

STRATEGIC GOAL # 3 -- Expand And Enrich Housing Services For Residents Of NEWHS-Owned Properties and Program Participants.

Objective # 1 Research and implement “Quality of Life Programs.”

Action Items: Partner with community resources and/or apply for grants to provide life skills programs. Promote, support, and assist residents in development of tenant-based community groups and/or neighborhood organizations. Continue partnerships with law enforcement agencies to enhance community safety and security.

Objective # 2 Promote family stabilization and self-sufficiency of low income families.

Action Items: Partner with area service providers and other funding sources to provide supportive services such as case management to increase independence for residents and program participants. Participate in statewide efforts to expand service-enriched housing environments where the reimbursement covers related costs of administration.

Objective #3 Apply Asset Management Principles to NEWHS-owned properties.

Action Items: Implement systems for long range capital planning and ensure all Property Management Staff share a role in the planning and implementation effort. Annually evaluate and redefine property management performance benchmarks. Apply asset management principles to ensure individual properties are self-sustaining and adequately support NEWHS and funders’ needs.

Action Item: Coordinate all long range capital planning efforts with other NEWHS departments so that these plans remain consistent and congruent.

STRATEGIC GOAL #4 – Be a Community Development Leader and Resource for Increased Community Development.

Objective # 1 Leverage private and/or public funds to diversify NEWHS’ current portfolio, increasing housing opportunities and expanding revenue sources.

Action Items: Acquire and/or build affordable housing or mixed income properties utilizing a combination of funding sources. Explore opportunities to add value, such as increasing density, to current NEWHS properties. Promote affordable housing development as a critical element of “Economic Development” that attracts new employers and provides the structure for revitalization.

Objective # 2 Partner with community agencies to increase regional development strategies.

Action Items: Promote consistency with local plans to achieve the goals of Washington State Growth Management, including provision of housing for all economic levels. Support Regional Affordable Housing Task Force recommendations for a Central Clearing Housing Concept for City and County Program Funding.

Objective # 3 Lead and advocate community development investment in Northeast Washington.

Action Items: Provide technical assistance and work with landlords, developers, neighborhood councils, Public, and Community Partners to develop strategies for redevelopment and revitalization of targeted neighborhoods. Encourage property owners to improve their properties where possible and economically feasible. Work with local governments to develop a HUD “Choice Neighborhoods” project.

STRATEGIC GOAL # 6 – Enhance NEWHS’ Public Image.

Objective # 1 Revisit NEWHS’ mission, vision, values, goals, affordable housing needs, and agency activities. Once adopted, promote “top of mind awareness, education and marketing campaign.”

Action Items: Offer presentations to local groups and organizations that will increase public knowledge of affordable housing, agency mission, vision, values, activities and services. Encourage staff participation in local community coalitions and organizations.

Objective # 2 Evaluate and expand marketing tools for NEWHS.

Action Items: Develop a public relations plan that includes updated brochures, annual reports, newsletters, and agency logo items to distribute and add interactive educational modules to the NEWHS website.

STRATEGIC GOAL # 7 – Promote a Motivating Work Environment With a Customer-Friendly, Capable and Efficient Team of Employees to Operate as Leaders in the Affordable Housing Community.

Objective # 1 Standardize performance measures, job tasks and assignments for each position.

Action Items: Provide staff with a positive work environment, based on mutual purpose and respect, while providing clearly articulated and measurable job performance standards. Enhance professional standards and accountability with Policy and Procedure Desk Manuals to help staff standardize the implementation of department/program plans. Regularly analyze day-to-day operations for program efficiency, effectiveness, and to identify new or expanded tasks requiring skills and capacities not currently included in organizational structure.

Objective # 2 Enhance training opportunities and communication systems for all levels of staff.

Action Items: Identify and provide training and mentoring opportunities for all staff, including those interested in growth and advancement into other positions. Fully utilize existing NEWHS technology and enhance use of electronic archiving and communication of documents.

Objective # 3 Develop a succession plan for Board of Commissioners and senior management staff.

Action Items: Continue outreach for potential commissioners and training. Conduct ongoing evaluation of internal staffing potential, staffing priorities, structure, and competitiveness for recruitment at the national level. Persist in the commitment to regular training of staff to increase knowledge and skills.

Objective # 4 Evaluate wages and benefits on a regular basis to remain competitive in the Spokane market.

Action Items: Annually adjust wages according to regional wage inflation rates. Employ a knowledgeable consultant to evaluate job descriptions, classifications, wages and benefits at least every four years.

STRATEGIC GOAL # 8 –Facilitate the Development of a 501(c)(3) Non Profit Organization.

Objective #1 *Develop a non-profit organization to complement the mission of NEWHS and provide greater opportunities for implementation of the Strategic Goals outlined in this Plan.*

Action Items: *Develop the core mission of the non-profit. Submit 501(c)(3) application. Develop business plan for new organization and related organizational support systems. Implement organization, appoint directors, plan and staff/outsource as appropriate.*

STRATEGIC GOAL # 9 -- Evaluate And Revise Strategic Plan on an Annual Basis.

Objective#1 Ensure the Agency is on track given current and future community needs.

Action Items: Annually hold agency retreat to revisit Plan and related priorities. Celebrate successes.

Report on the progress NEWHS has made in meeting the mission and goals in our previous 5-Year Plan in 2009 Fiscal Year in the following ways:

- Enhanced our office facility to improve customer service, lobby, entrance, bathroom facilities, confidential conference rooms, receptionist, and phone call policies and procedures.
- Implemented call-up blitzes for intensive processing,
- HQS Inspection team on four 10-hour work days to maximize inspections and efficiency.
- Worked closely with community partners such as the Homeless Coalition.
- Acquired and redeveloped units of affordable housing, leveraging public and private funds.
 - Completed the construction of 35 units of service-enriched housing, using a combination of funding sources, including HOME, CDBG, Housing Trust Fund, LIHTC, and Historic Tax Credits. This preserved an historic downtown building. Seven units for homeless veterans are included in the building.
 - Completed the refinancing of a bond property which provided \$1.5 million in rehabilitation funds, including energy saving measures to replace aluminum windows and sliders with vinyl units and provide new Energy Star appliances.
- Homeownership program through Section 8 HCV Homeownership program successfully placed 35families in homes.
- Facilitated input from neighbors in predevelopment of potential NEWHS-owned properties
 - Submitted City HOME application for Martindale Major Rehab Project—Awarded \$109,000
 - Submitted State HTF application—Awarded \$2.55 million for Martindale Project
 - Met with the Downtown partnership and surrounding neighbors on the Pearl on Adams for neighborhood input.
 - Met with the Hillyard Neighborhood Council and Steering Committee on planning for the Martindale Apartments, and received nine letters of support for this development.
 - Actively participated in public meetings of the Greater Hillyard North East Planning Alliance for the Hillyard, Bemis and North East Neighborhoods to develop goals and strategies for future development.

	<ul style="list-style-type: none"> • Received \$235,149 in ARRA Capital Fund Stimulus formula grant for Parsons Apartments. Thereby, allowed for the initiation of a major exterior brick repointing project. • Received \$375,000 in ARRA Capital Fund Stimulus competitive grant funding for Energy Savings in our Scattered Site Housing units. • Public Housing has continued to be marketed, including on the NEWHS website. • Public Housing screening procedures have been upgraded and improved inspection and work order processing maintained. • Public Housing Wait List has remained opened and clients are process as units become available. • Continued relationship and association with local law enforcement to enhance safety of NEWHS housing and neighborhoods, including the COPS and SCOPE programs. • Crime Free Multi-Family status at all NEWHS-owned properties has been maintained. • All Property Management staff obtains Fair Housing training annually. • NEWHS is a member of the Affordable Housing Management Association. • Welcome Home Program was implemented and was completed successfully. • Partnered with the Veterans Administration to administer vouchers for homeless, mentally disabled veterans. (Veterans' Administration Supportive Housing Program) • Use of internet-based screening for initiating tenant application screening process, applications are available online • Continue to identify and recruit training and volunteer jobs with NEWHS, currently with three local organizations that assist in placing volunteers • Have continued marketing of NEWHS owned properties by using internet resources, including NEWHS website, and reaching out to organizations to educate them about Housing Authorities and NEWHS. • Annually, in April, NEWHS partners with HUD, Northwest Fair Housing Alliance, landlord, and realtor and lender associations to provide education regarding ADA and other Fair Housing issues for landlords. • Host Free Landlord Workshops and re-establish quarterly Landlord Brown Bag Lunches. • Considered opportunities and continued to seek expanded Property Management Services with non-profit and other public entities. • NEWHS continues to support employee-based activities and promotes department-based appreciation programs, including an Annual Staff Recognition Event, and department potlucks. • Leased a fleet of vehicles for our HQS inspectors as a cost saving measure and to ensure quality and dependable transportation.
<p>6.0</p>	<p>PHA Plan Update</p> <p>(a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:</p> <p style="padding-left: 40px;">Housing Choice Voucher Administrative Plan Admissions and Continued Occupancy Policy for the Public Housing Program</p> <p>(b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.</p> <p style="padding-left: 40px;">Main Administrative Office – 55 W Mission, Spokane, WA PHA Development management office – 108 S Jefferson, Spokane, WA PHA Website – www.spokanehousing.org</p>
<p>7.0</p>	<p>Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.</p> <p>(a) <i>Hope VI or Mixed Finance Modernization or Development.</i> Not applicable.</p> <p>(b) <i>Demolition and/or Disposition.</i> There are no approved and/or pending demolition or disposition activities at this time.</p> <p>(c) <i>Conversion of Public Housing.</i> None.</p> <p>(d) <i>Homeownership.</i> The Section 8 Homeownership Program will continue to be administered.</p> <p>(e) <i>Project-Based Vouchers.</i></p> <p style="padding-left: 40px;">Projected number and census tracts:</p> <ul style="list-style-type: none"> i. 5 Units, Census Tract 23 ii. 5 Units, Census Tract 32 iii. 10 Units, Census Tract 113 iv. 10 Units, Census Tract 11 v. 19 Units, Census Tract 35 vi. 50 Units, Census Tract 2 vii. 12 Units, Census Tract 35 viii. 4 Units, Census Tract 9503 ix. 4 Units, Census Tract 20 x. 16 Units, Census Tract 24
<p>8.0</p>	<p>Capital Improvements. Please complete Parts 8.1 through 8.3, as applicable.</p>

8.1	<p>Capital Fund Program Annual Statement/Performance and Evaluation Report. As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i>, form HUD-50075.1, for each current and open CFP grant and CFFP financing.</p>
8.2	<p>Capital Fund Program Five-Year Action Plan. As part of the submission of the Annual Plan, PHAs must complete and submit the <i>Capital Fund Program Five-Year Action Plan</i>, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.</p>
8.3	<p>Capital Fund Financing Program (CFFP). <input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.</p>
9.0	<p>Housing Needs. Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.</p> <p>The housing needs of low-income, very low-income, and extremely low-income families who reside in NEWHS's jurisdiction, taken directly from and in accordance with the applicable Consolidated Plans are:</p> <ul style="list-style-type: none"> • Additional affordable and/or subsidized units so that families can truly afford the unit and meet basic needs • Fair distribution and development of affordable housing • Promotion of employer sponsored affordable housing • Use current infrastructure of services and facilities to direct location of new residential developments • Educational resources and programs regarding affordable housing • Socioeconomic integration by including affordable units in all new developments • Support and assistance by local government for private and public low-income and mixed-income developments • Development of 2 bedroom units for smaller families • Development of 1 bedroom and studio units for the 'Baby Boomer' generation who are now downsizing their units • Encourage development in urban areas where adequate public facilities and services exist or can be provided efficiently • Reduce inappropriate conversion of undeveloped land into sprawling, low-density development • Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock • Units for persons with special needs, particularly physically disabled, developmentally disabled, and chronically mentally ill populations • Rehabilitation of existing sub-standard housing to create safe and decent housing units as 65% of housing stock is more than 30 years old • In a 2000 study by Spokane Partnership for Affordable Housing the current need at the time for median income of 30% or below as over 10 thousand units.
9.1	<p>Strategy for Addressing Housing Needs. Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.</p> <p>In the fiscal year 2010, Spokane Housing Authority dba Northeast Washington Housing Solutions (NEWHS) will use all reasonable efforts to provide safe, decent, and affordable housing to extremely low-income, and very low-income residents of Spokane, Stevens, Whitman, Pend Oreille, and Lincoln counties.</p> <ul style="list-style-type: none"> • NEWHS exhausted all the first computer generated ranking waiting list started in 2007 and in 2009 we accepted just fewer than 2500 new families to our wait list. We faced a major HUD funding crisis in January and Froze all Vouchers, we didn't have to terminate any existing clients. However, we did not take in any new clients until late 2009. This has affected our Utilization rate and we lost approximately \$80,000 in Admin Funding which represents two full-time staff positions. • In April and May we had requested a waiver to the Payment Reduction Standards. We were denied the request and resubmitted it directly to the Central Office in May 2009. In August 2009 HUD formally approved our request for the Payment Reduction Standards Waiver and allows us to implement the Administrative burdensome project, however, it allowed us to live within our budget and not terminate any clients. <ul style="list-style-type: none"> • Then in December 2009, HUD Rescinded that Waiver, we believe, not having a clue of the administrative burden that this creates for us, while, PHA's that dragged their feet were not affected, but actually rewarded. • HUD's rescission of the Payment Reduction Standards Waiver will hinder our efforts to provide the best service possible. Extraordinary efforts and administrative costs will be necessary to implement the waiver rescission process. However, we will continue to provide assistance to the greatest amount of families possible given the regulations we must follow regarding the waiver, utilization, and future funding. • NEWHS has housing units in line for redevelopment/construction. • NEWHS plans to purchase housing units of mixed income. • Provide opportunities for homeownership through Section 8 Homeownership Program. • Continue to seek opportunities to partner with for-profit and non-profit developers. • Preserve affordable housing through the purchase of Project Based Section 8 units in the affordable housing market. • Continue to expand the tenant-based housing choice voucher program. • Apply for new Vouchers and funding as it becomes available. • NEWHS will be flexible and responsive to the needs of our communities by providing conduit bond financing for low-income housing development and rehab. • NEWHS is committed to addressing the need of special needs and senior low-income households through the use of project-based vouchers.

	<ul style="list-style-type: none"> • In addition to providing ongoing rental assistance to 4624 families, NEWHS will continue to assist hundreds of families under several grant-based programs. • Families seeking housing assistance whom we cannot immediately assist will be referred to a number of other community service organizations to help maximize individual success.
<p>10.0</p>	<p>Additional Information. Describe the following, as well as any additional information HUD has requested.</p> <p>(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA’s progress in meeting the mission and goals described in the 5-Year Plan.</p> <p>NEWHS continues to make progress in meeting the mission and goals in the 5-Year Plan as described in Items 5.2, briefly:</p> <ul style="list-style-type: none"> • Enhancing customer service through facility improvements, streamlining processes, and improving overall efficiency of staff. • Acquired, pre-development processes, and redevelopment of affordable housing units while leveraging public and private funds • Homeownership program through Section 8 HCV Homeownership program successfully placed 35families in homes • Worked with community partners and local programs: <ul style="list-style-type: none"> ▪ Facilitated input from neighbors in predevelopment and development of NEWHS’ properties ▪ Safety programs ▪ Fair Housing education ▪ Community education of housing programs and NEWHS as a housing authority • Public Housing: <ul style="list-style-type: none"> ▪ Utilized \$235,149 ARRA funding for Parsons Apartments ▪ Received \$375,000ARRA funding under a National Competitive Process for Energy Savings in our Scattered Site Housing units. ▪ Marketing, including on the NEWHS website. ▪ Screening procedures have been upgraded and improved inspection and work order processing maintained • Continued marketing NEWHS’s properties by using internet resources, including NEWHS website, and reaching out to organizations to educate them about Housing Authorities and NEWHS. • Considered opportunities and continue to seek expanded Property Management Services with non-profit and other public entities <p>(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA’s definition of “significant amendment” and “substantial deviation/modification”</p> <p>NEWHS considers a “substantial deviation” or “significant amendment or modification” as a discretionary change in the plan or policy of the housing authority that fundamentally alters the mission, goals, objectives or plans of the agency and which will require the formal approval of the Board of Commissioners. Specifically, the following will be considered to constitute a substantial deviation or significant amendment or modification:</p> <ul style="list-style-type: none"> • A material change in the policies regarding the manner in which tenant rent is calculated • A material change in the admissions policies with respect to the selection of applicants from or organization of the waiting list • Any change with regard to demolition or disposition, designation, home ownership programs or conversion activities not previously identified in the agency plan. <p>An exception to this definition will be made only to the extent that the modification is the result of changes in HUD regulatory requirement; such changes will not be considered a substantial deviation or significant amendment or modification to either the five-year or annual plans.</p>
<p>11.0</p>	<p>Required Submission for HUD Field Office Review. In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. Note: Faxed copies of these documents will not be accepted by the Field Office.</p> <p>(a) Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i> (which includes all certifications relating to Civil Rights)</p> <p>(b) Form HUD-50070, <i>Certification for a Drug-Free Workplace</i> (PHAs receiving CFP grants only)</p> <p>(c) Form HUD-50071, <i>Certification of Payments to Influence Federal Transactions</i> (PHAs receiving CFP grants only)</p> <p>(d) Form SF-LLL, <i>Disclosure of Lobbying Activities</i> (PHAs receiving CFP grants only)</p> <p>(e) Form SF-LLL-A, <i>Disclosure of Lobbying Activities Continuation Sheet</i> (PHAs receiving CFP grants only)</p> <p>(f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations.</p> <p>(g) Challenged Elements</p> <p>(h) Form HUD-50075.1, <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> (PHAs receiving CFP grants only)</p> <p>(i) Form HUD-50075.2, <i>Capital Fund Program Five-Year Action Plan</i> (PHAs receiving CFP grants only)</p>