MISSION STATEMENT

"SPPHA helps families and individuals with low incomes achieve greater stability and self-reliance by providing safe, affordable, quality housing, and links to community services."

FY 2027 AGENCY GOALS – Approved January 28, 2026

for the period beginning April 1, 2026 and ending March 31, 2027.

1. **HOUSING CHOICE VOUCHERS (HCV)**: 5,224 vouchers as of 2025
   a. Maintain High Performer status under HUD's Section 8 Management Assessment Program (SEMAP), including maintaining 98.5% SEMAP budget/unit utilization.
   b. Develop and implement strategies to increase Project-Based Voucher (PBV) utilization.
   c. Successfully implement Minnesota Housing's Bring It Home state voucher program to expand deeply affordable housing opportunities in St. Paul.
   d. Continue advancing SPPHA's mission through collaboration with Heading Home Ramsey, the City of St. Paul, and other external stakeholders.
   e. Maximize housing choice and housing opportunities for voucher participants by continuing to recruit and retain property owners and managers as partners, including utilizing landlord incentives, and by promoting search assistance and mobility counseling.
   f. Continue to advocate for program efficiencies and for increased voucher funding.
   g. Work towards paperless processes; streamline billing and reporting.

2. **SPPHA-OWNED HOUSING**: 3,836 Multifamily/Project-Based Rental Assistance (PBRA) units and 418 Low Income Public Housing (LIPH) units
   a. Promote interdepartmental efforts and stakeholder engagement to maximize unit occupancy rates and rent collection, including prompt and thorough applicant screening and the ongoing promotion of successful tenancies.

b. Ensure that SPPHA-owned properties continue to be managed to the highest standards, including thorough and uniform applicant eligibility determinations, fair lease enforcement, regular preventative maintenance, prompt responses to maintenance work orders, timely turnover of vacant units, and timely and accurate reporting of financial data.
c. Responsibly manage project reserves and cash flow to ensure sufficient funds are in place for needed capital improvements.
d. Continue to actively involve residents, staff and community partners in planning capital improvements.
e. Continue to advocate for program reform and for increased PBRA and LIPH funding.
f. Maximize the use of PBRA special claims processes to recoup funding lost due to vacancies and unpaid rent/damages at move-out.
g. Utilize PBRA program flexibility to deregulate funds to support capital improvements in PBRA properties, explore leasing incentives and more; the "RAD dividend".
h. Support a robust Congregate Housing Services Program (CHSP) to benefit residents in need of support services. Utilize maximum CHSP grant awarded.
i. Ensure that all PBRA daily operations comply with HUD regulations; maintain an "Above Average" or higher rating on HUD's Management and Occupancy Reviews (MOR).
j. Continue timely and accurate PBRA certifications and voucher submissions to maximize HUD subsidy payments.
k. Maintain high scores under HUD's Public Housing Assessment System (PHAS) in the Scattered Site/LIPH properties.
l. Continue to pursue asset repositioning strategies for the 418 remaining LIPH units.

3. FINANCE:

a. Maintain fiscal discipline through responsible budgeting, strategic planning, and evaluation of all programs and services.
b. Manage cash flow effectively while ensuring compliance through accurate voucher submissions, disciplined capital spending, and sound investment practices.
c. Proactively address financial challenges, including accounts receivable.
d. Develop long-term, sustainable financial strategies to optimize revenue and improve financial resilience.
e. Continue to strive for zero audit findings.
f. Implement a unified, agency-wide financial software system to:

- Streamline accounting and budgeting processes
- Enhance reporting capabilities
- Improve operational efficiency across the organization

4. LEGAL: Provide timely legal advice and support to all SPPHA Departments in matters that have legal implications. Continue to advise the Executive Director and all Department Directors regarding any issue, including but not limited to; contracts, human resources, employment law, real estate, litigation, data requests, fair housing and human rights, and SPPHA specific programs (PBRA, LIPH, HCV). Represent SPPHA in informal conferences, hearings, housing court, and all state and federal courts. Advise the Board of Commissioners as requested to support SPPHA's mission.

5. PRESERVATION AND DEVELOPMENT:

a. Seek federal (HUD), state (Minnesota Housing), local (City of St. Paul and Ramsey County) and other entity (Federal Home Loan Bank of Des Moines; FHLBDM) funding to preserve SPPHA's $928 million capital asset comprised of 3,836 PBRA units, 418 LIPH units, 19 special purpose units, four community centers, and the W.A. Boss Central Administrative Office.
b. Develop 11 family dwelling units on SPPHA-owned land with special funding received from Ramsey County using HUD's "Restore-Rebuild" method.
c. Explore cost-effective, green, and modern materials in all development and modernization, referring to HUD's Climate Action Plan when feasible.
d. Pursue additional opportunities to lease unused SPPHA community center and office space.

6. "ONE PHA" ORGANIZATIONAL DEVELOPMENT:

a. Promote and enforce Equal Employment Opportunity and Affirmative action. Continue and enhance SPPHA's strong commitment to diversity, equity, inclusion, and justice (DEIJ). Amplify diverse voices in the organization, including tenants, participants, employees and partners.
b. Continue meeting the employment challenges of the times, including but not limited to recruiting, retaining, rewarding, and investing in qualified staff.
c. Promote education, growth, and advancement of staff through on-boarding, training, career advancement opportunities, and career development resources.

d. Focus on improving applicant, resident, and participant experiences by offering visit-less appointments when suitable and beneficial to the program; HCV, PBRA or LIPH.
e. Continue advocating for software improvements that increase access, efficiency and customer service for applicants, residents, participants and staff, especially those that deliver on paperless operational objectives. Continue seeking other ways to utilize the Agency's computer business systems to maximize efficiency, compliance, and customer service/resident-participant satisfaction.
f. Continue to pursue conversion to the new and improved software platforms as they become available.

7. FAIR HOUSING: Ensure Fair Housing and Equal Opportunity in program admissions and administration that follows all applicable laws and regulations. Work cooperatively with other units of government, community representatives, and HUD to ensure non-discrimination in SPPHA programs.

8. LINKS TO COMMUNITY SERVICES: Primarily through the work of staff in the Resident Services and Resident Initiatives Departments, solidify community-based partnerships and resources that provide an array of support services to residents of SPPHA-owned properties. Work closely with Presidents Council and Residents Councils and community agencies to maintain and develop programs that help residents set goals to enrich their lives, promote wellness, and increase economic self-sufficiency and community involvement. Stabilize and promote the Congregate Housing and Services Program (CHSP). Maximize the use of the CHSP grant by achieving and maintaining the highest possible CHSP program census. Seek opportunities for increased CHSP program efficiency and complete timely reporting to HUD. Pursue partnerships and resources to assist HCV applicants in finding quality housing and placing vouchers.

9. SAFETY AND SECURITY: Work with staff and external partners to maintain and promote safety and security at all SPPHA-owned housing. Provide a healthy and safe work environment for staff. Continue safety efforts such as ACOP, Officer-in-Residence (OIR) and use of contracted security guard services. Promote non-discrimination, non-violence and respect in all aspects of SPPHA's work. Improve and maintain consistent communication between SPPHA and residents so that residents receive timely information about anything that may affect their living environment such as emergencies, upgrades and maintenance. Identify and implement technology-based solutions for communications between SPPHA and residents.

10. LOCAL, STATE AND NATIONAL LEADERSHIP RESPONSIBILITIES: Continue active participation and leadership in national and state affordable housing organizations advocating for program reform and increased funding. Continue to lead by example with mission-focused, results-driven performance. Tell SPPHA's story and engage stakeholders and partners by continuing to create and distribute e-blasts, issue briefs and fact sheets. Continue to evaluate the potential benefits and costs of establishing and maintaining an official SPPHA presence on social media platforms such as LinkedIn, to spread awareness of SPPHA's work.