

EVERETT
HOUSING AUTHORITY



STRATEGIC PLAN

2020-2029

MISSION STATEMENT

The Everett Housing Authority creates affordable housing, fosters healthy communities where households thrive, and replaces systemic racism with equity for all.

OVERVIEW

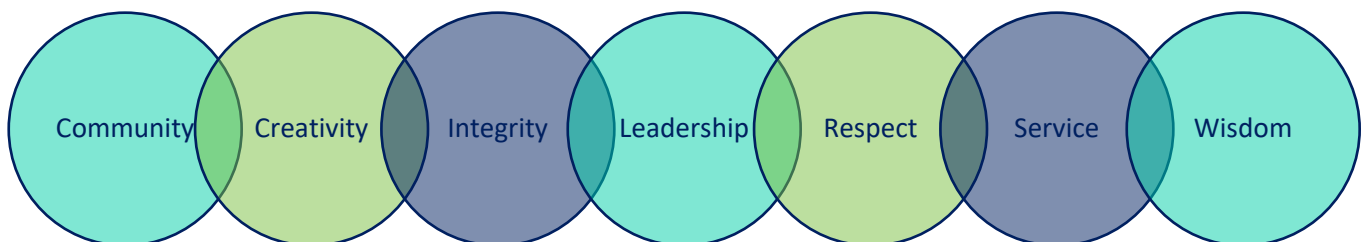
Everett Housing Authority was incorporated in 1942. The agency was created by an action of Everett City Council, in order to address “a shortage of safe and sanitary dwelling accommodations in said City of Everett available to persons of low income at rentals they can afford.”

Up to this day, EHA has remained intently focused on expanding the supply of affordable housing for low-income individuals and families residing within our service area.

BOARD OF COMMISSIONERS

EHA is governed by a Board of Commissioners, which is appointed by the Mayor of Everett and confirmed by the City Council. The Board is composed of six commissioners, including a resident commissioner who is a current program participant. Commissioners serve five-year terms with staggered expiration dates.

ORGANIZATIONAL VALUES



STRATEGIC OBJECTIVES

- 1. Create 1,500 EHA-owned or -supported housing units by 2030 primarily through new development**
- 2. Direct our resources towards creating diverse, healthy communities of opportunity where children and adults flourish**
- 3. Foster a workplace where every employee is proud of their contribution to EHA's mission**
- 4. The race—as well as other physical or social or characteristics or sexual orientation—of any client or staff will have no impact on how they fare in EHA's programs or their potential in the organization.**

Strategic Objective 1: Create 1,500 EHA-owned or -supported housing units by 2030 primarily through new development

<p>Implement highly innovative and increasingly cost-effective development strategies. These may include:</p>	<ul style="list-style-type: none"> • Nontraditional development models, for example, design-build versus design-bid-build • Energy-efficient and sustainable modular housing • Innovative building materials such as cross-laminated timber (CLT)
<p>EHA development activities will generate increased annual net cash flow to support EHA’s mission through:</p>	<ul style="list-style-type: none"> • Maximizing income from developer fees • Generating net cash flow from operations of new properties • Creating a sustainable pipeline of tax credit syndications and re-syndications • Continuing existing and pursue additional strategic dispositions to increase affordable housing stock
<p>EHA development activities will address the effects of institutional racism by championing diversity, equity and inclusion. These activities will include:</p>	<ul style="list-style-type: none"> • Developing housing primarily in communities of opportunity, especially those where subsidized housing has been excluded. • Investing in neighborhoods where housing has deteriorated due to market forces and public policy. • Significantly increasing housing for families with children. • Engaging with all neighborhoods to advocate for acceptance of multifamily nonmarket housing to address our communities’ needs.
<p>EHA’s development activities will target populations whose needs have either been neglected or will grow substantially in the next decade. These will include, but not be limited to:</p>	<ul style="list-style-type: none"> • Households with children, especially homeless families • Elderly households and individuals

Strategic Objective 2: Direct our resources towards creating diverse, healthy communities of opportunity where children and adults flourish

<p>Transform existing properties into communities of opportunity:</p>	<ul style="list-style-type: none"> • Use community health survey data and other sources of community and resident input to identify priority needs for individual communities—families with children, elderly, mixed populations • Align existing staff and other resources with programs and strategies that address identified priorities. • Expand the Family Self-Sufficiency Program (FSS) and related self-sufficiency programs to increase participant income-earning potential and asset building. • Leverage EHA resources to substantially increase access to existing and future opportunities available in the community (e.g., Everett Community College and new Washington State University campus)
<p>Significantly increase access to communities of opportunity through the Housing Choice Voucher Program</p>	<ul style="list-style-type: none"> • Identify residential areas with low poverty, good public schools, and access to transportation, employment opportunities, and other amenities where families with children can flourish • Explore and implement alternative payment standards to increase access to such “communities of opportunity” • Pursue resources like the Mobility Demonstration funded by Congress in 2019 and 2020 budgets to fund activities under this objective. • Direct resources to assist voucher holders with their housing choices, for example, housing search assistance. • Use potential flexibilities through the Moving to Work Demonstration Program (or other demonstration opportunities) and/or waivers to design programs and policies that align with this objective.
<p>Develop new housing opportunities primarily in communities of opportunity (see Strategic Objective #1)</p>	<p>[Refer to strategies in Objective 1]</p>

Strategic Objective 3: Foster a workplace where every employee is proud of their contribution to EHA’s mission

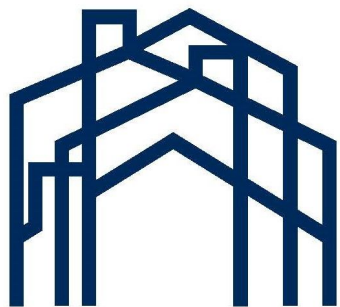
<p>EHA will create a culture of inclusion by maximizing the use of staff ideas and talents to pursue this objective and EHA’s mission as a whole, by:</p>	<ul style="list-style-type: none"> • Using qualitative and quantitative means (e.g., Staff Advisory Group, focus groups, surveys) to gather staff input in developing EHA’s plans and initiatives related to this objective • Tailoring extent of staff outreach to the type and significance of impacts of policy, plan or program changes • Ensuring that all staff who volunteer their thoughts and ideas represent a maximum of diversity—race, gender, orientation, and so on
<p>EHA will create a culture where all staff personally and corporately embrace excellence, by:</p>	<ul style="list-style-type: none"> • Establishing stretch goals and high standards for individuals, teams, departments and agency-wide • Acknowledging and rewarding organizational, team and personal achievement • Continuing high performer status under HUD assessment programs • Continuous improvement in operations outcomes • Local, state and national recognition for agency achievement • Pursuing access to achievement-based demonstration programs, e.g., Moving to Work Demonstration
<p>EHA will establish a culture of appreciation by:</p>	<ul style="list-style-type: none"> • Ensuring that all staff and teams have clearly defined goals and objectives and the means to monitor progress towards those goals and objectives. • Regularly recognizing the achievement of individual and team accomplishments through a variety of means and media. • Developing a consistent performance evaluation process that is used as the basis for compensation adjustments.
<p>EHA will foster a culture of growth through opportunities for staff development</p>	<ul style="list-style-type: none"> • All supervisors are committed to the career growth of every assigned staff • All employees have opportunities for training and education to enhance their opportunities for advancement whether with EHA or not.

Strategic Objective 4: The race—as well as other physical or social or characteristics or sexual orientation—of any client or staff will have no impact on how they fare in EHA’s programs or their potential in the organization.

<p>Effect agency-wide culture shift that normalizes and prioritizes DEI as an organizational imperative</p>	<p>EHA’s senior leadership will be responsible for guiding this culture shift</p> <ul style="list-style-type: none"> • Their actions and behavior will demonstrate a personal dedication to diversity, equity and inclusion • Commitment to ongoing growth in DEI knowledge through self-study and other internal and external opportunities • They will hold themselves, each other and assigned staff accountable for behavior that demonstrates practices of diversity, equity and inclusion
	<p>All staff will demonstrate understanding of EHA mission to undo institutional racism</p> <ul style="list-style-type: none"> • Staff will embody a sense of welcome and inclusion for colleagues and residents regardless of differences in physical/social/sexual orientation • Staff will attend all required DEI training workshops and put learning outcomes into practice within agency work • Staff will hold each other accountable for behavior that demonstrated practices of diversity, equity, and inclusion
<p>Use DEI to provide the conceptual lens for all EHA program and policy development and implementation</p>	<ul style="list-style-type: none"> • Regularly updated demographic and other DEI-related data will drive the development of programs, policies and procedures • Human resources programs and policies will be implemented to create and sustain a racially inclusive organization • All operational programs and policies will be examined and become consistent with the characteristics of such an organization
<p>Develop and nurture community and national networks and relationships to advance diversity, equity and inclusion at all levels</p>	<ul style="list-style-type: none"> • Participate in local neighborhood associations and councils to build local relationships and counteract NIMBYism. • Partner with and/or joining key organizations such as NAHRO, GARE, C3, and Leadership Snohomish, to amplify and enhance DEI effectiveness. • Consult with and learn from local cultural affinity organizations about the diverse needs of Snohomish County and to ensure equity in program development and implementation.

ANNUAL GOALS 2020-2021

- Complete relocation and disposition of 44 Scattered Sites Public Housing units.
- Complete disposition of Baker Heights, including EHA-owned part of Wiggums Hollow Park, to Legacy LLLP and Washington State University. Explore options for Wiggums Hollow Park disposition, including land swap.
- Create a nonresidential facility with community space and staff offices at Grandview Apartments by constructing a new clubhouse or renovation of an existing building.
- Complete design and begin construction of Phase 1 of Baker Heights redevelopment (105 tax credit units), including up to 65 PBV units for homeless families with children enrolled in Everett Public Schools and an early learning facility. **This activity represents the first subsidized units to be developed as a part of EHA's commitment to one-for-one replacement of public housing units.**
- Complete the formation of a 501c3 nonprofit that will develop Phase 2 of Baker Heights redevelopment, including 60 to 65 modular housing tax units.
- Develop complete plans for Phase 2, including a development finance plan and closing.
- Explore partnerships through allocating project-based vouchers to create housing for homeless families with children enrolled in public schools.
- Acquire land for future development of housing.
- Expand the capacity of EHA's development department to implement EHA's development objectives.



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