

B3 Provide a description of the PHA's progress in meeting its Mission and Goals described in its 5-Year PHA Plan.

The narrative below was submitted in 2025 for our 2026 5-year and Annual Plans.

Please add any updates in Tracked Changes format.

Goal #1 – Affordable Impact

SHA is a trusted leader on affordable housing policy issues

Objectives:

- **SHA has a legislative advocacy agenda on regional affordable housing policy issues**

Progress:

- SHA has an annual Affordable Impact Action Plan and Advocacy Decision Framework with annually updated federal and state legislative priorities which are shared widely with legislators, partners, staff and stakeholders.
- One page advocacy documents are created for major legislative priorities which were used actively in sharing knowledge and educating decision makers and legislators.
- End of session reports are given to the Board.

- **Staff and board are prepared to engage in affordable housing policy conversations**

Progress:

- Two advocacy training courses were conducted for the Board and staff.
- Provided staff advocacy training in January 2026 at all department meetings.
- Regular informative emails regarding legislative actions are being distributed to staff to educate and keep them informed.
- Provided monthly updates to the Board state legislative items and major federal policy developments.

- **SHA monitors and quickly responds to legislation, rules, and regulations at federal, state, regional, and local levels**

Progress:

- Created an Intergovernmental Affairs Manager staff position.
- SHA maintains a legislative tracker tracking over 100 state legislative bills during 2026, several local ordinances, and federal policy proposals impacting affordable housing.
- Developed an engagement log to track all legislative engagements. Logged over 24 engagements in 2025 with 24 advocacy engagements to date in 2026 along with two hill days during the 2026 state legislative session and one hill day in Washington DC.
- Requested FY 27 Congressionally Directed Spending/Community Project Funding for construction of the Orchard Vista Early Learning Childcare Center.

- **SHA engages with and leverages partners on research, data & impact analysis, and advocacy**

Progress:

- The Executive Team continually meets with partners to share our Strategic Plan and advocacy activities.

- Awarded a contract for communications consultant and services to assess our current communication practices. The firm is in the research phase of developing the draft communications plan that will further enable SHA to achieve its strategic priorities.
- Drafting and publication of a bi-annual 2024-2025 Report to the Community to be published September 2026.
- Staff scheduled a date for the Orchard Vista Grand Opening in August, inviting elected officials and community leaders to join in the celebration.
- **SHA leads the industry in local, statewide, and national best practices to address homelessness, affordable housing, and homeownership efforts**
Progress:
 - SHA leadership actively engages in industry legislative committees to include National Association of Affordable Housing Redevelopment Officials (NAHRO), Council of Large Public Housing Authorities (CLPHA), Association of Washington Housing Authorities (AWHA), and the Spokane Low Income Housing Consortium (SLIHC).
 - Four staff members currently serve in leadership positions within NAHRO and representation on NAHRO's Board of Governors.:
 - The Executive Director is the current President of the Association of Washington Housing Authorities.
 - The Deputy Executive Director received the NAHRO 2024 Emerging Leader Award.
 - The Deputy Executive Director serves as the President of the Pacific Northwest Regional Chapter of NAHRO covering Washington, Oregon, Idaho, and Alaska.
 - The Deputy Executive Director was appointed to represent the Association of Washington Housing Authorities on the Governor's Housing Task Force to establish a new Department of Housing. A proposed recommendation for the structure of the Department of Housing will be finalized by November 2026.
 - The Finance Director serves as the President of the Washington Housing Authorities Accounting Professionals.
 - The Director of Housing Assistance Programs is serving on the Continuum of Care Executive Committee.
 - Executive Director is serving on Safe and Healthy Spokane Tax force.
 - Eight conference presentations were delivered in 2023, four were presented in 2024, nine were presented in 2025, and three presented to date in 2026.
 - SHA hosted the Pacific Northwest Regional Council of NAHRO conference in Spokane during April 2025 and provided a property tour.
 - Staff participated in two initial meetings for the City of Spokane Barriers to Building Initiative, which is convening developers and other stakeholders to identify solutions to build more housing in Spokane.
 - Staff participated on a panel during the Greater Spokane Inc. Housing Summit.
 - SHA staff hosted two housing authorities on three occasions, sharing our best practices. These were requested by the agencies, recognizing SHA has an industry leader.

Goal #2 – Customer Service

SHA offers quality, customer-centered service.

Objectives:

- **Staff are equipped with the knowledge and tools to help clients access housing and supportive services**

Progress:

- Implemented Yardi Housing Software in 2023.
- Yardi portals and associated products have been implemented:
- Landlord Portal – This portal allows landlords to receive updates on payments and inspections.
- Client/Resident Portal – Approximately 92% of voucher participants are now completing their annual reviews via the portal, eliminating the need for paper and postage. End of Participation rates due to non-submittal of annual reviews are being monitored to assess portal success in alignment with our Customer Service and Relationship priorities.
- Applicant Portal – Applicants can apply for and update their applications within the portal and receive correspondence.
- Referral Partner – Partners can refer applicants through the portal. We are working towards utilizing this feature for our Project-Based Voucher Partners to submit referrals.
- Request for Tenancy Approval (RFTA) – Clients can view their briefing video and facilitate the Request for Tenancy Process with landlords through this portal, thereby expediting lease times. The goal of this module is to speed up lease and inspection times for our participants and landlords. RFTA to Inspection time was reduced to below 48 hours.
- Case Manager – Tracks all client engagements through a workflow process to include client notes and correspondence across programmatic areas. Also tracks and responds to reasonable accommodations and client service assessments, goal plans, external referrals, case notes, and property programs/events including tenant participation.
- Yardi Document Management Services - Fully integrates an electronic document management system within Yardi to include all client documentation, case documentation, and correspondence. SHA is now fully electronic with all notifications and correspondence except for those clients with Reasonable Accommodations for paper correspondence.
- Fixed Assets – Integrated fixed asset tracking within Yardi to eliminate spreadsheet tracking.
- Compliance Manager – Voyager 8 User Interface, providing streamlined workflow on one screen for Tax Credit certifications and HCV Annual Certifications which fully integrates with the Rent Café Portals and Yardi Document Management Services.
- Trauma-informed care and ACES training was provided to staff.
- STEP training was provided for staff which is designed to equip staff with tools to address trauma, improve relationships and reduce stress.
- Trained and certified all inspection staff, additional staff and 3rd party contractors on NSPIRE inspection protocol.

- Trained and certified 45 staff members in "HCV essentials" eligibility and income certifications.
- Successfully implemented on demand HCV Essentials training within NAHRO nationally for onboarding new staff.
- Implemented incident reporting throughout the Agency to gather data and information to enhance safety and response to incidents both external and internal.
- Formalized an AI policy and committee that is researching the use of AI in daily operations and procedures as well as customer response.
- Implemented an online briefing video for new and moving voucher clients to include a PBV client briefing video.
- Issued ipads to the administrative customer services team to assist clients mainly with portal use, annual reviews and applying to wait lists. Customer Service is training and mentoring clients to enable them to independently perform functions through the portals.
- Issued ipads to property staff to assist residents with portal use, workorder submission, rent tracking, annual reviews and correspondence.
- Implemented "Core Relief" software for State 1115 short term rental assistance, emergency rental assistance, and MIST payments. This software streamlines referrals, workflow approvals, and payments, eliminating paper and emails between DSHS, HCA, and SHA staff.
- **Staffing capacity levels meet workload requirements to address client needs**
Progress:
 - Through the implementation of technology, process development and data driven analysis on staff capacity:
 - HCV staff are now processing over 80% of monthly annual reviews within the first 3 days of the month and completing them entirely within the first two weeks of the month. This allows for more client engagement time, training, and created flexibility for staff absences and turnover when they occur without disruption in service and process.
 - Inspection time from Request for Tenancy Application to Inspection is now under 2.5 days, leasing up tenants faster and providing an expedited experience for landlords.
 - HAP contracting is now under 60 days.
 - Customer service response times to voice mail and email is now under 24 hours consistently.
 - Virtual Wait Times have been reduced to 26 minutes on average and in person wait times have been reduced to 11 minutes.
 - Staffing capacity for property management has been reviewed and core regional areas of operations are being implemented for senior level management oversight and on-call needs.
- **There is consistency across all programs, services, and properties**
Progress:
 - Reorganized front lobby Customer Service and hired a Customer Service Supervisor, now reporting to the Administrative Services Manager for better leadership.

- Implemented new technologies for email and voicemail access for the customer service team.
- Developed and using a Customer Service dashboard to track key performance indicators and service levels.
- Launched an ongoing Customer Service survey via QR code and paper format for immediate feedback. Showing average score of 4.4 out of 5.
- Started quarterly meetings between Asset Management and Client Services for cohesive client response and trust building.
- Created an online resource document for consistent responses to common questions.
- Using customer service survey data to update language on portals and the website for clear client guidance.
- Began offering scheduled appointments for participants to offer reliable service without waiting. We are monitoring the participant response of this offer to determine whether to continue or expand.

Goal #3 – Housing Stability and Client Success

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.**

Progress:

- A Housing Stability and Client Success team was established within the Housing Assistance Program Department. The team consists of a Housing Stability & Client Success Manager, FSS Coordinator, Landlord Liaison, two Social Services Coordinators, and three grant coordinators. The objective is to create a social services team that assists clients and residents with coordinated supportive services and accepts staff referrals when additional help is needed for clients. The Client Services team is located both in the administrative building and within five SHA properties. Services Provided in 2025:
 - 11 Department of Youth and Families grant goal plans created
 - 11 families signed up for the 2Gen Goal setting program
 - 1,378 residents and participants were provided with resources and assistance from internal referrals from case staff
 - 1,006 residents participated in activities at SHA managed properties from holiday meals, national night out, game days, 2nd harvest and tenant group meetings.
- Developed and implemented a two generation targeted service model that focuses on specific generational needs within the household to increase household stability as a whole.
- An online referral system was implemented to streamline referrals across agency properties and voucher programs to the Client Services Team.
- Family Self Sufficiency Program – Implemented in October 2023 and was subsequently expanded from 25 to 50 households enrolled in the program. A FSS Attendance Policy has been implemented to ensure those who are driven to succeed

continue to be enrolled in the program and those who are not following through are removed to make room for other interested households.

- Currently 37 households enrolled
- Eight households successfully graduated
- Foster Youth Initiative – This is a new program implemented that provides rental assistance to 18 – 24-year-olds aging out of foster care. Currently have 17 vouchers available and looking to grow the program further.
- DCYF Grant for Support Services for FUP Eligible Households – This is a new program through the DCYF’s grant for Family Unification Program (FUP) eligible households. It provides additional resources to assist these clients in finding housing, creating goal plans, provides funds for application fees, deposits, moving expenses, furniture and housewares and provides additional logistical and financial support to obtain housing stability.
 - Assisted 15 families (4 to find housing and 11 with goal plans)
- Medicaid 1115 Waiver Statewide Programs – Awarded two contracts to administer Medicaid 1115 Waiver funds for the Health Care Authority and DSHS Aging and Long Term Care for short-term emergency housing assistance totally over \$74 million over two years. Began administering funds in 2026 and fully implemented the CORE relief software for workflow efficiency and faster payment processing
- **Clients have access to opportunities for success.**
Progress:
 - SHA’s Project-Based Voucher Policies – Chapter 17 of the Administrative Plan, as it relates to selection of projects for participation in the PBV Program were revised to include threshold criteria requiring projects to be less concentrated (fewer PBV’s per project) and in Areas of Opportunity. This will stop the concentration of low-income units in large areas of the city.
 - A new Landlord Incentive/Bonus was implemented in 2024 for landlords who own units in areas of low-poverty concentrations who choose to rent to voucher holders. This makes units in Areas of Opportunity more accessible to voucher holders.
 - SHA’s most recent PBV Request for Qualifications for Project-Based Vouchers included incentives in scoring for applicants who have formally adopted Eviction Prevention Plans and Moving-On Strategies. Both point incentives are related to client stability and success. Awarded 47 PBV vouchers across 5 projects all in census tracks with lower than 20% poverty rates and outside downtown core.
- **SHA has established and implemented a mixed-use model with site-specific supportive service programming embedded in newly constructed SHA buildings**
Progress:
 - SHA secured a ELF (Early Learning Fund) grant for planning and design of the Orchard Vista Early Learning Child Care facility.
 - Submitted Federal Direct Appropriations requests for FY 27 for the construction of the Orchard Vista Early Learning Child Care Facility
 - Issued an RFP for architect for Orchard Vista Early Learning Child Care Facility and evaluating responses.

- Issued an RFP for a childcare operator and partner for the Orchard Vista Early Learning Child Care Facility and evaluating responses.

Goal #4 – Housing Supply

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 Q1 2023.**

Progress:

- Housing site criteria were developed by the Development Committee and Board approved.
- **SHA develops one project per year (of at least 150+ units).**
Progress:
 - Hifumi En project closed financing in July 2024 with the first building completed and leased to residents in May 2025. The existing Hifumi En was demolished and vertical construction on phase II was completed and fully leased in July 2026. This project added 47 units to the community serving those who are senior and/or disabled.
 - Established a private/public partnership with the Inland Group to construct Orchard Vista comprising 240 units of family workforce housing. Units are currently leasing. This project was constructed in less than 12 months and with a 30% cost savings compared to industry average for affordable housing.
 - Successfully negotiated a Purchase and Sale Option for Chalice Place. Plans are to construct approximately 88 units of senior housing. Inland Group was selected as our private/public contracting partner. The project is fully funded utilizing Low Income Housing Tax Credits, Housing Trust Fund, and local funding. CREA and Banner Bank were selected as investor partner and lending partner with expected financing closing and construction start in fall of 2026.
 - Successfully exited the equity investor from the Cornerstone Courtyard – Borning Building Partnership (Cornerstone Courtyard) and Cornerstone Courtyard – Helena Partnership (Pearl of Adams). Planning is underway for recapitalization into the Keystone partnership. \$900K in Housing Preservation funds were secured for plumbing and HVAC repairs at the Cornerstone Courtyard to begin in 3rd qtr 2026.
 - Parsons renovation of the elevator was completed.
 - In mid-2025, SHA was approached to assist in the preservation of Kaniksu Village in Meteline Falls. This is a 22-unit HUD assisted property that was in trouble and no longer receiving subsidy. SHA has agreed to manage the property to establish stability with Rural Resources acquiring the property as owner and the office of Rural and Farmworker Housing to provide development technical assistance to repair the property. The project has been awarded the needed funding and SHA is working towards established HUD compliance once again to get the HUD subsidy flowing.
 - Strategic discussion with the State Department of Veterans Affairs progressed in the first quarter of 2026 to partner on a potential veteran community on 42 acres the Department has acquired for a new group home.
- **SHA utilizes Moving to Work to support housing development and access to additional units within our communities.**

Progress:

- Added a development activity to the MTW plan for pipeline development projects. This is to allow for Section 8 funds to be used for development as appropriations allow for it.
- Other MTW initiatives aside from Landlord Incentives and administrative waivers are on hold until additional funding is available.
- **SHA Increases housing supply using infill development, land banking, and "block acquisition"**

Progress:

- SHA is currently participating on the Spokane County Area Planning and Technical Advisory Committee and are at the table for development conversations across the region.
- **SHA has public-private development partnership in Place to expand create affordable units more quickly and efficiently**

Progress:

- Currently partnering with the Inland Group on the development and construction of Orchard Vista, SHA's first public/private development partnership and 2nd of its kind in the state.
- Awarded the Inland Group to engage in another Public-Private partnership for the development and construction of Chalice Place.

Goal #5 – Relationships

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

Objectives:

- **There is organization-wide cultural awareness and a commitment to individual prosperity**

Progress:

- Completed training for Board and staff.
 - Cultural Advisory Committee was re-established and is currently researching foundational training for the committee.
 - Staff diversification is at 23.1% up from 8.3% in November 2019.
 - Implemented Limited English Proficiency policy and plan.
 - **SHA has an internal culture of staff engagement & well-being**
- Progress:**
- Three years of annual staff surveys were completed to gather baseline data on staff well-being and satisfaction. Trends show a significant increase and ongoing stability in all measurable areas of staff satisfaction.
 - A Compensation Philosophy was developed and approved by the Board with substantial staff involvement and participation. This philosophy assisted as a guidepost during salary and benefit discussions and decisions.
 - A compensation survey was completed, and a new salary scale was implemented October 2025 retroactively to July 1. Implemented a new Tiered Health Benefit structure to support our employees with dependents.
 - Implemented in April 2024 a new annual self-assessment, goal setting, and staff evaluation process to incorporate documentation of strategic goals, professional

growth goals, and personal growth goal conversations; supporting staff in growth opportunities and determining training needs.

- Developed a Paid Volunteer Policy approved by the board in May 2024.
- Two staff graduated from the NAHRO L.E.A.Dership program.
- Annually SHA sends one to two staff members to Leadership Spokane.
- Reduced employee turnover rate from 30% in 2024 to 13.2% in 2025, currently trending at 6.6% in 2026.
- Average tenure of staff rose from 5.2 years in 2024 to 5.7 years in 2025, currently at 5.3.

- **SHA has strong relationships with landlords that make the maximum number of units available to voucher holders**

Progress:

- Implemented landlord bonus incentives in October 2023.
- Implemented pre-inspection, and initial inspection MTW waivers in April 2025 to streamline inspection process for landlords.
- Joined the Landlord Association and continuing monthly meetings to plan for expansion of MTW activities.
- Provided information sessions and webinars to landlords on NSPIRE and connecting them with our Client Services to provide additional support for both the client and the landlord.
- Procured a mass email system (Constant Contact) for landlord communications.
- Standardized system for collecting vacant units from landlords assisting both landlords and clients to access housing opportunities.

- **SHA has robust partnerships with leadership at counties SHA serves – particularly smaller counties – to increase impact**

Progress:

- Presented to the Spokane County Board of Commissioners at their September 2024 Meeting.
- Working with Rural Resources and Pend Orielle County on preserving Kaniksu Village in Metaline Falls. Members of the executive team visited the property on June 27th and developed a working plan to continue conversations and action.
- Presented to the Spokane County Housing and Community Development Advisory Committee in December 2025.

- **SHA is connected with voucher participants**

Progress:

- Engaged our community partners for assistance with our waitlist opening by establishing application sites through our referral partners and the local libraries to meet our clients where they are. The waitlist was successfully opened in August with over 5,200 applicants.
- Client Services staff are meeting clients individually at their homes and scheduling group meetings in community spaces to provide assistance with programmatic paperwork and providing resources.

- Residents can now schedule appointments with services staff via QR codes posted on flyers.
- Over 90% of Voucher Participants are completing their annual review electronically via the portals, enhancing communications through the portals and reducing terminations from non-compliance of submission requirements.
- **There is a sense of community at SHA properties**
Progress:
 - Re-established Safety Committee for staff engagement on safety issues. Committee is moving forward with site visits and monthly safety briefings.
 - Services Staff held first resident meeting at the Parsons and are establishing ongoing monthly resident meetings.
 - Started Resident newsletters at Pearl, Parsons, Agnes Kehoe and Hifumi En.