistance to other housing authorities and organizations seeking organizational development, business systems, or program support. Continue to lead by example, modeling a strong commitment to Equal Employment Opportunity, Fair Housing and Section 3 implementation, including linking residents to economic opportunities.



# Strategic PLANNING

The PHA continues to identify and explore possible short- and long-term “entrepreneurial strategies” as part of the Agency’s strategic planning process. These strategies were the result of a July 2006 Strategic Planning Retreat attended by the PHA’s Board of Commissioners, staff and external partners. The Board of Commissioners later approved a list of Strategic Planning Options for the Agency to pursue during the following years.

These are some of the Strategic Planning Options the PHA has explored and/or completed since its July 2006 Retreat:

**Sell 10 - 16 Scattered Site Units With Replacement:** From April 2007 through February 2008, the PHA sold nine out of sixteen scattered site homes placed on the open market. In February 2008, the Board approved canceling the sale of the remaining seven units after the PHA received \$500,000 in State funding to rehabilitate those homes and other scattered site public housing properties. (Grant from Minnesota Housing Agency’s “Preservation of Affordable Rental Investment Fund – Public Housing”)

**Secure Replacement Housing Vouchers:** In July 2008, HUD approved the PHA’s request for nine Section 8 Housing Choice Vouchers to replace the nine scattered site properties that were sold.

**Maximize Net Income From Present and Future Rooftop Cell Site Leasing:** The PHA continues to explore additional leasing opportunities. In Calendar Year (CY) 2011, the PHA expects to generate \$533,147 in revenue from rooftop cell site leases. This represents an additional \$57,727 in revenue from the previous calendar year (\$475,420).

**Affordable Housing Development Initiatives:** The PHA continues to explore opportunities for additional affordable housing development that will allow the Agency to utilize public housing subsidies and/or replacement housing vouchers currently “on the shelf” from previous scattered site sales.

**Preservation of Affordable Housing Through Legislation:** The PHA continues to work with local affordable housing agencies to advocate for the inclusion of a State-sponsored affordable housing bonding bill that would include funding for public housing rehabilitation.

*Photography by  
Yeng Lor*

*Graphic Design  
and Layout by  
Laurie Wachter*

