

SPOKANE HOUSING AUTHORITY

Strategic Plan

2023 - 2027: a five year plan



spokanehousing.org

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Welcome!

The Spokane Housing Authority (SHA) is pleased to present its five-year strategic plan for 2023 - 2027. This effort culminates an intensive engagement of SHA's staff, board of commissioners, tenants, clients, and key community stakeholders over the course of the past year. This document boldly outlines SHA's priorities over the next five years to grow its leadership, presence, and impact in providing safe, healthy, and affordable homes to our community.

SHA is strongly committed to investing in our communities and recognizes that for many, Home is Where the Start is. We take this responsibility seriously and see it as our role to serve our community as more than a provider of housing but as advocates, collaborators, and a place where our community feels they belong.

Coming off the back of celebrating our 50 years of service, we know there is much work to do. Over the course of the next few years, we will do our part to fulfill the goals and objectives of this plan and evaluate our success.

We are motivated to meet the challenge and take up the charge of being a trusted leader of affordable housing and critical services in Spokane and the communities we serve. We hope you'll review our strategic plan and will join us in our progress.

- Pam Parr, Executive Director & Besse Bailey, Board Chair

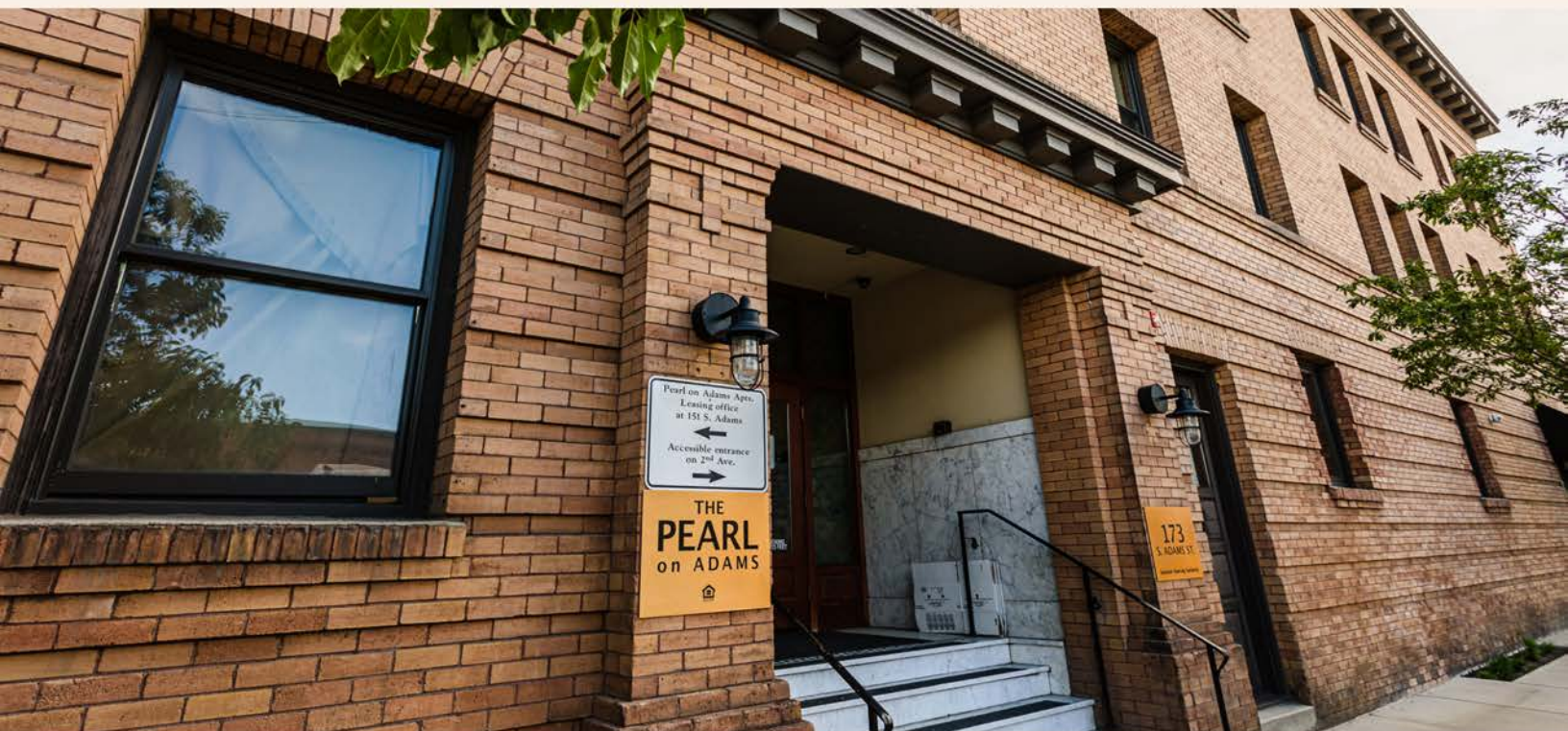
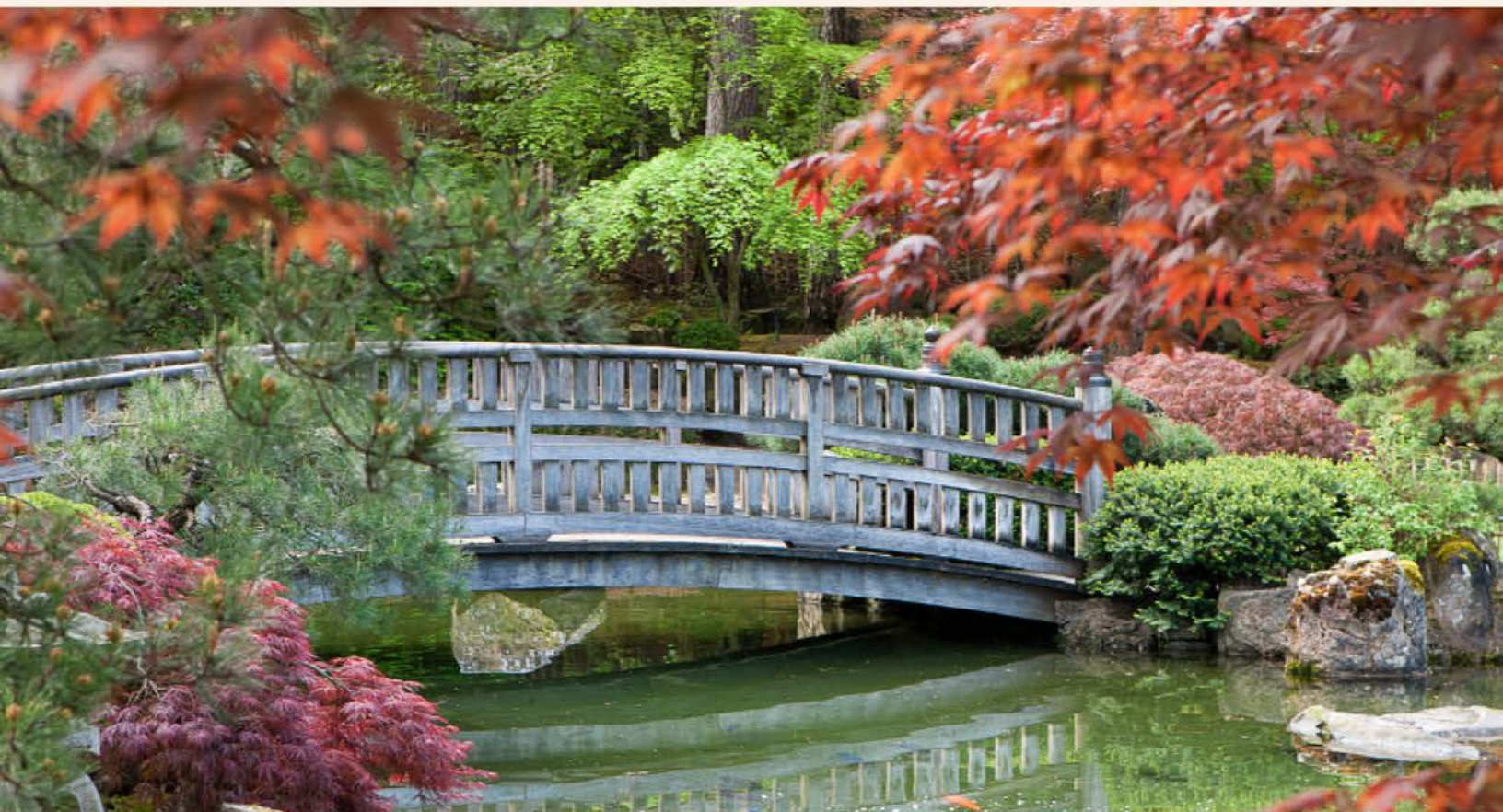


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Plan on a page

Vision: All Community members have access to safe, healthy, and affordable homes

STRATEGIC PRIORITIES

Affordable Impact

➤ ***SHA is a trusted leader on affordable housing policy issues***

- Policy Agenda
- Staff and Board Preparation
- Legislative Response
- Engagement with Partners
- Industry Leadership

Customer Service

➤ ***SHA offers, quality customer-centered service***

- Knowledge and Tools
- Staffing Capacity
- Consistent Customer Service

Housing Stability and Client Success

➤ ***SHA programming provides the foundation for housing stability and self-determined client success***

- Clients are Equipped
- Clients have Access
- Site-Specific Support

Housing Supply

➤ ***SHA increases housing supply by providing equitable housing options that support our community's evolving needs***

- Evaluation Framework
- SHA Development
- Moving to Work
- Infill, Land Banking, and "Block Acquisition"
- Public-Private Partnerships

Relationships

➤ ***SHA has robust relationships that strengthen SHA's impact through collaborative action***

- Commitment to Equity & Social Justice
- Staff Engagement & Well-Being
- Landlords Relationships
- County Partnerships
- Voucher Participants
- Sense of Community

Vision, Mission, & Values

VISION

All community members have access to safe, healthy, and affordable homes

MISSION

SHA creates and sustains high quality affordable housing options that encourage individual prosperity and support healthy communities.

VALUES:



- **Home is where the “start” is:**
 - We believe a home is not just built on a foundation; it is the foundation that supports every other opportunity for people to have better healthier, and more satisfying lives.
- **People first:**
 - We believe compassion for others and passion for helping them improve their lives moves us to do the right things in the right ways to meet our clients' greatest needs and support their greatest opportunities.
- **Whatever it takes:**
 - We believe exceptional service means doing more than required and being better than expected at all we do to support clients and the health of our community.
- **Better Together:**
 - We believe people and situations are unique and complex, so we must effectively plan, collaborate and communicate with community partners to support our clients.
- **Integrity Matters:**
 - We believe respect, trust, accountability, and transparency are essential to make our mission possible, our team strong, and SHA a great place to work.
- **Stewardship starts with us:**
 - We believe we have been entrusted to protect important community resources and commit to the careful and responsible management of those resources in every decision we make.
- **Equity in Everything We Do:**
 - We believe equitable access to safe, stable, and affordable housing allows people to live with dignity, experience lifelong growth, and build financial security. We also believe systemic and institutional inequities, especially in matters of race, remain significant barriers for people and communities working to reach their full potential and we commit to making equity part of our everyday operations.

Strategic Planning Process

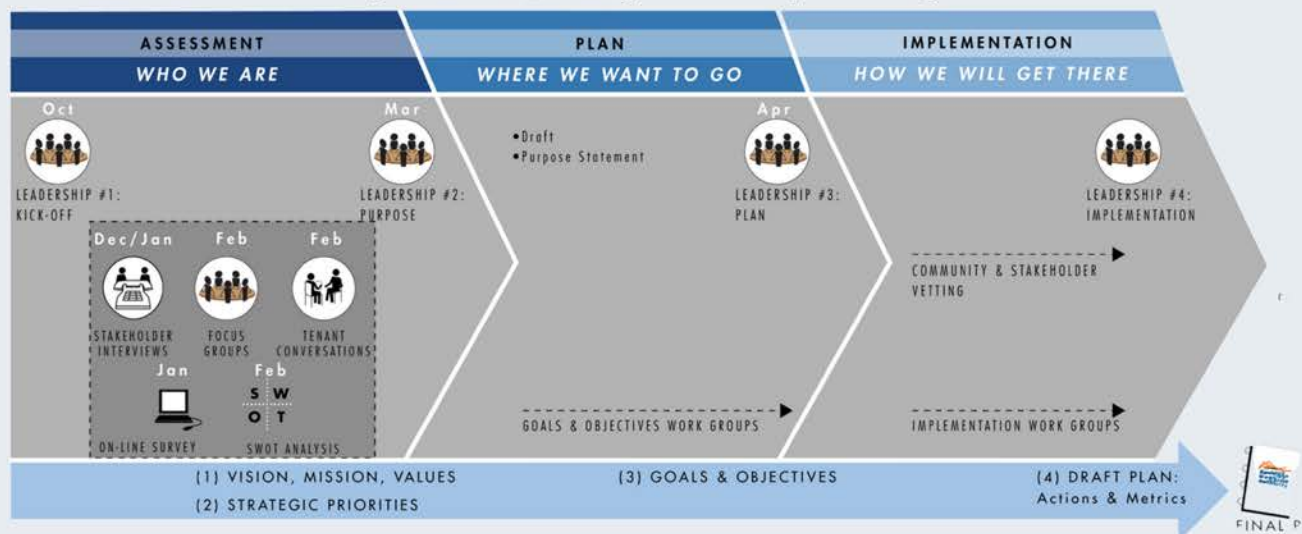
The strategic plan process took place over the course of the year and evolved across three key phases: assessment, planning, and implementation. Through the process, strategic plan contributors identified key issues internal and external to the organization, singled in on priorities, and spent countless hours defining tactical actions and measures to achieve the plan's goals.

Each of these phases involved significant contribution across staff and staff leadership, board leadership, clients & tenants, partners representing BIPOC and Youth & Young Adults community groups, and key stakeholders.

Those involved participated in a number of strategic plan activities including: SWOT analysis, Leadership Meetings, One-on-one Interviews, Staff Survey, Community Focus Groups, Tenant Conversations, and Working Groups.



PROCESS CONCEPT: Spokane Housing Authority Strategic Plan



Affordable Impact

Goal: SHA is a trusted leader on affordable housing policy issues

Objectives:

- SHA has a legislative agenda on regional affordable housing policy issues
- Staff and board are prepared to engage in affordable housing policy conversations
- SHA monitors and quickly responds to legislation, rules, and regulations at federal, state, regional, and local levels
- SHA engages with and leverages partners on research, data & impact analysis, and advocacy
- SHA leads the industry in local, statewide, and national best practices to address homelessness, affordable housing, and homeownership efforts



Customer Service

Goal: SHA offers quality, customer-centered service.

Objectives:

- Staff are equipped with the knowledge and tools to help clients access housing and supportive services
- Staffing capacity levels meet workload requirements to address client needs
- There is consistency across all programs, services, and properties



Housing Stability and Client Success

Goal: SHA programming provides the foundation for housing stability and self-determined client success

Objectives:

- Clients are equipped with the knowledge and tools to access support services
- Clients have access to opportunities for success
- SHA has established and implemented a mixed-use model with site-specific supportive service programming embedded in newly constructed SHA buildings



Housing Supply

Goal: SHA increases housing supply by providing equitable housing options that support our community's evolving needs.

Objectives:

- SHA has a continued evaluation framework for determining project type priorities and site acquisition criteria by end of 2022.
- SHA develops one project per year (of at least 150+ units)
- SHA utilizes Moving to Work to support housing development and access to additional units within our communities – by Q3 2024
- SHA Increases housing supply using infill development, land banking, and “block acquisition”
- SHA has public-private development partnership in Place to expand create affordable units more quickly and efficiently



Relationships

Goal: SHA has robust relationships that strengthen SHA's impact through collaborative action.

Objectives:

- There is an organization-wide understanding and commitment to equity and social justice
- SHA has an internal culture of staff engagement & well-being
- SHA has strong relationships with landlords that make the maximum number of units available to voucher holders
- SHA has robust partnerships with leadership at counties SHA serves – particularly smaller counties – to increase impact
- SHA is connected with voucher participants
- There is a sense of community at SHA properties



Affordable Impact

POLICY AGENDA

Actions:

- Develop a decision framework for legislative actions by June 2023, allowing for modifications to include emerging events
- Establish an annual legislative agenda in close alignment with local partners & stakeholders
- Communicate legislative agenda with legislators and partners
- Include a legislative summary in SHA's Annual Report
- Task Public Policy Committee with leading actions

Measures:

- Complete legislative agenda by December 2023
- Update legislative agenda annually
- Share legislative agenda with legislators and partners at least annually

STAFF AND BOARD PREPARATION

Actions:

- The Policy Committee will lead effort to prepare staff and board
- Develop fact sheets & materials with talking points on legislative agenda and emerging issues
- Align commonalities between SHA & partner legislative agendas
- Assess which key coalition groups staff are connected to, identify gaps, and develop blueprint for participation
- Deliver presentations to partner organizations
- Participate in conferences, coalitions, and community meetings

Measures:

- At least one legislative advocacy training is offered annually by the Policy Committee
- Fact sheets and materials are updated at least quarterly
- At least one presentation on SHA's Affordable Impact activities is delivered quarterly
- Quarterly updates are provided to the SHA Board

LEGISLATIVE RESPONSE

Actions:

- Develop and maintain a legislative tracker
- Identify partners and information streams at the local level
- Mobilize and respond to legislative action when appropriate
- Capture responses in the legislative tracker

Measures:

- Develop legislative tracker by Q2 2023 (in line with legislative agenda)
- Update Board on status of ongoing legislation monthly during legislative season

ENGAGEMENT WITH PARTNERS

Actions:

- Establish a regular interaction and relationship building with local universities & non-profits with data and impact analysis divisions
- Work with local universities to analyze SHA-collected data to help measure success
- Use data to develop future policies
- Include a partnership summary in the Annual Report
- Formalize and expand data sharing agreements

Measures:

- Use SHA-collected data to set specific measures of success.
- Measure expansion of data sharing agreements
- Review and measure use of data towards federal, regional and local policy action

INDUSTRY LEADERSHIP

Actions:

- Request SHA representation on local housing boards
- Provide annual presentations to elected officials
- Incentivize staff and board to present (and attend) statewide and national conferences
- Recognize staff contribution via internal awards
- Apply for industry awards
- Expand the visibility of staff presence in the community

Measures:

- Number of SHA representatives appointed and/or serving on local housing boards
- Number of conference proposals and presentations
- Number of industry awards presented to the organization or individuals representing SHA



Customer Service

KNOWLEDGE AND TOOLS

Actions:

- Research platforms to better support referrals, tracking, and follow-up loop with clients
- Deliver partner presentations on up-to-date resources
- Initiate trauma-informed training as a requirement during onboarding
- Deliver “ACES” training as a requirement during onboarding
- Customer Service team members collaborate to create list of routine screening questions
- Upgrade housing software

Measures:

- Timeline on housing software by Q4 2023
- Deliver trainings yearly
- Number of quality training sessions provided

STAFFING CAPACITY

Actions:

- Establish and utilize key performance indicators data and utilize to inform staff capacity
- Review capacity and personnel levels
- Explore software that can track key performance indicators

Measures:

- Evaluate key performance indicators quarterly/monthly
- Evaluate personnel needs annually (after resolving backlog)

CONSISTENT CUSTOMER SERVICE

Actions:

- Collect agency-wide key performance indicators data and establish “dashboard” for reporting purposes (by program)
- Set agency-wide customer service expectations
- Develop follow-up mechanism with new tenants and participants
- Property Supervisors implement quality control program for maintenance work orders
- Fully implement new client portal

Measures:

- Is dashboard developed?
- establish and meet customer service expectations
- Number of Quality Control follow-up's completed and of those completed – how many completed work orders met tenant expectations

Housing Stability and Client Success

CLIENTS ARE EQUIPPED

Actions:

- Train staff to provide individually tailored referrals to support services that meet a household's specific needs.
- Engage service providers in information exchange.
- Expand or update "Resourceful Renters" curriculum to assist renters become successful tenants with stable housing.

Measures:

- Create referral tracking and follow-up mechanism to determine if client needs have been met.
- Track housing stability of clients completing Resourceful Renters curriculum vs. not completing the course.

CLIENTS HAVE ACCESS

Actions:

- Adopt administrative policies that enable voucher mobility, offer mobility related services to increase the number of voucher households living in opportunity areas with access to employment, education and services.
- Work closely with existing community organizations to support housing development in neighborhoods that have historically been marginalized
- Partner with Spokane Workforce Development Council and Community Colleges to create education, on-the-job training and/or employment opportunities for SHA clients who self-identify a desire to further their education or expand employment advancement.
- Implement Family Self-Sufficiency Program utilizing MTW flexibilities.
- Identify best practices for low-income household asset building programs that can be replicated and implemented at SHA

Measures:

- Measure the increased share of families who choose to move to higher opportunity areas after receiving voucher mobility services.
- Measure any differences in distance to proximity to jobs/school and average monthly rent of households moving to higher opportunity areas.
- Measure increases in earned income of participants

MIXED-USE MODEL WITH SITE-SPECIFIC SERVICE PROGRAMMING

Actions:

- Partner with service providers to include early learning centers, community centers, or senior centers in new SHA development projects responsive to the population the development serves.

Measures:

- Establish at least one partnership to provide on-site services in a new SHA development by 2026.

INDUSTRY LEADERSHIP

Actions:

- Request SHA representation on local housing boards
- Provide annual presentations to elected officials
- Incentivize staff and board to present (and attend) statewide and national conferences
- Recognize staff contribution via internal awards
- Apply for industry awards
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Measures:

- Number of SHA representatives appointed and/or serving on local housing boards
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Housing Supply

EVALUATION FRAMEWORK

Actions:

- Review the tax credit allocation requirements
- Development Committee leads creation of a set of criteria to guide decision making
 - Add spatial/visual component
- Review and update criteria annually

Measures:

- Create a Summary or Checklist outlining development criteria

ONE PROJECT PER YEAR

Actions:

- Regularly evaluate SHA's existing assets for long-term viability
- Develop dashboard for reporting acquisition, development, and completion of pipeline by stage
- Evaluate and purchase supplemental software toward development acquisitions (eg., COSTAR)
- Build a pipeline of projects at least two years in advance
- Identify and quantify funding sources

Measures:

- Establish pipeline by 2023 that includes both new construction projects and land acquisition/banking plan
- Number of attempts - outreach for acquisition (i.e., cold calls)
- Number of Letters of Intent submitted by quarter

MOVING TO WORK

Actions:

- Identify potential incentives for developers to build new housing; prioritize and implement those incentives determined to be viable
- Strengthen relationships with agencies that currently offer down payment assistance to first-time homebuyers and implement Housing Choice Voucher down payment assistance program
- Work with the "Moving to Work" Collaborative to learn best practices and replicate programs that are compatible with SHA program operations

Measures:

- Develop developer incentive recommendations and requirements for Moving to Work
- Identify potential development partners willing to rent to voucher holders in exchange for development incentives
- Number of voucher holders receiving down payment assistance from SHA partners and/or SHA down payment programs

INFILL DEVELOPMENT, LAND BANKING, AND “BLOCK ACQUISITION”

Actions:

- Establish relationships with developers
- Diversify broker base to include residential development
- Consider entitlements for building housing
- Participate in conversations with local government planners regarding expansion of urban growth boundary
- Attend Planning Technical Advisory Committee meetings
- Request representation at the Regional Governance Council for any discussion on homelessness or affordable housing

Measures:

- Secure 1 site for development of this type per year
- Identify and secure building sites within the 2025 urban growth boundary expansion
- Acreage acquired annually

PUBLIC-PRIVATE DEVELOPMENT

Actions:

- Work with other housing authorities to learn best practices
- Develop relationships with developers to do turn-key developments.
- Deliver turn-key developments

Measures:

- Create & Issue RFQ to developers by mid 2023
- Successful recruitment of a developer under contract by end of 2023
- Develop Turnkey Development that produces at least 150 units per year
- Begin construction in late 2024 for development to be online by late 2025 or early 2026

Relationships

COMMITMENT TO EQUITY AND SOCIAL JUSTICE

Actions:

- Conduct trainings for board and staff including both foundational DEI concepts and information specific to the local area
- Re-establish Diversity, Equity and Inclusion committee
- Create strategy to diversify agency leaders and staffing
- Create equity lens tool to apply existing or proposed policies and programs.
- Led by Diversity Equity and Inclusion Committee
- Hold partner presentations with local “By and For” organizations
- Develop and share an equity commitment statement
- Consider establishing staff led affinity groups to answer the call for supportive, safe and brave space, for people of color within SHA.
- Establish MOU’s with BIPOC organizations to formalize working relationships

Measures:

- Establish staff and board training schedule by end of Q1 of 2023 and complete full series of trainings for existing staff by Q3 of 2023
- Establish DEI training standards for new staff and hold DEI refresher courses annually
- Report progress on agency strategy to diversity leadership and staffing at least biannually
- Roll out policy and program assessment tool by Q2 of 2023

STAFF ENGAGEMENT & WELL-BEING

Actions:

- Host agency-wide team-building opportunities out of the office
- Identify staff cross-training & shadowing opportunities
- Create a process Improvement path to remove unnecessary roadblocks
- Promote staff participation on committees
- Establish mid-year staff check-ins
- Embed community service or volunteer time into staff time
- Host monthly ‘brown bags’ presentations/sharing to staff.

Measures:

- Host team building twice a year
- Cross training twice a year for all staff
- Annual Staff satisfaction survey results reflect improvement over baseline
- Track and evaluate the percentage of staff participating in leadership development opportunities

LANDLORD RELATIONSHIPS

Actions:

- Implement Moving to Work landlord incentives
- Create and distribute a quarterly newsletter
- Join the Landlord Association
- Evaluate & establish improved contract processing timelines
- Host landlord appreciation events
- Create a public relations campaign to recruit landlords

Measures:

- Landlord are implemented incentives by 2023
- SHA is a member of the Landlord Association by the end of 1/30/2023
- Improved landlord contract processing standards are adopted by Q2 - 2023
- Track improvements contract processing & payment times
- Host Landlord appreciation events twice per year
- PR campaign to recruit Landlords begins by mid-2023

COUNTY PARTNERSHIPS

Actions:

- Give an annual presentation to every County's Board of Commissioners
- Invite community action agencies to staff events
- Leverage community action agency relationships to gain access to and build relationships with leadership at Counties
- Learn the local housing policy requirements of other counties
- Include a spotlight on counties in the annual report

Measures:

- Establish baseline and evaluate the impact of county relationships

CONNECTED WITH VOUCHER PARTICIPANTS

Actions:

- Create and distribute a quarterly newsletter to participants
- Provide concise communication regarding changing laws and rules
- Physically meet participants where they are to maximize interactions (e.g., community centers)

Measures:

- Release newsletter quarterly at both the property and participant level
- Hold bi-annual events for tenants at SHA properties (e.g. National Night Out, holiday events, etc).
- Establish routine SHA staff presence at least one community center by Q4 2023 and another by Q4 2024.

SENSE OF COMMUNITY AT SHA PROPERTIES

Actions:

- Establish regular community communications (i.e., monthly newsletter)
- Allocate funds and host events for tenants
- Facilitate formation and provide staff support for Resident Council's at properties where residents demonstrate an interest in resident leadership
- Facilitate safety program for SHA communities in cooperation with local law enforcement

Measures:

- Community participation in organized activities
- Number of events at properties
- Number of resident councils established
- Number of safety presentations and number of residents participating in presentations



Major Moves

SHA must make a material impact on the housing affordability crisis in the Spokane region

To do this, we must:

- Elevate SHA's profile in the Spokane region
- Assume a leadership role in housing policy
- Build more housing
- Expand and leverage new and existing relationships to increase housing supply built by others
- Formalize the "Move Up" Strategy to all voucher holders and current tenants at SHA.
- Provide better customer service to help clients move beyond SHA housing.





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