

5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 02/29/2016
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA’s operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA’s mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

A.	PHA Information.																																
A.1	<p>PHA Name: <u>Spokane Housing Authority</u> PHA Code: <u>WA055</u></p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>01/2021</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p>SHA’s Agency Plan with all of its elements and Administrative Plan are available for inspection any time on our website at www.spokanehousing.org. If COVID-19 restrictions allow and we are able to open our lobby to the public the plan and elements will also be available at 25 W. Nora Ave., Spokane, WA 99205.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" data-bbox="204 1119 1463 1753"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	5-Year Plan. Required for <u>all</u> PHAs completing this form.																																

<p>B.1</p>	<p>Mission. State the PHA’s mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA’s jurisdiction for the next five years.</p> <p>We collaborate to create and sustain quality affordable housing options that support people to have better, healthier, and more satisfying lives.</p>
<p>B.2</p>	<p>Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next five years.</p> <p>Goal #1 - Preserve SHA’s existing housing vouchers. Manage flat and decreasing resources to serve the existing families on the Housing Choice Voucher program.</p> <p><u>Objective 1</u> - Manage existing resources to serve existing families on the Housing Choice Voucher program.</p> <p><u>Objective 2</u> - Analyze the most effective way to utilize Project-Base Vouchers to provide rent-subsidized housing for our most vulnerable citizens, including homeless, chronically homeless, the elderly, disabled and households with children.</p> <p><u>Objective 3</u> – Implement agency-wide process improvements and program changes to preserve our ability to serve as many families as possible with the Housing Choice Voucher program.</p> <p><u>Objective 4</u> – To improve efficiency, pursue regulatory relief from Housing Choice Voucher program rules and continue to use current relief if provided.</p> <p><u>Objective 5</u> – Continue to offer the homeownership option to Housing Choice Voucher program participants.</p> <p>Goal #2 – Use Housing Choice Voucher program resources to assist as many households as possible.</p> <p><u>Objective 1</u> – Increase Housing Choice Voucher turnover to free up slots by promoting economic self-sufficiency for work-able households.</p> <p><u>Objective 2</u> – Maintain a high Housing Choice Voucher utilization rate.</p> <p><u>Objective 3</u> – Analyze new admission lease-up timeframes and Housing Choice Voucher expiration rates and adjust policies and payment standards accordingly to ensure that sufficient numbers of voucher holders can lease up in our rental market.</p> <p><u>Objective 4</u> – Analyze Project-Based Voucher utilization on an ongoing basis and reallocate underutilized Project-Based Vouchers to Tenant-Based Housing Choice Vouchers.</p> <p><u>Objective 5</u> - Increase SHA’s pool of Housing Choice Vouchers</p> <p><u>Objective 6</u> – Work with the Department of Housing and Urban Development and the Veteran’s Administration to receive additional Veterans Administration Supportive Housing (VASH) vouchers over the next five years.</p> <p>Goal #3 – Ensure access to a quality living environment for HCV program participants.</p> <p><u>Objective 1</u> – Provide relevant resources to Housing Choice Voucher program participants to help locate housing in areas of opportunity.</p> <p><u>Objective 2</u> – Analyze the most effective Housing Choice Voucher Payment Standards to encourage program participants to lease in areas of opportunity</p> <p>Goal #4 - Empower Housing Choice Voucher program participants to increase self-sufficiency and asset development.</p> <p><u>Objective 1</u> – Make program referrals and provide supportive services programs for Housing Choice Voucher program participants when appropriate.</p> <p><u>Objective 2</u> – Obtain Family Self-Sufficiency program grant to offer case-management and escrow account option for Housing Choice Voucher participants.</p> <p>Goal #5 – Ensure equal opportunity and affirmatively further fair housing.</p> <p><u>Objective 1</u> – Identify any impediments to fair housing choice and address those impediments in a reasonable fashion in view of the resources available and working with local jurisdictions to implement any of the jurisdictions’ initiatives to affirmatively further fair housing.</p> <p><u>Objective 2</u> – Continue to comply with the Violence Against Women Act (VAWA), to protect applicants and participants who are victims of domestic violence.</p>

Objective 3 – Continue to implement policies that enable people with Limited English Proficiency (LEP) to participate in SHA programs.

Objective 4 – Continue using a formal process to review reasonable accommodation requests, including those from HCV program participants.

Goal #6 – Reduce the Housing Choice Voucher program’s environmental impact.

Objective 1 – Continue to explore and implement ways to reduce vehicle miles traveled, greenhouse gas emissions, and paper usage by staff, clients, and partners (including landlords).

Goal #7 – Measure Housing Choice Voucher program outcomes.

Objective 1 – Explore ways to integrate performance measurement into SHA’s HCV Program by establishing basic metrics to measure the Housing Choice Voucher program’s effectiveness.

Objective 2 - Create dashboard to review metrics monthly, analyze data and implement quality improvements.

B.3

Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

Progress on Goals and Objectives Report since the 2015/2016 5-Year Plan:

1. Position SHA Financially

High performing agency HUD score – SHA’s SEMAP score has been at High Performer since 2016.

4 months operating expense in reserves – SHA currently has at least 4 months of operating expenses in reserves.

Financial audit results of no findings – SHA has had no financial audit findings during the last five years.

Re-position current real asset portfolio with an emphasis on sustainability and cash flow – SHA identified three poorly performing properties for disposition. One was sold and two others were transferred to local non-profits that could operate them more efficiently. All remaining properties in SHA’s portfolio were assessed and those needing to be repositioned were refinanced and recapitalized *except* units related to the Rental Assistance Demonstration (RAD) program. Through RAD, SHA is at the mid-way point through the disposition of 74 scattered-site units. Sales proceeds will be used to develop new affordable housing.

2. Efficient Delivery of Quality Services

Keeping pace with new technology – SHA implemented digital based inspections, and continues to look for new and affordable technology opportunities.

Implement new IT software/automation – SHA has implemented Tenmast software, and when the voucher waiting list opened in 2016, implemented an online application process.

Implemented customer service queuing software – SHA has implemented a virtual queuing software allowing clients to make inquiries over chat with customer service representatives and to add themselves to a lobby queue for in-person consultation. The software tracks customer service metrics and response times.

Transitioning to paperless workflows – SHA is currently transitioning its paper files to digital media with an expected completion by the end of 2020.

New Website – SHA developed and implemented a new website designed to enhance its’ interaction and communication with the public by providing clear and concise program information, access to client portals and form submission to SHA using a simplified and mobile friendly platform.

Prioritize fraud and bad debt recovery and prevention – SHA has contracted with a 3rd party collections agency for bad debt recovery and implemented policy and tracking procedures for repayment agreements.

Use a simple and standardized approach to procurement – SHA has a Procurement Specialist who coordinates procurement, which has greatly standardized SHA’s processes.

Include value-added programs to meet client needs –SHA has implemented landlord portals and a way for clients/tenants to pay their rent and repayment agreements with electronic checks and debit/credit card. The software being used actually assists them in building their credit over time.

Client/resident graduation to self-sufficiency – SHA continues to seek ways to implement a family-self-sufficiency program.

3. Advocacy of Low Income Housing / SHA

SHA, in conjunction with community partners and local government, is a key resource in producing affordable housing solutions – SHA now assists in facilitating and contracts with others in the community to help develop affordable housing solutions, including Transitions for Women and Volunteers of America.

Educate the community of the need for affordable housing – SHA continues to work to educate the community on the need for affordable housing. This includes an active membership in the Spokane Low-Income Housing Consortium and leadership roles with the Spokane county Continuum of Care for the Homeless, Better Health Together (working on the social determinates of health, including housing), and Spokane’s Invest Health Team (working on an anti-nimby campaign and development of affordable housing for youth and young adults).

Expand knowledge of who we are, what we do and who and how we serve – SHA has established effective partnerships with other community organizations to improve both an understanding of what programs and services are offered by SHA and the understanding of the connections between housing, health, education and workforce development.

Awareness that our affordable housing developments are good neighbors and compliment the neighborhood - SHA continues to strive to make sure our developments are the premiere complexes in the neighborhood. This includes both curb appeal and effective management and oversight of our properties.

Serve on national, regional, state, and local boards/organizations/congressional districts - The SHA Executive Team serves on a myriad of national, regional, state and local boards and organizations. This includes the National Association of Housing and Redevelopment Officials (nationally and regionally), the Spokane Low-Income Housing Consortium, Priority Spokane,

Better Health Together, Spokane Continuum of Care, Invest Health, Housing Authority Risk Retention Pool, Veterans Leadership Team, Spokane Landlord Liaison Network, The Zone Project, Washington Counties Insurance Fund, and Washington Housing Authorities Accounting Professionals.

Be selected as pilot/test agency for programs or standards to be implemented - In collaboration with the City of Spokane and the Workforce Development Council, SHA was selected to be one of HUD's first 17 Envision Center pilots. SHA was also selected to participate in HUD's new REAC inspection pilot. SHA continues to seek Moving-to-Work (MTW) Demonstration Program status.

Develop and submit comprehensive proposals to secure balanced public and private investment.

Having clients become advocates for programs on and for SHA – SHA established a new resident advisory group to provide feedback on proposed policies and programs (like the Envision Center). The Spokane Regional Health District hires and trains SHA property residents to serve as Community Health Advocates for the properties at which they live. In addition, SHA has solicited people with lived experience to review proposed projects or policies. For example: 1) Volunteers representing homeless youth and young adults worked with the SHA and the Invest Health team to complete a design charrette for new housing/shelter being developed to serve 12-24 year olds; and 2) Volunteers with disabilities are reviewing SHA's new Reasonable Accommodation policy and forms to make sure they are easy to understand, access and utilize.

Having clients work for the agency and agencies that provide service - SHA has several employees who are either on one of our programs or who have graduated from one of our programs.

4. Expand Number of People Served

Collaborate with community partners to provide an array of client services that address specific needs including financial, family, education, literacy, veterans, mental health, drug and substance abuse, etc. SHA continues to participate in community forums where affordable housing is a need.

Create cutting-edge programs to address new and diverse needs – SHA created the NAHRO Merit winning program known as the Referral Voucher Program. This program works with local community service agencies in providing them vouchers each month for their existing clientele who are ready to move into a voucher program and continue to receive services to stabilize the household in the voucher program.

Strategically add an additional 800+ quality, self-sustaining units to portfolio in 3-5 years – SHA will complete the disposition of scattered site houses and duplexes in 2021. Once this is complete, then a focus will be on reinvesting funds into additional housing units for the SHA portfolio.

Re-establish the Family Self Sufficiency (FSS) Program – SHA completed an application for a NOFA in 2019; however, it was not chosen for funding.

	<p>Help clients move from housing assistance to self-sufficiency – SHA is a core member of the Spokane Resource Center (SRC) – a HUD Envision Center. What started as a partnership between HUD, the Spokane Workforce Council, City of Spokane and SHA, has quickly expanded to include more than a dozen local non-profit agencies co-located at the SRC to provide a one-stop-shop to find assistance. The SRC works to improve quality of life for low income families through care coordination between systems. The SRC’s motto is “Replacing challenges with hope through integrated community resources.</p>
<p>B.4</p>	<p>Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA’s goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p>Spokane Housing Authority (SHA) addresses VAWA in the Section 8 Housing Choice Voucher Administrative Plan.</p> <p>SHA administers programs, such as Family Unification Program (FUP) for families with children and youth aging out of the foster care system, at least some of whom the participants have been victims of domestic violence, sexual assault or stalking. SHA has identified local agencies to partner with in areas where we can help domestic violence, sexual assault or stalking victims such as Transitions, the YWCA, SNAP, and Frontier Behavioral Health.</p> <p>In summary we follow the VAWA program policies and regulations with the underlining goal of providing safeguards for the families falling under the VAWA related program requirements and refer households, as needed, to local domestic violence, sexual assault or stalking victim service partners.</p>
<p>B.5</p>	<p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p>SHA 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>

B.6	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
B.7	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>